Norwegian Church Aid
South Sudan Strategy

2016-2020

NORWEGIAN CHURCH AID
actalliance

Updated 23.09.2015

Table of contents

A.   Annex 1-7 in Word Format

   (i)   Partner information form

   (ii)   Visual presentation of the theory of change at country level

   (iii)   Theory of Change for the Peacebuilding programme

   (iv)   Theory of Change for the Reproductive Health programme

   (v)   Theory of Change for the WASH programme

   (vi)   Funding strategy and targets

   (vii)   Map with indication of where NCA works

B. Annex 8-14 in Excel format

   (viii)   Results Framework for the Peacebuilding Programme

   (ix)   Results Framework for the Reproductive Health Programme

   (x)   Results Framework for the WASH Programme

   (xi)   Results Framework for the CBBT Programme

   (xii)   Results framework for cross-cutting issues and civil society

   (xiii)   Overview of Planned Evaluations

   (xiv)   Risk analysis and management

List of abbreviations

AACC	All Africa Council of Churches
ACT	Action by Churches Together / ACT Alliance
AMACEA	Association of Member Episcopal Conference in Eastern Africa
ATTI	Arapi teachers training institute
AU	African Union
BH	Bore Holes
CBTT	Community Based Teacher Training
CCN	Christian Council of Norway
CHD	County Health Department
CHW	Community health worker
CNHPR	Committee for National Healing Peace and Reconciliation
CRC	Convention of the Rights of the Child
CRP	Crises Response Plan
CSOs	Civil Society Organizations
DNH	Do No Harm
GBV	Gender-Based-Violence
GDP	Gross Domestic Product
EE	Eastern Equatoria State
EES	Eastern Equatoria State
ECS	Episcopal Church of Sudan
EU	European Union
FAO	Food Agricultural Organization
FBO	Faith Based Organization
FECCLAHA	Fellowship of Christian Council of Churches in the Great Lakes and Horn of Africa
HAP	Humanitarian Accountability Partnerships
HCs	Health Centres
HAP	Humanitarian Accountability Partnership
HHPs	Home Health Promoters
HSI	Health Science Institute
IASC	Inter-Agency Standing Committee
IDP	Internal displaced person
IGAD	Intergovernmental Authority on Development
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
LRRD	Linking Relief, Rehabilitation and Development
LWF	Lutheran World Federation
MFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoU	Memorandum of Understanding
MWRI	Ministry of Water Resources and Irrigation
NCA	Norwegian Church Aid
NFI	Nono-Food-Item
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
O&M	Operations and Maintenance
PHCC	Primary Health Care Centre
PHCU	Primary Health Care Unit
PME	Planning, Monitoring and Evaluation
PTA	Parents Teachers Association
RWHT	Rain Water Harvesting Technology

SMOH	State Ministry of Health
SHERE	Humanitarian Charter and Minimum Standards in Disaster Response
SPLA	Sudan People Liberation Army
SPLM	Sudan People Liberation Movement
SS	South Sudan
SSCC	South Sudan Council of Churches
SSP	South Sudanese Pound
SUFEM	Sudan Fellowship Mission
SWOT	Strength, Weaknesses, Opportunity & Threat
TBA	Traditional Birth Attendant
ToT	Training of Trainers
TTI	Teacher Training Institute
TROIKA	In connection with peace process the 3 countries Norway, UK and USA
UN	United Nations
UNCRP	United Nations Crises Response Plan
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNOCHA	United Nations Organization for Coordination of Humanitarian Affairs
USA	United States of America
USD	United States Dollars
VHC	Village Health Committee
VHT	Village Health Team
VTC	Vocational Training Centre
VWC	Village Water Committee
VWMC	Village Water Management Committee
VICOBA	Village Community Banks
WASH	Water Sanitation and Hygiene
WCC	World Council of Churches
WFP	World Food Programme
WHO	World Health Organization

Executive summary

The NCA Country Strategy for 2016-2020 for South Sudan places itself within a continued scenario of conflict and post conflict in South Sudan. A signed peace agreement represents a first step on a long road to peace and recovery where a persisting level 3 emergency alongside deeply rooted conflict lines and an economy in shambles in the world's most fragile state represents extremely challenging circumstances for implementation of both peacebuilding, recovery interventions and humanitarian aid. In addition there are severe logistical challenges inflating costs of implementation of programmes. These parameters demand a high level of flexibility for implementation and ability to adapt based on dynamic contextual understanding of the emerging scenarios.

Key conflict drivers are identified as (i) lack of participation, especially of women and youth (ii) lack of access (ii) competition over resources in the form of assets (e.g. cattle, land, water) as well as in the form of access to basic services (health, education, clean water) and (iii) lack of governance structures at local level.

The strategic response to the context is summarized in a **Theory of Change** guiding the 2016-2020 country strategy;

If;

-youth, women and men are empowered and actively participate in decision making as well as to claim their rights and take responsibility towards fulfilment of their rights

-local capacities are strengthened for improved delivery of basic rights on Reproductive Health, WASH and Education as well as for increased preparedness and response to emergencies

-the churches utilize their potential for unifying the people of South Sudan for an inclusive process of reconciliation, healing and peaceful coexistence and holding duty bearers accountable

-the immediate needs of victims of conflicts and natural disasters are met

Then NCA and partners will have contributed to the **vision** of "*a more peaceful and just South Sudan where citizens co-exist and experience equitable development within a secure environment*"

Because;

-key *conflict drivers* such as lack of participation, lack of governance structures at local level and lack of access to basic rights, such as health, water, sanitation, hygiene and education and fundamental *root causes* in the form of deeply rooted, historical grievances and traumatic experiences amplified by the recent crisis have been addressed.

The **key assumptions** to theory of change are;

- the NCA strategic approach of mobilizing communities for active citizenship and working with and through church structures, other civil society organizations like women's groups, and the government at local, state and national level is a viable approach within the framework of a fragile state as South Sudan.

- the churches have credibility and legitimacy within the population in playing a key role in peacebuilding and reconciliation in South Sudan.

Based on a broad process of context and conflict analysis as well as options for strategic response the strategy outlines 4 pathways of change to contribute towards the vision and to achieve the overall goal. The overarching pathway for change is defined as *Peacebuilding*. This will be supported by pathways addressing the right to basic services within *Reproductive Health, WASH and Community Based Teachers Training*. As the country seeks to recover from a prolonged period of conflict a major emphasis will be on the need for continued engagement in *Emergency Preparedness and Response* with a specific focus on WASH interventions.

Geographical focus will be; National level (specifically on national level peacebuilding through the church networks &Emergency Preparedness), Eastern Equatoria state, Warrap state and Greater Pibor Administrative Area. The approach and modality in each geographical area as well as at national level will be flexible in response to emerging dynamics and scenarios.

NCA will continue to play a variety of roles within this strategy- as facilitator, challenger, networker, funder and accompanier and in some cases as implementer.

Strategies for securing financial resources, monitoring and evaluation informing and guiding the expected results matrix and documentation of results, organizational prerequisites and risk management are developed as integral components in support of the NCA South Sudan Country Strategy 2016-2020.

1. Context analysis

The Republic of South Sudan, with an estimated population of 10.9 Million, has suffered a tremendous political and social upheaval as divisions within the ruling party, the Sudan Peoples' Liberation Movement, and the accompanying fragmentation of its army, has engulfed significant parts of the country into major violence three years into its independence. The polarization and arming of communities along ethnic lines in this conflict, and its ready manipulation by powerful elites, is a key factor that risks aggravating a rapidly deepening and widening war causing serious long term humanitarian and political consequences. The civil war has caused the internal displacement of nearly 1.6 million and more than 500 000 fleeing to neighboring countries as refugees. 4.6 million are severely food insecure.[1] A number of peace initiatives seeking to stop the war have not yielded positive results.

a) National peace process and political situation

Peace processes to resolve the current crisis have been held under the auspices of the regional body the Intergovernmental Authority on Development (IGAD) supported by the African Union (AU) and the "Troika" countries of USA, Great Britain and Norway. A key reason the prolongation of the process has been the detachment of the warring elites from the realities of the suffering population. The process has not been helped by the lack of unity of purpose from the neighboring countries safeguarding their own interests at the expense of peace in South Sudan. As a result of the prolonged IGAD process, a renewed initiative titled IGAD + emerged which sought to broaden the external stakeholders to include more African countries, the AU, UN, EU, China and the Troika. By end of August 2015 all parties have signed the compromise agreement. The fate of this agreement remains a pivotal precondition for the NCA strategic engagement in South Sudan.

The signed IGAD+ agreement and possible scenarios:

This is a "forced compromise" between the key protagonists. Up until the day of signature there was strong resistance against the parties signing the agreement, on both sides. This might mean that people with influence within the government as well as the opposition might try to obstruct the implementation. Implementation may imply more focus on decentralized governance in various forms of key pre-conditions for the establishment of a transitional government of national unity. There will be a delicate power balance at the center to include the "three major corners"; i.e. Dinka/Nuer/Equatorians. There is a number of mechanisms that will need to be put in place. The national economy will need to be propped up by large aid contributions as the oil economy will not regain pace due to both external (oil price) and internal factors. International donor funding for both humanitarian and long term development is possible with certain limitations. There is still the question about sanctions, and there is still a pending question about making key politicians and military leaders accountable for corruption and serious breach of human rights and international humanitarian law. AU has at time of this analysis still not made public its report on the human rights abuses during the war. There are a number of serious issues to be handled, many powerful people that might lose positions and being made accountable.

Within the framework of the signed agreement a specific concern for NCA remains on the role of the churches within national and local level reconciliation and peace-building. One of the current mechanisms that has been supported is the Committee on National Heal-

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[1] http://www.unocha.org/south-sudan/

ing, Peace and Reconciliation (CNHPR). Though being appointed by the government, it is a church led process. The IGAD+ agreement, under chapter V, establishes a Commission for Truth, Reconciliation and Healing (CTRH). The agreement states that "CNHPR and shall transfer all of their files, records and documentation to the CTRH within 15 days since CTRH has become operational." How the churches will relate to this, and what role they will want or be requested to play in the healing, peace and reconciliation process is still unclear. But the church leaders have for some time worked towards inclusion of the CNHPR as an integral component of the joint South Sudan Council of Churches (SSCC) "Action Plan for Peace" agreed upon in Kigali, Rwanda in June 2015. Regardless of the mechanisms, the churches and the SSCC will be key actors in peace and reconciliation processes in South Sudan.

b) Socio economic situation

Control of the oil resources in South Sudan has been a root cause in fueling the inherent divisions and conflicts within the power structures. According to the World Bank[2] South Sudan is the most oil-dependent country in the world, with oil accounting for almost the totality of exports, and for around 60% of its gross domestic product (GDP). The dramatic fall in oil prices at the world market and the reduced production in South Sudan as a result of the current crises, which has hit oil producing areas especially hard has resulted in severe reduction of the government budget. As reductions in spending have not happened, predominantly due to conflict related needs, there is a widening fiscal gap and the federal reserves are dwindling at an alarming rate. With dwindling oil income the only available options for the government has been to print more money or enter into highly insecure loans. The prospects of an "economic meltdown" are therefore imminent. Military expenditure in South Sudan has increased to become the highest in East Africa, impacting the availability of resources for service delivery and capital spending on much needed infrastructure. The impact on the population is devastating.

The harsh socio-economic realities of South Sudan have to be placed within a center-periphery context. Most of the oil economy has been directed towards center while the periphery; i.e. states and counties have traditionally had little to gain from the center. An economic crisis would first lead to an "urban collapse" affecting the population that depends on markets who would not have purchasing power to even buy basic commodities. Apart from the effect on governance and the lack of institutions, the rural population at large will most probably "feel the pinch" within social service sectors as prices related to education and health will increase, if they at all continue to function. A key factor in how much the center based economy deterioration will affect the periphery lies in the ability for the rural populations to sustain livelihoods through agricultural and animal husbandry production.

According to WFP South Sudan[3] ranks as the 11th country in the world for child hunger, with 32.5% of children under the age of 5 being underweight. Before the current conflict, 50.6% of South Sudan's population lived below the poverty line. Now, widespread insecurity has drastically limited production and market supply, and the damage caused by the conflict to infrastructure will have a lasting impact on food security outcomes in affected areas. Initial reports indicate that malnutrition among children has doubled since January 2014, threatening the lives of hundreds of thousands of children. Nearly 5 million people are currently facing crisis or emergency levels of food insecurity.

Two-thirds of the population is under the age of 30. South Sudan has the highest rates of maternal and child mortality in the world, with one out of every 28 young females expected to die of maternal causes.[4] The under 5 year child mortality rate is 99/1000. Malaria, diarrheal and respiratory infections as well as vaccine preventable diseases account for high levels of child mortality. UNICEF[5] reports of 2015 indicate that more than 30

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[2] http://www.worldbank.org/en/country/southsudan/overview#1

[3] https://www.wfp.org/stories/south-sudan-9-hunger-facts

[4] http://www.ss.undp.org/content/south_sudan/en/home/mdgoverview/overview/mdg5.html

[5] http://knoema.com/WHOWSS2014/who-unicef-water-supply-statistics-2015?location=1002140-south-sudan

per cent of the people in South Sudan do not have access to safe water supplies. Even less, 15 per cent, access adequate sanitary latrines, one of the lowest service coverage statistics in the world. Only 45 per cent of South Sudan's basic primary schools have access to safe water and a mere 17 percent have adequate sanitary latrines for both girls and boys. Education rates are low with 27% of the adult population literate: 40% of men over 15 years compared to 16% of women over 15 years. Enrollment rate in 2011 was only at 63% and has decreased further in the recent years. The low quality of education is one important explanation of the deplorable primary school completion rate at 4%. 60 % of teachers in South Sudan are untrained. Prevailing cultural norms marginalize women significantly from participation in political activity or decision-making. However, since independence, there have been real changes in national policy and laws on gender equality. The Transitional Constitution and Bill of Rights (2011)[6] provides guarantees for the equality of men and women. It recognizes the historic inequalities between women and men in South Sudan and sets out a 25% Affirmative Action quota for women in legislative and executive bodies. Still there is a huge gap between the content of the laws and the reality on the ground where men still dominated most decision making positions. UNOCHA[7] estimates that as much as 14% of the population is comprised of young men between 15 and 29. This group is increasingly vulnerable as recruits for regular army or militia groups throughout the country within a protracted scenario of conflict. With conflict and militarization linked to increasing poverty, gender-based violence in the form of rape, beatings, psychological abuse, denial of education and economic opportunity, is increasingly commonplace. It is estimated that about 50 % of girls are married before they are 18 years old and 7% of girls are married younger than 15 years old. Adolescent birth rates in South Sudan are estimated at 300/1000 females aged 15-19. Girls as objects of transfer of wealth (dowries) are the root cause of early marriages and adolescent pregnancies. Bride price paid by the husband to the girl's family is the norm. Gender-based violence in South Sudan is driven by a culture of silence and stigma, linked to masculine identity being tied to cattle-raiding, bride-price, a lack of access to legal recourse, and customary practices that favor compensation for crimes, like rape.

c) State's institutional capacity

Even before the 2013 eruption of violence the institutional capacity of the nation state was weak. Both as a consequence of the focus on the post secession issues, such as border and oil disputes with Sudan, and in the aftermath of the recent conflict, government institutional capacity at the national, regional and local levels has become extremely limited. Although national and secto policies[8] have been formulated and approved there is a significant gap vs. implementation of the policy frameworks. There is a systemic delink between the respective levels of government, which has led to a lack of cohesive implementation of policies. Corruption is widespread creating significant leakages and diversions of funds that should have come to use in e.g. the social service sectors. Within the present day context, although national governance may be significantly further weakened as a result of the crisis, the respective state level governments in areas not directly affected by the conflict are at large functional and continue to exercise governance.
There is an ever widening gap between political governance structures and ordinary citizens and, as a result, citizens' positive expectations in relation to their new country have been overwhelmed by tribalism, conflict, insecurity and worsened poverty indicators. In this scene, key drivers for change are first and foremost that the peoples' voices are heard by the power structures and improved security. The ability of communities to co-exist are clearly linked to access to basic services as education, health and safe water.

d) Power analysis

Ethnic identities, the heritage of militarized political hierarchy, the consequent vertical power relationships and their quest for access to economic resources bear a significant

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[6] http://www.goss.org/index.php/laws-legislations-policies

[7] https://docs.unocha.org/sites/dms/SouthSudan/South_Sudan_Media_Briefing_Pack/South%20Sudan%20humanitarian%20and%20development%20statistics%20-%20December%202013.pdf

[8] http://www.goss.org/index.php/laws-legislations-policies

importance in South Sudan's politics and as such on power relationships. The strong dominance of one political party at national level needs to be seen in relation to the long struggle for independence in which the military and political aspirations were one and the same, forging the reality of the new nation's political leadership being highly dependent on wartime seniority. The top-bottom militarized political tradition of power is further exacerbated by the strong center-periphery divide. There is a historical heritage of taking direction from above as represented in the commonly stated phrases; "Juba has not yet spoken" and "The Commissioner has ordered". The social contract of political power vs. constituency as such is not linked to the concept of nationhood, but to patron-client relationships seeking to maximize gains within the strong bonds of the inner ethnic circles, thereby enhancing a culture of patronage, nepotism and corruption. With increased deterioration of the economy the combined effect of the hierarchical and ethnic power dynamics might end up in increased inward bound loyalty and allegiance bonds causing fragmentation of alliances based on "alliances of survival" rather than alliances of power sharing for a common cause. At community level power relations are closely linked to the influence of traditional authority and customary laws affecting the issues of daily lives of citizens on key issues such as communal conflict, land, grazing and water rights and gender relations. Through the many years of war, traditional authority remained the only level of authority for most ordinary citizens. At independence, the Local Government Act sought to merge formal and traditional authority at lower levels of governance through the establishment of local boma and payam level councils.

The churches experience a very high level of trust, credibility and legitimacy within the population as a result of absence of civil governance structures and institutions in a highly militarized environment. The shock of the December 2013 eruption of conflict in many ways numbed the churches and forced a rethinking of church vs. political power relationships. It was realized that the independence of the church in relation to power dynamics was essential in order to maintain credibility and legitimacy within the population at large. Key churches, most prominently the Catholic, Episcopal and Presbyterian churches have taken initiatives in late 2014 and 2015 to increase their unity of purpose through the revitalization of the South Sudan Council of Churches. This revitalization offers renewed hope in the churches again being able to influence the destiny of the nation through the necessary processes of listening to the voices and concerns of the people, reconciliation, and trauma-healing.

There is a disconnect between the international architecture of aid, often directed at rapid results and need for visibility, and the need for capacity development towards the national human resource base and development of national policy frameworks. Within the present day scene of a protracted humanitarian crisis with a potential donor reluctance to engage with national governance structures, there is a real danger that the arguably necessary humanitarian imperative will override and set aside the need for local governance and increased capacity of local actors.

e) Role of civil society

The space for civil society has been increasingly limited as a result of the conflict. In a scene where the political and military elites of the nation are detached from the needs and suffering of the people, there is understandingly tremendous pressure from the people as well as from external actors towards alternative South Sudanese structures and mechanisms that can carry the nation towards peace. The church network has to a large degree constituted the major alternative structured civil society network to state and military structures. In recognizing the strength of the church as a key civil society actor, it must be acknowledged that the individual church members, as well as church leaders, may be as ethnic as the general society around them. The churches do not live in a vacuum. The churches have a legacy of playing key and pivotal roles both as service delivery agents of social services, mobilizers of community participation as well as in peace and reconciliation processes through localized people to people peace initiatives and in facilitation of peace processes at national level. During the recent crisis the churches have offered protection and humanitarian assistance to thousands of victims of conflict on all sides of the conflict, regardless of ethnicity. The churches have been vigilant in issuing

messages of restraint of ethnic conflict and the necessity of dialogue as the key vehicle for an immediate cessation of hostilities and the recreation of a roadmap towards peace and national unity. Within the church networks special recognition must be made of the women's groups within the churches which often "pass under the radar" in relation to external visibility but are highly present within the respective constituencies.

The presence and functioning of local groups such as women's groups, Village Water Committees, Parent Teachers Associations where citizens organize themselves and seek to interact for the improvement of the daily lives of their fellow citizens need to be seen as development of civil society within a nascent fragile state as South Sudan. These groups also constitute potential for citizens connectivity towards formal and informal structures of authority at local level as well as to increased participation of women in in the public sphere.

There are South Sudanese civil society organizations that could be essential to ensure the inclusion of a broad-based representation from all parts of civil society in nation building and reconciliation efforts. However, there are high risk of these civil society platforms and national organizations being coopted to serve the interests of respective ethnic or political power bases. It is of paramount importance to recognize that civil society organizations need to reflect representation, credibility and legitimacy of the organizations versus respective constituencies. Likewise there is a risk that center-based (Juba) organizations have increased visibility towards the donor community and may be more frequently identified for support, while the CSOs in other locations representing constituencies that need to participate in the local and national processes are not so easily identified for support because of less visibility towards the donor community. The understanding that the "youth in the cattle camps" are as much part of civil society as the Juba based national civil society organizations must be held in recognition.

Conditions for a free and independent media are increasingly difficult. A number of press organizations, newspapers and other media have lately been closed down by the government when they have publicized opinions critical to the government.

f) Conflict analysis
Key Drivers of Conflict

A key driver of conflict is the competition over resources. As described above, at national level, it is related to oil and access to the income derived from oil. While at the local level, it relates in particular to water and pasture for cattle. Cattle raiding itself is widespread, and a key cause of insecurity. This competition over resources is due to a number of interrelated underlying factors, including resource scarcity, poverty and food insecurity and uneven distribution of social services. This competition over resources is exacerbated by climate change, unemployment, and by new border demarcations or land boundaries, which affect the seasonal migrations of pastoralists. Moreover, due to the high number of small arms available within the country, competition over resources can rapidly escalate into deadly conflict. Widespread traditions of revenge and retaliation can contribute to rapid spirals of violence. Violent conflicts further originate as consequences of perceived wrongdoings in close community relationships as in the aftermath of elopement, lack of dowry, rape or unwanted pregnancies. In addition, conflicts in South Sudan are driven by the manipulation of ethnic identities and loyalties for political and economic ends. From a governance viewpoint, one source of conflict rests with lack of appropriate local governance structures, where grievances at local level between communities could be dealt at the inter-communal level before escalating into open conflict.

Connectors

Although South Sudan is marked by low national cohesion, most South Sudanese perceive themselves to share the same religion, skin color and agricultural/pastoralist traditions, and many do have a sense of pride in being South Sudanese. Popular unifiers such as sport, music, traditional dance, church, intermarriage and school have the potential to increase social cohesion. South Sudanese identity was long defined by its quest for independence and its opposition to the northern 'other'. While this acted as a unifying force

until independence, post-independence South Sudan is struggling to maintain national cohesion and build common identity.

Key Influencers

Community and religious leaders, chiefs and elders are among the most influential people in South Sudan. Influential leaders are looked upon for conflict resolution and to promote peace in the community. In addition, although youth are broadly perceived to be responsible for conflicts, youth could be important drivers of peace. Peaceful conflict resolution messages should thus target them in order to ensure maximal awareness of non-violent alternatives.

g. Key policy frameworks informing the 2016-2020 NCA strategy for South Sudan

1. Norwegian Church Aid

- NCA Global Strategy "Faith in Action"; NCA Partnership policy; NCA Monitoring and Evaluation policy;

2. Key Norwegian government policies/frameworks;

- Key objectives of relevant chapters in «Stortingsproposisjon 1(2015)»; - Stortingsmelding 25; «Education for Development»[9], -Stortingsmelding 11; "Global health in foreign-development aid policy»[10]; Norwegian National Action Plan on Women, Peace and Security 2015-2018[11] where South Sudan is one of four focus countries; - Norad; "Principles for support to Civil Society»[12]

3. Key South Sudan policies/frameworks

- IGAD+ Agreement on the Resolution of the Conflict in South Sudan, August 2015; - Government of South Sudan National Health, Education and Water/Sanitation policies; - Local Government Act (2009); - Eastern Equatoria State Strategic Plan; -Warrap State Strategic Plan; respective cooperating church partners plans

4. Key United Nations frameworks

-UNSCR 1325 Women,Peace and Security[13]; - Proposed UN 2030 Agenda for Sustainable Development[14] (SDG) ; SDG Goals 3(Health), 4(Education),5(Gender equality), 6(Water and Sanitation); and 16 (Peaceful and inclusive societies)

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[9] https://www.regjeringen.no/no/dokumenter/Meld-St-25--20132014/id762554/?ch=1

[10] https://www.regjeringen.no/no/dokumenter/meld-st-11-20112012/id671098/?ch=1

[11] https://www.regjeringen.no/en/dokumenter/women-peace-security/id2395993/

[12] http://www.norad.no/globalassets/import-2162015-80434-am/www.norad.no-ny/filarkiv/3.-sivs.a-2012---/cfi-2015-2020/principles-for-norads-support-to-civil-society-in-the-south.pdf

[13] http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325(2000)

[14] https://sustainabledevelopment.un.org/partnerships

2. Lessons learned

Reference is made to Chapter 9 "Monitoring and Evaluation" for how NCA South Sudan keeps track of and ensures lessons learned from monitoring, evaluations and reporting are integrated in future projects.

The NCA 2011-2014 report and the respective reviews, evaluations and studies linked to this extract the following key lessons learned;

General

- The recent crisis which started in December 2013 has changes the nation to a new conflict situation and away from an early recovery framework as envisaged at independence. Focus must be on peacebuilding as an overriding objective. The concept of linkages in NCA supported initiatives between relief and recovery must be revisited into programmatic consequence.
- The emerging scenarios require need for flexibility in approaches and funding mechanisms.
- Sustained partnerships and active engagement with stakeholders are essential to ensure progress towards collective program outcomes.
- There is space for improving collaboration with other ACT alliance members and other faith networks such as Caritas to better achieve common program goals, by harmonizing activities and complementing efforts to avoid overlaps and duplication.
- 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 program.
- There is a need for strengthening NCA and partners in methodologies and tools for enhancing community participation as a key entry into strengthening civil society through community involvement and ownership.

Context changes & program implication:

- The political insecurity shifted great attention from development activities to emergency response. Hence NCA's aim of working toward the theory of change – "from recipients to active citizens" stalled due to rising instability that rocked South Sudan in December 2013.
- NCA is encouraged to continue operations in EE and Warrap States where the needs still remain high, with possibilities of moving to other States/Counties beyond emergency and ad hoc activities through the support of partners. NCA should adopt an integrated approach in order to create synergy between its various interventions, with clear phasing out strategies.

Enhanced capacity development

- NCA to increase capacity strengthening of partners to improve results and sustainability. NCA should consider conducting "stewardship" seminars that aim to enhance the accountability level of partner churches without compromising their identity, adapt to their language and address key partnership issues.
- SSCC as the main ecumenical platform of operation for the national churches and church leaders has been weak. However, due to the crisis occurring in December 2013 there is a fresh surge of energy and hope regarding the council due to the new leadership. The church and church leaders who are the core partners of NCA need a strong 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 & programmatic levels. This intervention should take into consideration lessons identified from previous SSCC processes and be SSCC-driven.
- NCA to 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.

Peacebuilding
- The peacebuilding program at national level needs to be maintained and strengthened with a flexible funding base allowing for support to processes as they emerge and evolve. The function and role of the NCA CR must allow time and capacity for relationship building and networking. Important that supported initiatives are South Sudan owned and driven through the church networks.
- The churches peace initiatives must not be viewed as projects but as processes. It is vital that the SSCC and the member churches are allowed to develop their own foundation and interpretation of role in the emerging scenarios. Within the failure of the state the pressure rises towards the churches as the singular national institution with the ability to unite the people across the divides. Much is expected of them both from constituencies, increasingly also international donors. There is real danger of overstretching of ambitions
- NCA should carry out increased conflict analysis in the areas where they work and strengthen the monitoring and evaluation framework for better results-based management
- Good practices were noted in use of spiritual and traditional tools where applicable, including prayers, preaching, use of local language, elders and chiefs.
- The mobilization of local capacities for peace linked to the formation of local councils, merging traditional authorities and formal governance as well as support to the church led people to people peace dialogues, provide a valuable base for duplication and expansion
- NCA needs to develop a strategy to face the challenge of keeping the duty bearers in the government accountable. Identifying windows of opportunity, new actors and working with societal dynamics.
- Like other prominent NCA supported peace processes, the faith communities' participation in the IGAD led peace mediation process in Addis Ababa has many lessons about peace building that need to be studied, analyzed, documented and applied to the design of the future NCA projects.
- NCA can support the use of radio in a conflict sensitive manner (to avoid igniting or fueling conflict) as a medium to transform some of the conflict in SS. This will need broadening 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.

Women in Governance
- To have greater impact, the institutional capacity of the SSCC Women Program will need to be strengthened and expanded. NCA should consider facilitating the creation and capacity enhancement of focal points in every state.
- 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 VICOBA should remain as a mobilizing tool that is vision led and has a clear strategy that links it to the program's main objectives i.e. women participation in governance, mentoring of young girls and peacebuilding.
- NCA to consider building or strengthening gender responsive structures, mechanisms and processes of its stakeholders. This would provide potential avenues to move towards development of policies and strategies that are gender inclusive
- In view of the changing social fabric and dynamics NCA should facilitate creation of safe spaces for engaging men in 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.

Water, Sanitation and Hygiene
- Strengthen NCA capacity to implement WASH projects directly and indirectly through partners

- NCA South Sudan has insufficient WASH partners. Some FBOs CBOs should be identified as suitable partners for implementing hygiene and sanitation promotion specifically.
- NCA water provision has had a focus on institutions; access to water to schools/HCs is not equivalent to access to water in daily life. Water provision in schools/HCs is a very important service, but it can't be considered a sustainable water source as pupils/patients benefit of it only for limited time. Thus NCA will look at providing water to the communities where institutional water is not enough.
- Rain Water Harvesting Techniques are rarely in working conditions one year after completion, while all the boreholes visited are. Generally RWHT have a better success rate when placed in Health Centers than in schools. When the facilities are shared between institution and community, O&M becomes more difficult. PTAs and VHTs should be part of the VWMC in such cases
- The use of contract companies for substantial repair/rehabilitation guarantees quality of the work and limits the need for supervision, but companies may exclude local pump mechanics from 'the market' and it means that there is need for a minimum number of faulty boreholes before contracting the work out; this may lead to long down time in some cases.
- Positive hygiene behaviors are to some extent known but not fully put in practice.
- Provision of WASH services is still relevant in South Sudan, there is a large percentage of population accessing with difficulties drinking water and even a larger percentage not following healthy hygiene behaviors.

Health
- The NCA support to partners and local government health facilities in Eastern Equatoria and Warrap has been essential to secure sustained access to health services for the respective target groups
- In view of emerging coordination and funding mechanisms for service delivery through the Health Pooled Funds, NCA should seek to assist church partners to access these mechanisms rather than support separately thereby securing coherence within national and state coordination frameworks.
- In view of the continued major challenges within reproductive health targeted areas of support and in view of seeking to maximize the synergies of added value in South Sudan, institutional learning gained through the NCA Malawi program NCA should refocus on Human Resource capacity development within maternal and child health.

Emergency
- <u>Need to maintain an emergency response mechanism in post conflict settings:</u> The 3 year GAP funding did make room for maintaining an emergency preparedness and response mechanism, in terms of a budget line for assessments of localized emergencies, and prepositioned NFIs at stock in EES and WS. This proved to be a valuable and necessary mechanism as the unfolding of events in 2013 necessitated emergency responses. NCA had maintained through this connectivity with the Humanitarian Coordination Team (representing the INGOs on the Humanitarian Coordination team for 2 years) and particularly the respective WASH, Health and NFI clusters.
- <u>Capacity constraints:</u> NCA was lacking human resources to meet a big emergency. As the WASH program still is mostly dependent on direct implementation, none of the existing partners at the end of 2014 had capacity to respond to emergencies. Volunteer youth groups in the churches were some places mobilized to distribute NFIs, and they helped with the selection of beneficiaries, but other than that it has been difficult to find churches in the most affected area with the capacity needed to respond quickly. NCA needs to strengthen its cooperation within the ACT Alliance. The recognition of different mutually supporting capacities between NCA, ACT Alliance and church partners needs to emerge as a reflection of learning;

churches have access and capacities to mobilize communities while NCA has technical WASH capacity. The strengthening of church partners' capacity specifically within the soft components of the WASH program is essential.

- The need for prepositioning; NCA needs strengthen its operations to better utilize the window available for implementation and prepositioning of equipment during the dry season, as the rains completely cuts off many areas in South Sudan during the rainy season. NCA should also better utilize UN and other mechanisms in prepositioning.
- Participation of rights holders; Involvement of rights holders in selection criteria especially when it comes to prioritizing assistance is important to strengthen so as not to cause conflicts. The involvement of rights holders in the implementation of the project strengthened their resilience, thus making them not to be passive recipient of humanitarian aid but rather as contributors to addressing their own situation.
- Geographical focus; rather scale up interventions in some areas instead of scattered interventions in many locations.

3. Geographic focus

a) Geographic areas of focus

During the 2011-2015 strategic period NCA has had a focus on the following geographical areas;
(i) National level; Peacebuilding through national level partners as well as emergency assistance in selected geographies of Jonglei (Greater Pibor Administrative Area, Bor,) Unity and Upper Nile
(ii) Eastern Equatoria state; Magwe and Lafon counties
(ii) Warrap state; Gogrial West county

The key initial strategic emphasis for the 2016-2020 strategic period is directed at phasing out activities in Magwe county while phasing in Greater Pibor Area and maintaining the other geographic priorities as per the 2011-2015 focus. This is
(i) National level;
- Peacebuilding through national level church partners and platforms
- Emergency assistance into key conflict states on both sides of the fault lines through the church network
(ii) Eastern Equatoria;
- Health capacity training activities and outcomes of the Reproductive Health program covering the whole state
- Community level Peace, Health and WASH programs in Lafon county
- Contextual objective of community based teachers training in selected counties based on assessment
(iii) Warrap State
- Health capacity training activities and outcomes of the Reproductive Health program covering the whole state
- Community level Peace, Health and WASH programs in Gogrial west county
- Contextual objective of community based teachers training in selected counties based on assessment
(iv) Greater Pibor Administrative Area
- Possible link to the health capacity training activities of the reproductive Health program
- Community level Health and WASH programs based on assessment
-

b) Criteria used for geographic selection

Key criteria for selection of geographic focus are;
- assessed needs of the communities
- key partners presence, trust in communities and potential capacities
- potential synergies between the selected thematic programmes, local government presence and potential capacity

- necessary balanced NCA presence together with necessary geographical concentration in view of available resources and capacities

A conflict analysis for each of the 3 main geographical areas will be carried out at the onset of the strategic period. These conflict analysis will be updated on an annual basis.

A key assumption is that NCA will in the period of 2016-2020 engage in peacebuilding processes at national and local level supported by early recovery programs within Health and WASH programs as well as humanitarian relief in a protracted conflict-post conflict related situation regardless of scenario development.

"Best case" scenario; *IGAD+ Peace agreement leads to transition processes under government of national unity*
The August 2015 IGAD+ agreement emerged as a "forced, not voluntary" agreement. The two key protagonists will remain in a power sharing mode as an interim government of national unity but with strong national and international pressure for them to "clean the mess" and engage in processes of transitional governance including constitutional/institutional reform and elections. Respective armies/militias to come under under national control. Split of army and SPLM. Expansion of power sharing to include other geographical power bases. Federalism in a stronger variety than at present form. Long term period of re-integration and reconciliation. Slow process of economic recovery dependant on stable relations with Sudan, level of production of oil and international oil prices.
International assistance enabled with focus on long term recovery as well as humanitarian relief.
  Geographical and thematic consequence for NCA and partners;
- National level peace and reconciliation programs through SSCC supported by NCA Juba/ACT & Caritas alliances
- Local level peace and reconciliation programs through church network
- Long term recovery programs within Health, WASH and the additional program community based teachers training possible in Eastern Equatoria, Warrap. NCA explores establishment of presence in collaboration with ACT Alliance partners in Greater Pibor Administrative Area in support of peace dividend. Continued main NCA bases in Torit and Alek.
- NCA programs within emergency-peace/reconciliation-recovery more closely linked. Actors/programmes within emergency can evolve into recovery programs with the entry of peacebuilding
- State and local government intact in Eastern Equatoria and Warrap states. Focus on implementation of programs in support of government policies at national and state level. Local church network and partners intact; capacity development programs of churches and local government
- Humanitarian assistance in Jonglei, Unity and Upper Nile through access of church networks and in collaboration with ACT and Caritas partners
- Participation in UN/Government coordination mechanisms at national and state level for humanitarian assistance

"Muddling through" scenario; The *IGAD + agreement falters or limps in implementation*
  Alternative 1; Strong armies and supporting militias of both government and opposition forces. Larger geographical areas consolidated under control of both sides. Clear frontlines. The geographies close to the frontlines will be largely inaccessible for external actors. Emerging parallel systems of governance relating to "authority of the day". Restrictions on civil society but church network will be active individually and through South Sudan Council of Churches.
  Alternative 2; Strong government army with supporting militias; weakened opposition forces/ militias. Opposition will be pressed to the peripheries. Large geographical areas under government control. Areas within or close to opposition control will be unsafe and

difficult to reach for external actors. Restrictions on civil society but church network will be active individually and through South Sudan Council of Churches

Both alternatives will imply a severely weakened national economy with little or no emphasis on social services but high emphasis on security spending

Geographical and thematic consequence for NCA and partners;

- National level peace programs through SSCC network supported by NCA Juba/ACT & Caritas Alliances
- Local level peace and reconciliation programs through church network
- Recovery programs within Health and WASH possible in Eastern Equatoria, Warrap and possibly extended to Greater Pibor Administrative Area. Continued main NCA bases in Torit and Alek. Exploration of potential of opening an NCA base in Pibor. State and local government largely intact in Eastern Equatoria and Warrap states. Local church network and partners intact.
- NCA programs within emergency-peace/reconciliation-recovery more closely linked. Actors/programmes within emergency can evolve into recovery programs with the entry of peacebuilding.
- Humanitarian assistance on both sides in Jonglei, Unity and Upper Nile through access of church networks and in collaboration with ACT and Caritas partners
- Participation in UN/Government coordination mechanisms at national level for humanitarian assistance.

"Worst case" Scenario; *Failed IGAD + agreement - fragmentation of nation/state*

A result of "the collapse of the center" and/or the breakdown of some of coalitions holding the government together. Number of militia groups controlling different parts of the country. Factions and alliances of opportunistic nature as to "agenda of the day". Possible conflict also within the Equatorias. What happens will depend on to what extent external actors support/"prop up" the government. Criminality and banditry as lack of salaries and formal economy creates smaller and smaller alliances for survival. Most of the country unsafe and access for external humanitarian and development actors difficult except for boundary areas towards neighboring countries.

National economy non-existent. State level economies dependent on local income

Geographical and thematic consequence for NCA and partners;

- NCA offices in Juba/Warrap and Torit more uncertain. Balancing between physical presence and crossborder decisions.
- National level peace programs through church network. Linkage of emergency and local peacebuilding programs.
- Recovery initiatives more difficult in Warrap and Greater Pibor than in Eastern Equatoria.
- Reassess strategy to work only through church network on service delivery in a largely humanitarian mode. If no conflict state and local government largely intact in Eastern Equatoria. More insecure in Warrap/Greater Pibor.
- Church network intact in Warrap/Greater Pibor-NCA will need to explore possibilities for support.
- Humanitarian assistance in Jonglei, Unity and Upper Nile through access of church networks and in collaboration with ACT and Caritas partners. Possible humanitarian assistance to Warrap and Eastern Equatoria, either in the form of IDPs from neighboring states or as a result of being drawn into conflict.
- ACT Alliance and Caritas Internationalis joint platforms and coordination.
- Outside country UN coordination mechanisms at national level for humanitarian assistance.
- Reassessment of NCA physical presence/non presence in the form of office locations as to possibilities in view of security.

4. Theory of Change for NCA South Sudan

Vision

"A peaceful and just South Sudan where citizens co-exist and experience equitable development within a secure environment."

The preconditions to reach the vision

Annex 2 seeks to present a visual description of a host of preconditions at many levels that in our analysis are deemed necessary for the vision of NCA South Sudan to be achieved. The visual seeks to identify which preconditions that can be (i) directly influenced by NCA and partners (green boxes), (ii) which preconditions that can be indirectly influenced through alliances with other actors(yellow boxes) and (iii) which preconditions that are beyond the scope (red boxes) of the NCA program in South Sudan within the strategic period.

The initial process within NCA and with our partners leading to the analysis presented in Annex 2 contributed significantly towards setting of the direction of the 2016-2020 NCA strategy for engagement in South Sudan and the identification of the key thematic programmes and respective pathways for change within each programme and their interlinkages to achieve the NCA overall goal for South Sudan in order to contribute towards the vision.

Overall goal

"South Sudanese women, men and youth are active participants in recovery towards peaceful, safe and resilient communities addressing key conflict drivers in the form of lack of access to basic rights within health, water, sanitation and education as well as responsible and accountable governance."

Pathways for change

Reference is made to Annex 2 for a visual description of the national programme.

To contribute towards the vision and to achieve the overall goal NCA's programme in South Sudan will follow 4 pathways of change. Chapter 2 "lessons learned" underlines a key learning from the 2011-2015 strategic period to be that focus must be on peacebuilding as an overriding objective. *Peacebuilding* is therefore prioritized as an overarching program. The context analysis identifies key conflict drivers as (i) lack of participation, especially of women and youth (ii) lack of access (ii) competition over resources in the form of assets (e.g. cattle, land, water) as well as in the form of access to basic services (health, education, clean water) and (iii) lack of governance structures at local level. On this basis the interlinkages between the *Reproductive Health, WASH and CBTT* programs and the Peace program will be addressed through focus on community participation and ownership, securing tangible peace dividends in the form of increased access to basic services within the communities and develop local government through increased number of local councils as well as capacities of line ministries.

As the country seeks to recover from a prolonged period of conflict a major emphasis will be the need for continued engagement in *Emergency Preparedness and Relief Assistance*

Theory of Change of 2016-2020 Country Strategy

If:

-youth, women and men are empowered and actively participate in decision making as well as to claim their rights and take responsibility towards fulfilment of their rights

-local capacities are strengthened for improved delivery of basic rights on Reproductive Health, WASH and Education as well as for preparedness and response to emergencies,

-the churches utilize their potential for unifying the people of South Sudan for an inclusive process of reconciliation, healing and peaceful coexistence and holding duty bearers accountable

-the immediate needs of victims of conflicts and natural disasters are met

Then NCA and partners will have contributed to the vision of *"a more peaceful and just South Sudan where citizens co-exist and experience equitable development within a secure environment"*

Because
-key *conflict drivers* such as lack of participation, lack of governance structures at local level and lack of access to basic rights, such as reproductive health, water, sanitation, hygiene and education and fundamental *root causes* in the form of deeply rooted, historical grievances and traumatic experiences, amplified by the recent crisis have been addressed.
NCA assumes that;
- a strategic approach of mobilizing communities for active citizenship and working with and through church structures, other civil society organizations like women's groups, and the government at local, state and national level is a viable approach within the framework of a fragile state as South Sudan.
- the churches have credibility and legitimacy within the population in playing a key role in peace-building and reconciliation in South Sudan.

Pathway 1: Peace building
Program goal: *Citizens co-exist and develop in a peaceful just, harmonious and secure environment*
If;
- women are empowered to participate in the community and faith based peacebuilding initiatives,
-the church peace structures are capacitated and collaborate with the wider civil society and
-citizens are empowered to hold government accountable and communities are healed and reconciled
Then there will be a transformative change of a critical mass of South Sudanese addressing the threats to human security and the underlying causes of conflicts in South Sudan.
Because;
- there will be structures and processes of dialogue and development of trust between stakeholders both at grassroots and national levels allowing for inclusive and active participation of citizens in conflict resolution, prevention of violence, and peace-building.
-there will be coordinated advocacy initiatives at local and national levels, raising awareness of the key drivers of change, and building a movement for a peaceful and stable South Sudan.
NCA assumes that religious actors and communities in South Sudan are key transformative agents who have important influence to stimulate pro peace attitudes, beliefs, actions and policy changes if they are capacitated and given the space to act.

Pathway 2; Reproductive Health;
Program goal;   *Every pregnancy is voluntary, every birth is safe*
If;
- there is in an increase of formal education of midwives as well as significant scaling up of
maternal and child health related practical skills within health personnel at all levels and
within all health facilities of Eastern Equatoria and Warrap
- local communities have increased access to knowledge on maternal and child health
- women, men and youth are encouraged to address the root causes of adolescent pregnancies
-government policies within reproductive health are enabled to be implemented
Then there will be significant increase in births attended by skilled assistance resulting in reduction in maternal and child mortality as well increase in communities being aware of and taking responsibility for own health resulting in reduction of adolescent birth rates and increased prevention of common diseases at household level.
Because;
- there will be long term changes in women's, men's and youths trust and therefore
 utilization of conventional reproductive health services,
-community based health workers who live and work within communities will be more
qualified to facilitate community awareness on reproductive health as well as on communicable and non-communicable diseases
- the negative concerns of adolescent pregnancies and early marriages have become owned

by the community at large and as a result there will be a change in cultural norms and traditions and adoption of common positions seeking to protect young girls from being misused and violated

NCA assumes that;
- availability and retention of a more skilled maternal and child health personnel in closer proximity to the women and children in need of these skills as well as empowerment of women, men and youth to become aware of and take responsibility for own health will create more conducive environments for safer motherhoods and safer childhoods in targeted areas of support.
- the planned initiatives will be in support of the respective national policies of MoH and the SMOHs State and county strategies
- there will be national and state level coordination of health related human resource capacity development at national level that will guide the implementation of the program
- the existing churches health facilities that have received NCA support will be included into other health sector funding mechanisms such as the Health Pooled Fund for sustenance of their existing service delivery activities as NCA redirects support from service delivery to human resource development.

Pathway 3; Water, Sanitation and Hygiene
Program Goal; V*ulnerable communities have sustained access to clean/safe water and*
Improved hygiene and sanitation behavior
If;
- communities have increased access to clean, safe and sustainable water supply
- women, men and youth adopt hygiene measures that protect against key public health risks
- local capacities are mobilized to take responsibility and ownership for WASH services
- schools and health facilities have access to safe WASH services
- governance structures have increased capacity and are influenced to become more responsive to community WASH concerns
Then women, men, youth and children will have secure and sustainable access to clean water and be protected from key water borne health hazards at household level as well as within public institutions as schools and health facilities
Because;
- the approach of community participation in implementation and maintenance of WASH services together with involvement and coordination with authorities creates ownership and thereby increased sustainability of the services
NCA assumes that;
- all activities will be coordinated through the state ministry and county water departments so as to secure alignment with national and state policies and strategic plans
- tripartite agreements governing the relationships, roles and responsibilities between communities, authorities and NCA will guide the interventions
- community based WASH services and facilitieswill be present or will be implemented in the same localities as where school and health facility WASH facilities are implemented so as to avoid misuse of institutional facilities and conflicts of interest between communities and institutions
- community operation and maintenance and supply chains for spare parts shall de developed and sustained

Pathway 4; Community based teachers training
Program Goal: Increased quality of untrained teachers in primary schools
If a community based short term training for teachers who do not qualify for formal pre-service and in-service teachers training are established
Then more students would complete primary education
Because trained and motivated teachers educated at the community based teachers training will help to meet the critical need for more qualified teachers until the longer term formal teacher training institutes have the capacity to meet required needs.

NCA assumes that;

-education is pivotal for equitable development and that it contributes positively to co-existence across ethnic lines. The education sector plays an important long term role in the much needed healing and reconciliation process, because co-existence is dependent on the understanding of common identity and nationhood. In addition, boys that do not go to school are an easy target for recruiters of armed groups. Since January 2014 over 9 000 children have been recruited into the armed forces and armed groups.

NCA has signed an agreement with Norwegian Ministry of Foreign Affairs titled «Thematic Programme on Reduction of Gender Based Violence in Conflict and Post-conflict Settings» covering the period 01.06.14 – 21.12.2017 focusing on DRC, Mali, South Sudan and Somalia. In South Sudan this agenda will be implemented and reported within the Peace program under Pathway 2 in close connection with the Health program under Pathway 3 "Adolescent birth rates reduced".

All pathways will be subject to mainstreaming of conflict sensitivity and gender analysis within programming.

NCA key roles;

NCA key roles in towards the fulfilment of the Theory of Change will be; facilitator, challenger, networking, brokering of linkages to resource partners and institutions, funder accompanier and in certain cases implementer.

NCA added value; A specific trait of NCA is long term commitment offering solid understanding of context, relation building and trust over time coupled with flexibility to adapt rapidly to changing circumstances. In South Sudan this represents added value as NCA has a strong and consistent record of delivery and flexibility. In this sense NCA carries the weight of institutional learning in context through a more than 40 year history.

Some key elements of added value are mentioned as;

- taking entry from recognition of communities and women, men and youths inherent capacities and strengthening these

- the NCA profile of working with faith based actors who are rooted and have a long history of service delivery to local communities, linking these actors to local government and capacity development of both government and faith based actors thereby seeking to enhance South Sudanese capacity.

- an integrated approach linking emergency to recovery/development and advocacy

- linking actors and networks at local to national, regional and international level thereby creating synergies and coordinated efforts in efforts to increase effectiveness

-brokering linkages between resource organizations/institutions and partners/networks thereby increasing levels of competency for informed decisions and interventions

5. Strengthening civil society

Reference is made to Annex 12 ; Results framework crosscutting issues and strengthening civil society

a) *Working strategically with civil society*

Based on the analysis in Chapter 1 NCA will seek to strengthen– citizen's– active participation and thereby civil society for peace and equitable development from a two pronged approach;

(i)   National level

NCA will seek to– support and strengthen the processes within the Sudan Council of Churches (SSCC) and its member churches as key actors within South Sudanese civil society. The revitalization of SSCC of Churches represents key strategic potential for NCA in this regard. Within a scene of uncertainty many external (including the UN, donor countries and INGOs) and internal actors and stakeholders

will seek to utilize the church network for their own agendas. It is of vital concern that the identity and the independence and unity of purpose of the council and its member churches is maintained.

A key institutional learning for NCA based on the support to South Sudanese peace and reconciliation processes at grassroot as well as the regional and national levels over a period of the last 30 years is the necessity of external accompaniment to allow for time and space for indigenous mechanisms to proceed without overdue external pressure. Modes and modalities heavily influenced by the power of external funding potential can easily overrun and potentially derail South Sudanese processes and mechanisms. In this regard there is also a need for "ecumenical discipline" in the sense that traditional ecumenical partners, particularly within the ACT Alliance and Caritas network seek to coordinate and align support through mechanisms of joint stakeholder meetings with SSCC.

A key strategic concern is the ability of the church network to include women in the advocacy and peace processes under the auspices of the SSCC and its member churches.

(ii)   <u>Local level</u>

NCA will continue to support and strengthen deeper understandings of citizenship through implementation of methodologies seeking to enhance community participation and linking these to overarching concerns of enhancing peaceful co-existence. This will continue to be a strategic entry point regardless of the emerging scenarios. The institutional experiences gained through more than 40 years of involvement in both conflict and non-conflict periods within South Sudan indicate clearly the strategic importance and impact of the support from NCA towards empowerment processes at local level and the development of accountable relationships within and across communities as a cornerstone for citizens involvement in determining their own future.

NCA's experience is that accountability at local level often is seen by people in terms of service delivery. The main concern of citizens is often whether services are available, relevant and appropriate; or whether there is sufficient space for economic development. The presence and functioning of local groups such as Village Water Committees, Parent Teachers Associations and Village Community Banks (VICOBA)   where citizens organize themselves and seek to interact for the improvement of the daily lives of their fellow citizens need to be seen as development of civil society within a nascent fragile state as South Sudan. These groups also constitute potential for citizens connectivity towards formal and informal structures of authority at local level. They also contribute to increased participation of women in in the public sphere.

NCA will continue to accompany processes of linkages between local peace processes, such as the Monyomiji process, and the formation of local councils, where women are included, seeking to merge traditional and formal authority as these are in their respective localities significant in contributions to the long term strategic objective of a peaceful society and the building of a nation.

b)   Contributing to strengthening civil society through programme work

NCA partnership policy takes as point of departure that partnership is important part of strengthening civil society. Partnership is also a value in and of itself, reflecting mutuality and exchange of experience and learning. Partnership is a basic approach to programme cooperation and work. Partnerships can be maintained even if no defined programme/project resources are channelled from NCA to partner. This understanding is fundamental for NCA's relationship with its core partners.

At national level the NCA Peace building program will constitute the key entry point for the crosscutting agenda of strengthening civil society. Within this the South Sudan Council of Churches and its member churches and other church peace structures will be the main actors that will be supported by;

- Maintain and strengthen relations with key church leaders

- Support national, regional and international level peace & advocacy initiatives emanating out of SSCC and member churches analysis and action plans
- Facilitate and support the continued strategic realignment of SSCC with the aim of strengthening the value based identity and through this the key strategic objectives and programs of the SSCC
- Facilitate linkages to resource and competence organizations to develop issue based capacity within the SSCC and member churches seeking to position the church networks as credible actors on key peace and nationbuilding processes within the emerging scenarios of the conflict and post conflict scenarios of South Sudan
- Facilitate and support joint meetings between SSCC, member churches, ACT and Caritas Alliances and other ecumenical actors for joint contextual analysis and development of strategies based on complementary added values of the respective entities as well as ensuring SSCC ownership of respective processes and programs and not seeking own agendas leading to fragmentation of the SSCC
- Facilitate capacity development and human resource skills training based on identified needs
- Support the designated relevant peace mechanisms of SSCC and the member churches such as the Committee for National Healing Peace and Reconciliation (CNHPR) , the Catholic Peace and Justice network, churches peace initiatives and church based women's groups advocating for peace
- Accompany and facilitate in coordination with e.g. FECCLAHA capacity development of the SSCC Women's program as a key mechanism to increase participation of women in peace building & reconciliation at national level as well as within member churches
- Facilitate and strengthen linkages of SSCC to the regional, continental and global ecumenical alliances as FECCLAHA, AACC, AMACEA, the Catholic Bishops Conference and WCC as well as to the Norwegian constituencies through the Christian Council of Norway (CCN) .

At local level NCA will seek to integrate strengthening of civil society through the Peace, Reproductive Health and WASH programs by;

- Strengthen and accompanying church partners and institutions as effective civil society actors, empowering and challenging them to become better at organizing people at local community level for engagement with duty-bearers;
- Support partners' and rights-holders' active participation in local governance structures, but also in traditional systems of governance at local level, which still are an important feature of South Sudan society.
- Empower women to participate actively in the public sphere with a specific focus on participation in governance at all levels as well as peacebuilding
- Empower groups such as Village Water Committees, Parent Teachers Associations, girls clubs in schools and VICOBA groups as arenas for empowerment and mobilization of rights-holders for more active participation the public sphere.
- Support human resource development capacity development in reproductive health through institutions like Torit HSI and the catholic church training institutions in Wau and practical skills training at health facilities and community level for more effective health service delivery as well as strengthening community-based organisations to mobilise primary rights holders to access conventional health services. NCA will strengthen the civil society so that right holders are empowered to demand quality health facilities and services.
- Promote positive social norms in faith-based partners and traditional authorities to uphold the dignity and rights of girls and women related to Early Child Marriage and Gender Based Violence

More training of own and partners' staff and expansion and adoption of the methodologies to enhance community participation will be necessary. NCA will increase the focus on the Do No Harm and building local capacities for peace concept and continue to work towards a strong community participation and ownership of all programs. NCA will avoid engaging in projects and activities that

can create tension and conflicts between various groups. The local community through local authorities and local organizations and committees will be fully involved in the planning and implementation of the activities.

Security might become a major problem with the outbreak of violence in some of the scenarios. Development and implementation of safety and security plans will be prioritized. Security plans will centre on actions that need to be taken around potentially high-risk milestones. Efforts will also be made to facilitate capacities for flexibility in church structures to adapt to emerging scenarios of uncertainty.

c) *Capacitating core partners as civil society actors*

NCA South Sudan will seek to develop partnerships with core partners, resource partners and strategic alliances in line with the directions given in NCA Global Partnership Policy frameworks.

NCA will enter into dialogue with core partners in order to assess existing partnerships and respective mutual capacities. For NCA South Sudan this dialogue will seek to take entry from the partners own vision, mission and respective existing strategic plans and not seek to alter these to fit NCAs agenda but rather seek how the respective strategies of partners and NCA can complement each other in seeking to address the joint challenges within the respective thematic areas of Peacebuilding, Reproductive Health and WASH as prioritized in the 2016-2020 Country Strategic Plan for NCA in South Sudan. Partnerships will be strengthened through further dialogue and a process of NCA and partners own self assessments of capacities will be encouraged so as to develop mutually agreed capacity development plans. Within this NCA will focus on partners own assessment of strengths and weaknesses and from this the necessary capacity development initiatives. As integral components to these capacity development initiatives NCA will seek to focus on the key issues of the NCA Global Partnership Assessment Scorecard mechanism to accompany and facilitate partners' capacity within

- (i) **Organizational capacity (** Strategy-plans and reports, Human resource, Managing risks and security, Participation of rights-holders, Fundraising capacity)
- (ii) **Improving accountability (**Internal governance, Gender integration , Participation of rights holders, Financial operating capacity)
- (iii) **Advocacy capacity** (Advocacy and dialogue capacity, Participation in networks, addressing duty-bearers).

6. Programmes

6.1. Global Programme: Peacebuilding

Reference is made to
Annex 3; Visual of Theory of Change for Peacebuilding Programme
Annex 8; Results framework for the Peacebuilding Programme

Overall Goal:" *Citizens co-exist and develop in a peaceful, just, harmonious and secure environment"*

a) Needs Analysis:
<u>Women's participation in peace processes at local and national level</u>
UN resolutions 1325 and 1820 secure the right and underline the need for increased women's participation in decision making processes in post conflict situations such as that of South Sudan. South Sudan has sought to follow through on the commitment to these resolutions through the development of a National Action Plan (NAP). Due to the 2013 crisis this process has stopped at national level. In view of the recent signing of the IGAD+ peace agreement it is now more than ever that the elements of the NAP are needed instruments that could institutionalize women's participation in peacebuilding and political processes including elections and constitution building. Since the NAP is in limbo at the national level a localization program is needed involving the church networks linked in a bottom up approach linking with local government authorities, traditional leaders and women's groups to raise awareness and formulate strategies for practical implementation of the agenda of UNSCR 1325 into peace processes at local level. This bottom up approach needs to link with SSCC Women's Desk at national level who together with other women's groups advocate for inclusion of the UNSCR 1325/1820 and the draft NAP agenda into the overall peace processes as well as elections and the constitution process under the IGAD+ agreement.

A key barrier for increased women's participation in the public sphere and peace processes is the relationship between cultural practices, customary law and the formal legal framework. Customary law is often discriminatory against women. A key issue in seeking to enhance women's' participation in the public sphere must also be recognized through an approach that addresses mens' perceptions of their own role and their relation to women. The issue of power sharing between men and women needs to be understood and promoted by men and not only women.

In South Sudan women have low entitlements, including restricted access to land ownership, inheritance, credit and other productive resources. Economic literacy and empowerment through savings and loans groups have a proven record in many scenes of enhancing women's participation not only through increased economic status but also through liberated time and space for participation as well as through increased self esteem and self confidence.

The planned program will contribute to the Norwegian National Action Plan on Women, Peace and Security 2015-2018 where South Sudan is one of four focus countries.[15]

<u>Peacebuilding at local level</u>
Conflict analysis by NCA of Warrap and a UN based conflict analysis of Eastern Equatoria identified three predominant sources of conflict; (i) cattle raiding (ii) competition over water resources and grazing land and border disputes and (iii) proliferation of small arms and light weapons. The consultations also brought forward that lack of governance at community level aggravates insecurity as people have nowhere to bring their grievances resulting in intercommunal conflict. Localized governance at Payam and Boma level is virtually non-existent.

A result of this analysis for NCA is that a two pronged approach is needed where (i) people to people peace processes are linked to (ii) formation of boma and payam level councils of local governance.

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[15] https://www.regjeringen.no/en/dokumenter/women-peace-security/id2395993/

One of the national policies that supports this strategy is the 2009 Local Government Act (LGA)[16]. The LGA provides for devolution of governance from the center down to State, county, payam (district) and boma level(sub-district). It recognizes traditional authority and seeks to merge this with formal governance mechanisms. NCA, Pax Christi and church partners AIC and CDOT of the "Monyomiji Support Group" have gained considerable experience in facilitation of linkages between traditional and formal authorities resulting in emerging pilots of councils at Boma level. These are groundbreaking initiatives linking peace processes and formation of inclusive governance at local level. The continuation of these processes remain a key strategic challenge.

Gender-based violence (GBV) – including rape, sexual assault, harassment, domestic violence, forced marriage – was a persistent problem in South Sudan prior to the current conflict and there is no doubt that the situation has deteriorated as a result of the recent conflict. Within GBV the concerns of Early Child Marriage (ECM) and specifically in Eastern Equatoria of "girl child compensation" in settling conflicts are deeply rooted in cultural norms and traditions. As the formation of Boma Councils and peace committees continues there is a need to include training and knowledge of key legal frameworks such as the "South Sudan Child Act of 2008"[17] into these councils and committees as they may be important transmitters of key messages relating to the protection of women and girls into local communities as interlocutors between   formal and traditional legal frameworks and customary norms.

    <u>Peacebuilding at national level</u>

Although the recent crisis initiated as an internal power struggle at top leadership level the resulting conflict has caused the divides to penetrate into society and deepened the fault lines between ethnic groups. The churches have been vigilant in issuing messages of restraint of ethnic conflict and the necessity of dialogue as the key vehicle for an immediate cessation of hostilities and the recreation of a roadmap towards peace and national unity. The crisis has led to a revitalization of the South Sudan Council of Churches (SSCC) as the churches increasingly have realized that they represent a key factor in the reconciliation and nation building processes that must come. This revitalization has resulted in the formation of a SSCC national "Action Plan for Peace" focusing on advocacy, facilitation of neutral forums and reconciliation which will need full support from NCA and ecumenical partners. NCA also recognizes the need for a special mentoring support to the new leadership of SSCC in close collaboration with World Council of Churches (WCC) and All Africa Conference of Churches(AACC).

The Committee for National Healing, Peace and Reconciliation (CNHPR) is led by a an executive committee of 5 senior church leaders together with an advisory group of elders, special interest groups, youth, women's organizations and civil society with a current objective to facilitate a nationwide consultation process for reconciliation and healing. Although struggling with perceptions of independence vs. government at leadership level the CNHPR has succeeded in training of facilitators at national level and initiating grassroot consultation processes in Warrap and Eastern Equatoria states. The IGAD+ agreement calls for the formation of a Commission for Truth, Reconciliation and Healing(CTRH) and the transfer of all files, records and documentation from CNHPR to CTRH. The SSCC consider the present CNHPR as an integral component of the SSCC "National Action Plan for Peace". They envisage a continued national long term reconciliation process that is community oriented and riven with a different scope and mandate than that of CTRH and that exceeds the short term and time bound life span of the CTRH which is linked to the interim period of the Transitional Government of Unity. NCA will need flexibility in its approach to support SSCC in whichever form the churches national calling for reconciliation and healing is materialized.

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[16] http://mlgi.org.za/resources/local-government-database/by-country/sudan/sub-national-legislation/The%20Local%20Government%20Act%202009.pdf

[17] http://www.refworld.org/pdfid/49ed840c2.pdf

b) Theory of Change

To achieve its goal within Peace building NCA South Sudan will follow four pathways of change:

1.   <u>Increased participation of women in peace building:</u>

If;

- women are mobilized and their peacebuilding and leadership skills are enhanced

- men and women have knowledge about the UNSCR 1325 agenda

- regular spaces for coordination between SSCC and women's organisations in peace advocacy processes are established

Then an increased and more visible group of empowered women will actively participate in national and local level peacebuilding processes and structures in South Sudan and peace agreements will better reflect the needs and capacities of both men and women

Because conflict affects men and women in gender-specific ways

NCA assumes that;

- by including both women and men in the training and awareness raising on UNSCR 1325 agenda men will allow more space for the women to participate.

- participation of different actors including women at various levels foster ownership and sustainability of peace building and conflict transformation processes.

2.   <u>Inclusive local and national level peace building structures and mechanisms prevent and transform conflicts:</u>

If;

- SSCC peace desk and member churches have improved conflict transformation skills and used them

- at <u>local level</u> Churches have facilitated people to people peace initiatives and peace committees, Boma and Payam Councils where traditional authorities and women are included have been formed and trained on roles and responsibilities as well as on key issues of GBV, men and women have had the opportunity to narrate their traumatic experiences of conflict through community based consultations on reconciliation

- at *national* level SSCC and member churches have created safe space(neutral forums) for different actors and stakeholders to meet , they have facilitated peace conferences and have hosted a process of nationwide healing, truth and reconciliation

Then broad based community driven peace and reconciliation alliances will emerge involving women, men and youth who seek to influence local and national level processes for conflict transformation and peaceful co-existence

Because a strong inclusive SSCC and its member churches when in alliance with civil society and traditional authority structures will be able to link reconciliation processes at local level to national level and will have strengthened credibility and legitimacy as key actors in peace and reconciliation processes at all levels.

NCA assumes that;

- The SSCC and its member churches at local and national level have credibility and legitimacy within the community at large

-Political space for faith based organisations & CSOs to engage in civic education and peacebuilding initiatives will remain open

3.   <u>SSCC and member churches have contributed into sustainable peace, election and constitutional reform</u>

If:

-capacity development on advocacy for SSCC and women groups is carried out successfully

- regular space for coordination between SSCC and women organizations in peace advocacy processes is established

-SSCC women's desk at national level have facilitated feedback from women's groups to the constitutional review process

-women, men and youth have been trained on civic education and have knowledge on electoral processes

Then the concerns of women have been reflected in the new constitution and the church driven advocacy initiatives for sustainable peace, election and constitutional reform will have significant impact on the processes that constitute the roadmap for a peaceful transition from conflict to renewed emphasis on nationbuilding

Because a unified movement of churches together with women's groups amplifying the concerns of the population with one collective voice will be listened to by the respective powerbases within the political and military structures that are key duty bearers for fulfillment of the aspirations of the population.

NCA assumes that;
-the leadership of SSCC is able to unite the churches through visionary and managerial competence maintaining the momentum of the revitalized council
-the churches in South Sudan have a strong mobilizing capacity and spiritual capital that enable them to inform and influence majority of the population as well as key duty bearers
- key duty bearers will be willing to accept closer engagement with churches and women's groups

c) Description of programme strategy, methods and expected results

The Peacebuilding programme will have three main entry points; (i) National level peacebuilding (ii) Local level peacebuilding (people to people and local governance) and (iii) women in peacebuilding (strengthening the UNSCR 1325 agenda).

At **national level**– the NCA Peace building program will support South Sudan Council of Churches (SSCC) and its member churches and other church peace structures and processes. NCA will support the emerging SSCC joint "Action Plan for Peace" in which ever modality it engages through the SSCC Peace Desk. A specific component will be a mentoring program for the new leadership of SSCC in close collaboration with WCC and AACC. It remains to be seen how the IGAD+ agreement mechanism of Commission for Truth, Reconciliation and Healing (CTRH) will involve or connect with the church network and the existing Committee for National Healing, Peace and Reconciliation (CNHPR). Regardless of modality NCA assumes that the long term peace and reconciliation processes under the auspices of the church network will be important strategic pillars and as such these processes will need support.

At **local level** NCA will continue to support the mobilization of women, men and youth as local capacities for peace linked to the formation of local councils at Boma level of governance merging traditional authorities and formal governance as well as support to the church led people to people peace dialogues. The concerns of Gender Based Violence will be addressed through incorporating the issues of the "2008 South Sudan Child Act" pertaining to Early Child Marriage (ECM) and girl child compensation in Boma Council and peace committee trainings. Use of user friendly simplified versions of the Child Act developed by Save the Children and UNICEF will be advocated. This initiative is in support of the Outcome 3 in the Reproductive Health programme.

The W**omen in peace building** component will seek to develop women's leadership skills and capacities for peace (Do no Harm, conflict analysis etc) of church based women's networks, women's groups, savings and loans groups and boma councils as well facilitate linkages between these and local government authorities to raise awareness and increase participation of women in local peace processes. The programme will seek to integrate men in specifically tailored training towards the agenda of UNSCR 1325. The formation and training of savings and loans groups (VICOBA) will be continued with the objective of enhancing women's abilities, self confidence and self esteem and thereby increased participation in the public sphere in the form of local and national peace processes.

Linkages will be made with the NCA Regional Peace Programme for availing capacity development resources on training within Reflecting on Peace Practices (RPP) conflict transformation and Do no Harm (DNH). Linkages will be made to relevant UN entities for availing capacity development resources on UNSCR 1325.

Program;   Reproductive Health

Program Goal; - **"***Every pregnancy is voluntary, every birth is safe"*

Reference is made to
Annex 4; Visual of Theory of Change for the Health Programme
Annex 9; Results framework for the Reproductive Health Programme

a) Needs analysis;

In South Sudan one of every 28 young females is expected to die as a result of maternal cause and under 5 year child mortality rate at 99/1000. About 90% of deliveries occur at home and only about 10% in the presence of a midwife or person with skilled midwifery skills.[18]

In Eastern Equatoria (est pop. 1.1 million) there is 1 state teaching hospital, 43 Primary Health Centres (PHCC) and 138 Primary Health Care Units (PHCU). Within government and church services there are 11 doctors,25 clinical officers,133 nurses and 25 community midwives(not registered), 414 CHWs and 141 TBAs. Midwife (all levels)/population ratio at 1:44000. Registered number of births in 2012 at all facilities was 4214 implying only 8.7% of total expected births/population at a facility[19]. There is an existing Health Science Insitute (HSI) at Torit Hospital which currently is only partially functioning due to lack of infrastructure and qualified tutors. EES SMOH has initiated a nurses/midwives 3 year diploma training at Torit HSI.[20]

Warrap (est.pop 1.3 million) has 1 state teaching hospital, 3 county hospitals, 25 PHCCs and 92 PHCUs. The current health personnel are counted as 10 doctors, 24 clinical officers, 71 nurses, 6 trained midwives, 127 CHWs and 58 TBAs. Midwives (all levels)/population ratio is 1:217000. Registered births at all facilities in 2012 was 4789 implying that only 8.9% of expected births/population were at a health facility. There are currently no health training facilities in Warrap but the Catholic church has 2 HSI facilities in Wau that can include students from Warrap.[21]

A key challenge for nurses/midwife training in South Sudan rests with the lack of qualified tutors and clinical instructors. Sites for clinical placements are as well critically low and substandard.

Malaria, diarrheal and respiratory infections as well as vaccine preventable diseases account for high levels of child mortality. Adolescent birth rates in South Sudan are 300/1000 females aged 15-19 (UNOCHA 2014)[22]. Primary reason for high rates are early marriages although rape is increasing at alarming rates. Close to 50% of girls 15-19 are married. Girls as objects of transfer of wealth (dowries) are root cause of early mariages and adolescent pregnancies. South has adequate policies and ratified Convention of the Rights of the Child(CRC) in 2015. Key issue lack of implementation of policy.

The needs to which Reproductive Health program relates to are informed by a pre-study carried out by NCA in September 2013 in South Sudan involving stakeholder consultations at national as well as EES and Warrap/Wau level. The pre-study focussed on mapping the current situation and assessing options for and suggestions for implementation of a programme focussing on significant up-scaling of capacity of health personnel with a specific focus on addressing maternal and child mortality. The study took entry from learning experiences of the successful reproductive health program of NCA Malawi. This pre-study resulted in a concept document which forms the backbone of the 2016-2020 reproductive health strategy.

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[18] http://www.ss.undp.org/content/south_sudan/en/home/mdgoverview/overview/mdg5.html
[19] MOH; South Sudan Emergency Obstetric and Newborn Needs Assessment 2014
[20] Developing nurses/midwives education in South Sudan-a prestudy NCA 2013
[21] Developing nurses/midwives education in South Sudan-a prestudy NCA 2013
[22]https://docs.unocha.org/sites/dms/SouthSudan/South_Sudan_Media_Briefing_Pack/South%20Sudan%20humanitarian%20and%20development%20statistics%20-%20December%202013.pdf

b) Theory of Change

In order to achieve the program goal NCA South Sudan will follow 5 pathways of change;

1; Conventional reproductive health services preferred over harmful traditional practices

If:

- institutional training capacity in Eastern Equatoria and Warrap is strengthened so as to educate more midwives and

- all health personnel in health facilities at all levels in both states over a period of time are enabled to access practical capacity training on maternal and child health skills through utilization of innovative methodologies such Mama Natalie/Baby Natalie and "Helping babies breathe"

Then there will be an increase in safe deliveries and more antenatal care visits in health facilities

Because of availability and retention of a more skilled personnel with more motivation as well as increased confidence and trust among the population in the available services.

NCA assumes that;

-the training of midwives at Torit HIS and at the catholic institutions in Wau will be implemented in support of the respective MoH and SMOH policy frameworks for human resource development within the health sector through close collaboration with SMOH and national level coordination mechanisms

- The Learning Centres will be situated within existing church or state/county owned facilities and be able to serve as hubs for training of all health facility staff in the county either at the centre or as on the job training in the respective facilities in the county

-State Ministry of Health (SMOH) in Eastern Equatoria and Warrap states remain with ownership of the respective initiatives and assume responsibility for key elements, including financial responsibility for salaries

- church health facilities are fully integrated into the training concept and are enabled to be supported by other mechanisms such as the Health Pooled Funds for their operational sustenance

- Resource capacities/organizations such as *Lærdal Medical* and *JHPIEGO* will be able to support the programme on a professional basis as resource partners

-NCA can utilize gained experience of support to midwife training in Malawi, including linkages to the Norwegian professional midwife associations.

2; Maternal and child mortality is reduced

If:

- more Maternal/Neonatal Community Health Workers (MNCHWs) and Traditional Birth Attendants (TBAs) are trained

-more women and men in local communities have access to knowledge on issues related to maternal and child health care

Then there will be an increase in deliveries and antenatal care visits with skilled attendance at facilities as well as at home level resulting in reduced maternal mortality rates and children under 5 mortality rates in NCA targeted areas of operation;

Because women and men have become more aware of maternal/child health issues and have developed more trust in health personnel and facilities.

NCA assumes that;

-that Community Midwives continue to be cadres within SMOH policy frameworks and that SMOH remains positive towards training of TBAs as they represent a cadre that are frequently used and trusted by local communities

-over time TBAs will be phased out as new professional cadres of MNCHWs and health facility staff are trained.

-the church partners will be actively involved in the implementation of the programme at community level

-that Community midwives and TBAs will be integrated into the practical skills training of respective health facilities with the support of the NCA program in the targeted area of operation.

3; Adolescent birth rate is reduced

If;

-peer to peer groups in schools are empowered to discuss issues of early marriage, adolescent pregnancies and rape

-the community at large through women's groups, PTAS and Boma Councils along with the local churches actively engage in addressing the issues involved

Then there will be a reduced percentage of registered deliveries by women aged 15-19 in NCA targeted areas,

Because the concerns of adolescent pregnancies and early marriage have become owned by the community at large and as a result there is a change in cultural norms and adoption of common positions of non-acceptance of gender based violence in the form of Early Child Marriages (ECM).

NCA assumes that;

-own staff as well as church and government health facility staff will be trained in facilitating conversations on adolescent health and early child marriage related issues resulting in increased awareness among youth as well as community ownership and responsibility to address the issues involved.

- it will be possible to include the agenda of early marriage from a gender based violence angle into existing processes that are supported by the NCA Peace program at local level such as the establishments of local councils at Boma level

-churches will be willing to adopt the agenda and seek to develop radio messages as well as want to implement the ecumenical Tamar Campaign that addresses gender based violence from a biblical perspective.

- churches positions and messages do have an influence in the daily lives of the population alongside that of traditional customs and authorities

4; Communities take responsibility to prevent communicable and non-communicable diseases

If Home Health Promoters (HHPS) are trained and actively use available IEC material

Then the percentage of women, men and youth with awareness on communicable and noncommunicable diseases will increase as will number of households with sanitation facilities

Because communities through access to knowledge will take increased responsibility for own health as to how communicable and non-communicable diseases can be prevented and when to seek health care.

NCA assumes that;

-there will be a close linkage between the WASH and Health programs with key responsibility for community participation initiatives on sanitation within the WASH program.

- own staff as well as church and government health facility staff will be trained in to facilitate community participation on health related issues

-local church partners will be engaged in facilitation of the training thereby increasing the level of trust by the communities towards HHPs as well as increasing the sustainability of the program

-The SMOH policies of strengthening the role and function of Home Health Promoters and "Community Mobilization Approach" is supported by the program

-the training of Home Health Promoters is integrated within the training of respective health facilities with the support of the program

5; Government policies in reproductive health are implemented

If;

- the existing SMOH County and Community-based Surveillance "M-Health" system using mobile phone technology is operationalized in NCA target areas and

-the respective State Ministries of Health and County Health Departments in Eastern Equatoria and Warrap states and the NCA church partners within the health sector are in active collaboration and coordination at State and local level

Then

-the SMOH Health Information System (HMIS) policy will implemented in NCA target areas providing key statistics informing policy implementation

- there will be an increase in number of qualified staff paid salaries by government and

- the number of health facilities that implement reproductive health standard protocols will increase

Because a functioning HMIS providing regular data into key statistical indicators will inform policy implementation and the inclusion of the churches into state and national level policy mechanisms represents significant weight due to their extensive involvement, experience and community based network in the health sector.

NCA assumes that;

-SMOH the existing SMOH county and community based surveillance "M-health" system continues to be functional and can be introduced into NCA target areas in Eastern Equatoria and potentially duplicated in West Gogrial county in Warrap after upon gaining experience

- state and county health coordination mechanisms will function within the respective scenarios at national level.

-there will be other support mechanisms such as the Health Pooled Funds which will sustain the service delivery chain within health to which the human resource capacity development efforts supported by NCA can be seen as complimentary to and in support of.

- there will be national coordination by MoH/UNFPA/WHO of human resource development within the reproductive health sector.

c) Description of programme strategy, methods and expected results

Reference is made to the Results matrix in Annex 9 for overview of expected results.

The focus of the program will be on development of human resource capacity within maternal and child health care in recognition of that the previous NCA support to church and local government service delivery of health in the respective targeted geographies will be delivered under the auspices of the Health Pooled Funds. The program will initially target the populations of Eastern Equatoria and Warrap states. The Greater Pibor Administrative Area will be gradually included. Mother and child skills capacity development at health facility level a will follow a two-pronged approach;

(i)   Support formal education of midwives in Eastern Equatoria through upgrading of the State Ministry of Health owned Torit Health Science Institute and secure inclusion of students from Warrap state into 2 existing institutes in Wau owned by the Catholic church.

(ii)   Establishment of a "low dose high frequency" practical maternal/child skills capacity programme through development "Learning Centres" within existing health faciliites (1 pr county) in all counties of Eastern Equatoria and Warrap state. These centres will serve as hubs for enabling practical maternal and child health skills training of all health personnel at all levels, including community based Maternal/NeoNatal Community Health Workers (MNCHW) and TBAs in both states through utilization of innovative methodologies (Mama Natali/Baby Natali; "Helping Babies breathe" etc) in cooperation with resource partners as Lærdal Global Health and JHPIEGO.

The program will build on extensive experience within NCA support to midwife and maternal and child health care capacities in Malawi. This experience links as well to continued collaboration with relevant Norwegian professional organizations and teaching institutions. Home Health Promoters (HHPs) will be trained to facilitate community awareness to take responsibility for own health. Within this training churches will actively engaged so as to increase community trust as well as sustainability. Peer to peer groups such as school clubs, girls clubs in schools and youth clubs will be empowered to discuss issues such as early marriage and adolescent pregnancies. This will be strengthened by facilitating community involvement with the communities at large, including active church engagement (radio and other messaging mechanisms) to address early marriage and adolescent pregnancies. There will be a linkage between the Health program and the Peace program within the issue of addressing gender based violence through inclusion of the agenda within the local people to people peace and local governance processes with the aim of changing cultural norms and adoption of common norms of non-acceptance. Likewise there will be a close linkage between the WASH and

Health programs on sanitation and hygiene and prevention of communicable diseases. There will be close cooperation with the respective State Ministries of Health to secure ownership, sustainability and policy alignment as well as with MoH and other key actors (UNFPA/WHO) to secure coordination and influence policies.

Short description of key resource partners;
(i) **Lærdal Global Health (http://www.laerdalglobalhealth.com)**
Laerdal Global Health (LGH) is a not-for-profit company that develops durable, simple, culturally adaptable, affordable products and programs aimed at helping save lives of newborns and mothers in low-resource countries**.** LGH has develop practical skills training programs in collaboration with amongst others JHPIEGO linked to their respective reproductive health programs. The combination of practical simulators and effective training concepts have had significant impact on maternal/child health.
(ii) **Jhpeigo (http://www.jhpiego.org/content/republic-south-sudan)**
Jhpiego is an international health organization affiliated with Johns Hopkins University in Baltimore, Maryland. For nearly 40 years, Jhpiego has put evidence-based health innovations into everyday practice to overcome barriers to high-quality health care for the world's most vulnerable populations. Widely recognized as a leader in human capacity development, Jhpiego uses innovative approaches to develop and support the health work force to achieve effective implementation programs. Jhpiego has developed materials and training approaches—for use in pre-service (PSE), in-service, and on-site settings. Jhpiego is working in South Sudan under the Maternal and Child Health Integrated Program (MCHIP) and is currently involved in health capacity programs in Central and West Equatoria. Jhpiego and Lærdal have joint experiences of collaborative in research and development of training packages on reproductive health.

6.3. Global Programme: Water, Sanitation and Hygiene (WASH)

Goal: "*Vulnerable communities have sustained access to clean/safe water and improved hygiene and sanitation behavior*"

a) Needs analysis;
In the rural areas of South Sudan, where the 80% of the total population lives, the percentage of people accessing improved water sources is as low as 34% and only 13% has access to improved sanitation facility at household level.[23] Official data on population water coverage set the percentage higher, but they don't consider that 30 to 50% of the water facilities are not functional, as stated by the Ministry of Water Resources and Irrigation (MWRI)[24]. Still within the minority of the population using an improved water source, only 34 percent can fetch water in less than 30 minutes and this task is overwhelmingly completed by women and girls.
Limited access to improved water sources, deficient sanitation facilities and low knowledge and practice of good hygiene behaviors are all interlinked factors of a negative loop; NCA strategy is to break this loop intervening on water source reliability, household level sanitation and diffused positive hygiene behaviors. This approach will have also important positive effects on the side of protection and contrast to GBV as household based sanitation services (especially latrines and showers) limits the need of women, girls boys and men for researching isolated places were to attend daily needs. In this regard the IASC guidelines on gender dimensions within WASH are a key point of reference for the program.

NCA intends to operate in areas characterized by very different topography, from rocky hills and narrow valleys to open alluvial plains; all these places are inhabited by people with different lifestyles.

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[23] http://www.unicef.org/southsudan/wes.html
[24] http://www.unicef.org/southsudan/WASH_Sector_Strategic_Framework_2011.pdf

This forces NCA to go beyond common water and sanitation solutions, like boreholes and classic pit latrines, to find more appropriate options like watersheds, rock catchment of rain water, improved ponds, shallow-pit, elevated-pit, alternate-pit latrines etc.

The lack of access to improved water and sanitation and poor hygiene behaviors is a principal cause of water-related diseases such as diarrhea and cholera, infection from guinea worm, and contributes to malnutrition. Water, sanitation, and hygiene (WASH) is also associated with educational access and nutritional outcomes. Limited access to water and sanitation can be a main reason for girls school dropout and improved access to water and sanitation at schools has been shown to increase school attendance among girls.

NCA strives to operate within the national WASH legislation; the National Rural Water, Sanitation, and Hygiene Sub-sector Action and Investment Plan highlights the need for participatory community-based processes, developing effective local management structures to increase community owner-ship, development and involvement of the private sector, improving local governance and the inclu-sion of women, children and vulnerable groups in the planning and development of rural WASH ac-tivities.

The 2007 South Sudan Water Policy provides strategic direction in relation to Water Resources Man-agement (WRM), Rural Water Supply and Sanitation (RWSS), and Urban Water Supply and Sanitation (UWSS) being the three main sub-areas of the water policy.

NCA seeks more innovative approaches to address the O&M issue as a key learning from implemen-tation of WASH program in the previous period is the vulnerability of operation and maintenance schemes. The 2011 MRWI "WASH Sector Strategic Framework" places responsibility for maintenance and repair to community based user groups, i.e. Village Water Committees, but commits the Gov-ernment to provide spare parts on a cost recovery basis to the local communities through a revolving funding mechanism in partnership with the private sector. At operational level the gap between poli-cy ambition and real government capacity is a key challenge and NCA proposes itself as a catalyst to put the policy in action.

Globally NCA has strategically chosen to work through local partners to contribute in the develop-ment of civil society, but an additional challenge in the implementation of the WASH program in South Sudan is the lack of local partners with technical skills for implementation. The operational mode is therefore largely a direct relationship between NCA and local communities in collaboration with local government authorities; nevertheless NCA will link with existing civil society organizations and when possible will try to develop appropriate collaboration agreement and hopefully partnership relations.

b) Theory of Change

1. Right holders have access to clean, safe and sustainable water supply:

If:
- the needs and priorities of the targeted communities have been taken into account
- the interventions are coordinated with the community and County and State Water Departments
- water sources are developed or rehabilitated
- these water sources are well maintained and repaired when necessary,

Then water service delivery to the vulnerable communities will be effective and the right holders shall have access to clean, safe and sustainable water supply

Because the approach of community involvement and coordination with authorities creates owner-ship and thereby increased sustainability.

NCA assumes that a local supply chain for spare parts shall be developed and sustained through close cooperation between Hand Pump Mechanic Associations, the private sector and The County and State Water Department.

2. <u>Men and women practice hygiene measures that protect themselves against key public health risks:</u>

If;
- community hygiene and sanitation awareness are increased in the communities
-communities have gained access to latrines in their households
-waste disposal in the communities are managed in a hygienic way,
Then the communities will live in open defecation free communities and protecting themselves against key health hazards
Because positive hygiene and sanitation practices have been incorporated by the communities in their daily lifestyle
NCA assumes that community hygiene and sanitation structures created and strengthened shall be sustained by the communities to continue supporting improvement in local hygiene and sanitation practices.

3. <u>Rights holders demonstrate ownership for community WASH services</u>

If;
-local capacities are mobilized and communities enlightened on WASH issues through participatory approach
-tri-partite agreements outlining the roles and responsibilities of each party have been signed between the communities, local authorities and NCA, as well as between the local authorities, State/County authorities and NCA,
-local water operation and maintenance capacity are strengthened at community
Then both Government and community WASH structures deliver effective services as per their roles and responsibilities, and ensure the sustainability of WASH services
Because they feel ownership and responsibility to maintain and repair WASH facilities.
NCA assumes that the State and County WASH structures shall possess minimum crucial capacity to allow improvement in their role in WASH service delivery (ref. output 5.1).

4. <u>Right holders have safe access to adequate, and sustainable WASH services in public institution</u>

If;
- water schemes and latrines have been constructed in schools and health facilities
- hygiene clubs in schools are formed and active,
- WASH management structures in the institutions have been established,
Then students and patients have been protected against water and sanitation related diseases,
Because schools and health facilities have access to safe water supply and sanitation facilities.
NCA assumes that it will be possible to develop community based WASH services and facilities in the same localities as where institutional WASH facilities are implemented so as to avoid misuse of institutional facilities and conflicts of interest between communities and institutions

5. <u>Government institutions and other duty bearers are influenced to play their roles in the delivery of water and sanitation</u>

If;
-the local communities have awareness about their rights to WASH services
-communities are mobilized towards raising voices to address critical WASH service gaps,
- the VWCs have developed WASH advocacy plans which includes the communities priorities for WASH services and used these as advocacy tools
- the local authorities have capacity and knowledge about their roles and responsibilities to deliver WASH services
Then government institutions and other duty bearers shall be influenced to play their roles in the delivery of water and sanitation and the priorities and needs of the communities will be included in the WASH implementations plans of the Governments,

Because the communities have become empowered to claim their rights and address WASH issues in their communities and there has been increased interaction between communities and government. *NCA assumes that* WASH activities can only be meaningfully accomplished when the government plays a minimum policy and coordination role.

c) Description of programme strategy, methods and expected results

Reference is made to Annex 3 for overview of expected results;

The program will focus on the targeted counties of Lopa/Lafon in Eastern Equatoria and West Gogrial in Warrap State. Targeted localities within the Greater Pibor Administrative Area will be gradually included.

A key focus within the program will be on developing local ownership of WASH initiatives through development of participative and inclusive community WASH plans to be implemented through Village Committees as well as on capacity development of State and County departments to support more effective delivery of services and alignment towards national policy guidelines.

The program will have a dual pronged approach through;

(i)   Provision of sustainable safe water and promotion of hygiene and sanitation within local communities.

(ii)   Securing water and sanitation facilities within schools and health facilities

Based on experience it is recognized that this dual pronged strategy will help in reaching all the sub-groups that compose the communities (men, women, girls, boys, elders and disable people) offering them tailored messages and in giving tangible examples of improved WASH services in institutions that can be replicated at household level. As secondary result, the parallel work on institutional and community level will help in avoiding misuse and conflict of interest between the respective institutions and the host communities.

The program will continue to facilitate linkages between communities and governance on WASH issues as a key approach within the NCA overall theory of change focusing on active citizenship.

6.4.   Contextual Programme: Community Based Teachers Training

Reference is made to Annex 11; Results framework for the Community Based Teachers Training Programme

a) Needs analysis

The 2013 EMIS reports[25] affirm that education rates are low with 27% of the adult population literate: 40% of men over 15 years compared to 16% of women over 15 years. Enrollment rate in 2011 was only at 63% and has decreased further in the recent years. The low quality of education is one important explanation of the deplorable primary school completion rate 4%. 60 % of teachers in South Sudan are untrained 34% have only a primary school diploma. About 28 at % of these teachers are "volunteers" that do not figure as employee on the public pay-roll. The proportion of untrained teachers is fairly uniform across the 10 stated, ranging from 54% in Warrap to 58 % in EES.

According to its Strategic Plan, the GoSS aims to increase primary school enrolment from less than 1.4 million students in 2011 to more than 2.5 million in 2017 (increasing enrolment rates from 63% to 92%). To meet the enormous need for quality education and the envisioned increase in enrolment of girls and boys, the country needs to train at least 5300 new teachers each year, plus an estimated 1200 additional teachers to replace teachers that leave or retire, in total a number of 6 500 teachers. Currently the seven operational teachers training institutes deliver less than 500 new teachers a year.

Based on statistics we know that a large proportion of the current teachers have not completed high school ("O-level"). That means they are not admitted to the official teacher education trajectories

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[25] http://www.southsudanemis.org/files/reports/2013/SSEMIS_2013_National.pdf

(neither pre-service nor in-service). In theory, MoEST aims to replace as fast as possible all unqualified teachers by qualified graduates from in TTIs. In practice, the current (and projected) capacity of the TTIs is very low, meaning that this replacements process will take a very long time, probably at least two decades. School directors usually assign the least qualified teachers to the lowest grades (mainly grade 1-3). At the same time, it is at these lowest grades that the drop out is highest: only 20% of all enrolled learners make it to grade 5. Poor teaching is one of the reasons behind this dramatic dropout rate.

A particular challenge in South Sudan is the lack of female teachers. Only 13% of primary school teachers are female. While this is partially a reflection of the unequal participation of girls in education in general (only 60% of girls in primary school age attend school), it is reinforced by the fact that there are few female teachers that can serve as a role model for girls to become a teacher themselves.

As of today the legal and policy frameworks for South Sudan do not recognize fast-track teachers training, including community based teachers training with official qualification status. In addition no standard curriculum for CBTT exists. However, it is recognized that pre-service education is not able to solve the enormous lack of qualified teachers and that there might be a need for exploring alternative educational trajectories for teachers who have not completed secondary school ("O-level").

b) Theory of change
<u>*If*</u>;
-existing teachers without qualifications for pre-service or in service training are trained in practical teaching skills at community level and
-government policy is altered to recognize cadre of such teachers that have received training
<u>*Then*</u> the quality of education in early primary schools will improve and more children will complete their primary education,
<u>*Because*</u> more teachers are motivated and retained.

<u>*NCA assumes that*</u> SMOEST is in support of the implementation of the program and will follow up with adjustments in legal and policy frameworks to support increasing quality and retaining of students and teachers within the schools.

c) Description of programme strategy, methods and expected results
NCA has developed a joint consortium with Strømme Foundation and Høgskolen I Akerhus (Oslo) for a comprehensive human resource capacity development program within education with a focus on improving quality and access of teachers training and education in South Sudan. The full program of the consortium will have national profile of support to (a) Pre-service teacher training (implemented by SF), (b) In-service teacher training (implemented by Strømme Foundation, (c) Community-based teacher training (CB TT) (implemented by NCA and partners) and (d) Academic training of education professionals through a Master program , with a special focus on TTI tutors (implemented by HiOA. The NCA component within this consortium will focus on piloting a community based teachers training component with a special emphasis on Eastern Equatoria. The focus on community-based training methods stems from the limited mobility of most in-service teachers (due to family responsibilities) and the expected lower cost and logistic feasibility (little transport required).

An assessment (planned to be carried out in 2015) will explore the existing church based teachers training potential, with a specific focus on increasing women's inclusion in teachers training., and the need for human resource capacity development (including statistics about the educational background of teachers and an overview indicating the geographic concentrations of low-educated teachers. A specific focus will be on identifying women teachers). The assessment further aims to identify and explore different community-based teacher training (CBTT) models for in-service teachers teaching grade 1-3 from South Sudan and neighbouring countries. The most promising models to be tested for 1-3 pilot projects which are closely monitored. The results will be shared with MoEST,

State Ministries of Education and non-state actors that are active in teacher education in South Sudan. NCA and partners will also lobby towards the ministry of health to acknowledge the community based training by giving the students that complete the training an official qualification.

7. Emergency preparedness and respons

NCA aims through its emergency preparedness and response program in South Sudan to provide appropriate, relevant, timely and adequate relief to the vulnerable victims of conflict and climate change. The ongoing emergency situation in South Sudan places itself in a wider context of a world which has never before seen as many conflicts at once. According to the Global Peace Index there has been an overall deterioration in global security and South Sudan is the 3rd most conflict ridden country in the world. The world humanitarian community is challenged to address greater needs with less or stagnating resources. This will have an effect on the overall emergency response to South Sudan as well. A UN defined level 3 emergency in a scene of conflict of civil war dimensions in the world's most fragile state represents extremely challenging circumstances for delivery of humanitarian aid. In addition to conflict, there are clear indications of stronger and more extreme "El Niño" (forecasts saying the strongest since 1998), resulting in more extreme weather in terms of floods and drought. This means that climate related humanitarian response needs will be on the increase. Humanitarian access is a challenge in many parts of South Sudan. In addition to severe logistical challenges (lack of infrastructure, roads, rainy season accessibility, etc.) hostilities and attacks against humanitarian workers as well a political divides and security restrictions seriously constrain access to those in need. A resulting danger is that aid agencies risk placing too much emphasis on easily accessible areas, such as the Protection of Civilian camps (PoCs) and IDP camps, and lack of focus on difficult remote areas.

a) Strategic Approach

In emergency response NCA South Sudan will focus mainly on provision of WASH services. For each crisis the need for distribution of NFIs, seeds, as well as emergency health services will be considered. Strengthening of partners' capacity will also be part of the intervention. The starting point for all interventions will be coordination with local authorities. In addition, the local communities will always be engaged, either through using the church network and/or traditional leaders, if no church structures are present. In emergency preparedness focus will be on prepositioning of NFIs and capacity development of churches and local partners, as well as potential partners.

As part of the global Action by Churches Together (ACT) NCA South Sudan shares the vision for a *"humanitarian system with a bottom up approach where resilient communities define their own needs and where local actors lead the response"*. In the absence of adequate South Sudanese government response mechanisms the humanitarian scene in South Sudan is largely dominated by external actors with a predominant approach of external definitions of needs due to amongst others difficulties of access and also lack of contextual in depth knowledge of the populations in need of assistance.
The profile and policy of NCA in implementing emergency response in South Sudan is very much focussed the entry point of a humanitarian needs based approach coupled with "working with and through" local partners, the churches and national technical faith based and non-faith-based resource organizations, and the international ACT/Caritas alliance members. NCA's first option will be to work through pre-identified local partners when implementing WASH activities. If local partners are not available NCA will implement directly or in collaboration with other ACT/Caritas Alliance members.

NCA understand ACT to be the collaborative potential of local churches and the international ecumenical agencies within the network in South Sudan. In emergencies there is a danger of inflating or over-stretching local capacities, but there is also a danger of underestimating and supressing or replacing capacities of local actors with external capacities. As such NCA will underline the need for recognition of and utilize the added values

and strengths as well be aware of and mitigate the limitations of the respective local and international actors. The long term strategic goal of enhanced and sustainable local capacity will be addressed through seeking to find the balance between the pitfalls of over-stretching or overinflating expectations towards capacity of local actors versus underestimating, supressing or replacing capacities of local actors.

(i)   Added value and role of churches in emergency response:

An added value is the inherent contextual knowledge of the churches and local partners and the trust, credibility and legitimacy these have within the population. The churches in South Sudan have historically played a key role in humanitarian work and response on all levels. During the recent crisis the churches have offered protection and humanitarian assistance to thousands of victims of conflict in various locations. The church networks cross the conflict lines and the centre-periphery divide as no other entities in South Sudan. The churches are able to access and reach out to areas that are not easy accessible for NGO's. In emergency response in areas where NCA does not normally have a presence the churches can provide valuable local knowledge on context and local dynamics, they can serve as an entry point to the affected communities, provide protection, create linkage to the local authorities, they will often be able to assist in selection of rights holders/criteria for selection, and can often contribute in distribution of NFIs. In areas where NCA has a presence already, and if the churches have received training before the crisis set in, they might also be active in implementation of WASH "soft-components", such as hygiene promotion, etc.

(ii)   Added value and role of local faith based and non-faith based technical resource partners within WASH in emergency response:

These partners provide technical competence in water, sanitation and hygiene. Working through and with South Sudanese organizations enhance sustainability as opposed to external technical competence.

(iii) Added value and role of NCA and other international ACT members in emergency response:

NCA and ACT sister organizations provide funding for emergency initiatives, technical competence in water, sanitation and hygiene, supplemented with NFIs as well as other relief inputs and technical and administrative capacity development of local actors. ACT South Sudan Forum provides a forum for coordination of emergency responses between ecumenical actors as well as linkages to the Caritas Alliance for wider joint coordination and operational synergies of the church based networks. ACT agencies also provide increased connectivity to the larger UN based coordination clusters and mechanisms as local actors often are omitted from these mechanisms. Finally ACT agencies provide a link to international ecumenical coordination of information and advocacy on humanitarian response to South Sudan.

Strategic Approach in emergency preparedness:

As part of our emergency preparedness NCA will also seek to preposition materials at times and locations in order to be able to respond also in periods access is difficult or impossible. An integral component of emergency preparedness will be to map potential church and local partners in high risk areas and and potentially offer basic emergency capacity skills training. The existing emergency preparedness plan will be updated.

b) Strengthening capacity to respond to disasters

Emergency preparedness: Because they are present on ground throughout the whole country people often turn to the churches when they face difficulties. Therefore the churches usually are among the first to know and often the first responders to emergencies. However, capacity and resources are often limited. NCA will strengthen capacity of own staff and the church network through training on the WASH soft components and standards and commitments of humanitarian assistance. This training will be tied to NCA's long term development thematic programme on WASH in the areas where NCA is present with an office. NCA will also facilitate for sharing of information between the

churches and facilitate linkages for information sharing between NCA's church partners and the County/State coordination clusters.

Emergency response:

NCA will strengthen capacity of own staff as well as local partners at various levels through training, securing adherence to standards and commitments of humanitarian assistance. There is also a need for strengthened technical and administrative capacity. Staff from churches and other local partners will take part in emergency related trainings in sector deliveries within WASH, health and NFI's. Training will also include competencies in compliance to SPHERE and IASC standards and improved monitoring and reporting capacities. In the areas NCA provide emergency response where we have no long term development presence much of the capacity development will be on-the-job training, with NCA working side by side with the local partners.

The lack of inclusion of local organizations and churches in the overall architecture of humanitarian aid in South Sudan is problematic. Key elements of capacity development for NCA in this regard will be facilitation of increased involvement in the overall coordination of the response through participation in cluster coordination meetings, government coordination meetings as well as improved linkages with key UN agencies. NCA will be active in seeking ecumenical coordination through facilitation of ACT meetings and strengthening of linkages and seeking joint platforms with the CARITAS network. For information on partners, see annex 1.

c) Cross cutting issues

The three main cross cutting issues, Gender sensitivity, Protection and Do No Harm (DNH)/conflict sensitivity will be integrated in every step of the implementation.

The specific humanitarian needs of women are a serious challenge within the South Sudan context. There is a culture of silence surrounding gender-based violence (GBV), leading many girls and women not to report abuse and limiting their access to life saving GBV support services. There has been a striking rise in GBV since the outbreak of the conflict. 90% of the IDPs are in locations without dedicated GBV services. GBV prevention and response will be given an increased priority within humanitarian response.

NCA prioritises to reduce gender-based vulnerabilities in all programmes. The issues of protection, security and participation form basis for planning of the interventions within this project. The IASC guidelines for each sector of WASH, NFI & Shelter and Health will be integral components of all interventions. In all implemented projects NCA will report on sex and age disaggregated data.

Lack of access to water is identified as one of the key conflict drivers in South Sudan, with reference to the conflict analysis in chapter 1. This means that NCA and partners can contribute to reducing conflict by providing WASH services. However, it also means that there is a potential to increase and create conflict. NCA will include Do No Harm principles, especially when deciding criteria for selection of beneficiaries, geographical location of the intervention and by including the community.

d) Participation in humanitarian coordination mechanisms in the country

NCA shall coordinate the activities with the other South Sudan ACT forum members and with other UN coordination forums, especially the cluster meetings, as well as with government sector coordination platforms. The program staff participates in all relevant UN cluster meetings, at both the national level in Juba and at State level in Warrap, Jonglei and Eastern Equatoria where NCA offices are located. Specifically, NCA participates in the NFI, WASH, Health and Protection Cluster activities. In Eastern Equatoria, where emergency work is exclusively managed through the UN Cluster system, NCA plays an active role and the lead agency in the NFI and WASH clusters. NCA will continue to take part in UN and inter-agency assessments and IDP verification missions. In addition, NCA participates in the Refugee Coordination meeting, with the interest in the Upper Nile, and Unity

States where NCA will also be providing emergency services, besides Warrap, Jonglei, Eastern and Central Equatoria. In terms of NFIs and Food supplies particularly, NCA works jointly with IOM and WFP. We have encouraged partner organizations to join the WFP food supply arrangements. NCA shall also engage into direct negotiations with WFP, on behalf of partners, to solicit for food supplies.

NCA will seek inclusion in the UN Crises Response Plan (CRP) for South Sudan. Within this NCA will seek to influence better inclusion of national NGOs and the church in the broader humanitarian coordination system.

8. Finance and funding

a) Current funding situation

The current strategic plan of NCA is largely funded by Norwegian Norad and MFA mechanisms in the form of the Norad Framework agreement and Gap funding (Regional funds) and MFA humanitarian funding. Some initiatives have been funded by Royal Norwegian Embassy funding as well. A certain amount of funding has been solicited from the Health Pooled Fund by NCA as an intermediate to selected Caritas Torit health facilities in Eastern Equatoria. The UN funding mechanisms such as Common Humanitarian Fund (CHF) and UNDP were to some degree accessed during the current strategic period but during the last year it has been difficult to access partially due to the crisis response coordination mechanisms and their respective priorities.

b) Market analysis of donor priorities/key trends among donors

South Sudan is a prioritized country for assistance within the respective Norwegian government funding mechanisms. The backdonor funding mechanisms are struggling in the balance between supporting the relief of humanitarian needs vs. support to recovery and long term development initiatives. The signing of the IGAD+ agreement places additional pressure on donor mechanisms to support the necessary provisions of the agreement so as to secure a process leading to a viable transitional government of unity leading to elections and a renewed national government. In a scene of increasing humanitarian needs on a global level the availability of funding for South Sudan is under increasing pressure. Currently the UN OCHA overview of available resources vs. expected needs in terms of funding stands at less than 50%. The need for coordinated approach into respective sectors, such as the Health Pooled Fund, is a key trend that is positive. A key challenge however within the mechanisms of pooled funding is the suppression of local actors in gaining access to funds as compared to international actors due to rigorous compliance requirements.

The Norwegian funding scene sets itself in the same considerations of balancing between humanitarian vs. recovery/longterm funding and following up on obligations as a key international stakeholder and member of the so called Troika (USA(England/Norway) in relation to commitment to securing key provisions of the IGAD+ agreement. Within this there is a general very positive dialogue between Norad, the RNE and NCA on the key thrust of the NCA strategic direction and the need for flexibility in approach as a key underlying factor.

c) Strategy for funding per thematic programme

A key issue will be the need for flexibility between and within the respective thematic programmes due to necessary adaptation to unfolding scenarios and opportunities

In this strategy, peace building as an overarching objective will mean increased scope of activities and funding size to about 40 % of total additional funding through Regional or GAP funding mechanisms.

Peace program; The funding for this program will largely be sought through applications to Norad. Funding Outcome 3 will be included within the Norad Framework funding scheme while Outcomes 1 and 2 will be applied for in an additional application directed at Regional funds /GAP ("Regional/GAP") funding mechanisms within "Stortingproposisjon 1" for implementing the thematic programmes of NCA in South Sudan. Any deficit shall

be sought funded through other prospective sources, who likely will give high funding priorities to peace building and emergency response.

Reproductive Health; The strategic focus of the Reproductive Health program presents a shift from providing drug supplies and supporting medical services to human resource capacity development within maternal and child health. The reproductive health support is expected to continuously reside within "Regional/GAP" funding application to NORAD, but with the flexibility to expand fundraising drive to prospective alternative funding sources.

WASH; The NCA overall program in South Sudan will have 3 financial support channels into the WASH sector; (i) The application for "Regional/Gap" funding (ii) NRK TV campaign funds over a 5 year period and (iii) Emergency WASH focusing in IDPS and vulnerable communities in the conflict areas.

Community Teacher training; This represents a smaller component of the NCA South Sudan 2016-2020 strategy, to be implemented in co-partnership with Strømme Foundation, and funding through NORAD is already confirmed.

Emergency preparedness; A minimal funding required for emergency preparedness is both contingent and flexible, providing that a 4th phase of application to MFA emergency response support will be funded. The emergency response application requires increased funding in the initial years of the strategic plan due to the significance of the emergency response to the current crisis, but this will eventually scale down with a modified recovery plan in the later part of NCA strategic period 2016-2020. The funding level of the complementary emergency preparedness budget under the "Regional/GAP" will therefore continue to be conversely proportionate (low-high, high-low) to the major emergency response budget.

Quality Assurance,Monitoring and Evaluations; NCA recognizes the need to invest more in quality assurance, project monitoring and evaluation as well as e.g continued conflict analysis. There will be a need to develop more innovative approaches, technologies etc for project monitoring and continued assessments versus baselines and cyclic planning. Funding for this will be primarily sought through the "Regional/Gap" application to Regional/Gap funding linked to the implementation of the respective thematic programs.

Staff and partners capacity development; As the strategy continues to evolve towards more human peacebuilding and resource capacity development there will be a need to focus specifically on capacity development of church partners and own staff to facilitate this. The main funding for these initiatives will remain within the Norad Framework funding mechanism

Security; The increase in banditry and continued insecurity in South Sudan necessitates a specific funding for upkeep of security measures and a designated security coordinator. Funding for this will be placed within the Norad Framework funding mechanism.

Emergency Response; Based on needs assessments NCA will primarily apply for MFA humanitarian funding in addition to participation in ACT emergency appeals. If possible the UN CHF mechanism will be approached in designated and specific scenarios.

d) Indicative funding per year and thematic programme

Year	2016	2017	2018	2019	2020	Total
	Budget in '000,000 NOK					
Peace building	8.1	8.2	8.3	8.3	8.3	41.2
Reproductive Health	9.0	9.1	9.1	9.1	9.1	45.4
WASH	8.6	8.6	8.7	8.7	8.7	43.3
TV Campaign	4.4	4.4	4.4	4.4	0	17.6
Community-based Teacher Training	1.2	1,2	1,2	0,7	0	4.3
Emergency response	20	20	15	10	10	85.0
Emergency Preparedness	0.8	0.8	0.8	0.8	08	4.0
Quality Assurance	1.6	1.6	1.7	1.7	1.7	8.3
Partners competence	2.0	2.0	2.0	2.0	2.0	10.0
Security	2.3	1.5	1.0	1.0	1.0	6.8
Field support (Gogrial, Eastern Equatoria, Greater Pibor)	6.7	6.7	6.9	6.9	6.9	34.1
Country Office	5.0	5.0	5.0	5.0	5.0	
Grand Total	69.7	69.1	64.1	58.6	53.5	314.9
Explanation to budget levels and variations	TV Campaign phased out in 2019. Education to be determined with Strømme/HiO after 2019. Emergency gradually reduced to approx. 10 mill/year NORAD Framework funding is designated at NOK 9 million/year within the Norad Civil Society grant mechanism to NCA Global. Nok 2 mill of the 9 Mill indicated for the Peace program (Outcome 3) are to come from this mechanism An application will be made to NORAD for Special Agreement funding of the Peace (Outcomes 1&2), Reproductive Health and WASH programmes.					

9. Monitoring and evaluation

a) Main principles and practices of monitoring

NCA South Sudan will apply NCA's Monitoring & Evaluation system, described in the global Routines & Guidelines and NCA's Evaluation Policy. The following monitoring principles shall be applied:

Theory of change:
Given that the country strategy is developed using a programme methodology of theory of change which in turn is linked to the global theory of change, the country monitoring and evaluation mechanisms will also follow the same design perspective. This in order to ensure at regular intervals that the logic of the programmes is valid, and whether or not other or new preconditions are needed to achieve the desired goals/ keep methodological relevance and consistency required to attribute results from country to global level

<u>Financial and narrative reporting:</u>

Using NCA's narrative and financial reporting formats, partners will report bi-annually and annually on achievements and challenges based on the agreed proposals and budgets. Partners shall be trained in on results based planning, monitoring and reporting and partners will be encouraged to link the narrative reports with the financial report so as to assess the extent of adherence to the plans and budgets.

<u>Monitoring visits:</u>

NCA South Sudan is a semi-operational programme. Where NCA partners implement wholly the monitoring standard is that two field visits per project per year and will be undertaken be the responsible Programme Officers. The emergency project carries out monitoring quarterly. In other project NCA are accompaniers in the implementation process, which means a continuous monitoring of the project. In each thematic programme, results frameworks have been developed with gender disaggregated indicators for the outputs and outcomes. Regular monitoring will be done using the results frameworks and budgets as a basic and will be used by NCA and partners to jointly monitor the activities and outputs to ensure that they make significant contributions towards the desired change/goal of the programme.

<u>Staff and partners participation in monitoring:</u>

NCA has learnt from the past that the effectiveness of achieving our strategy, to a large extent depends on NCA and partners' capacity and ability to monitor, measure and evaluate the impact of the programme interventions for rights holders in the targeted communities. The main purposes of the JCP monitoring will therefore be two-fold i.e. to support partners PME capacity; and to have continued surveillance of the programme performance with a view to identify change as well as challenges during implementation of projects. Joint monitoring with partners will be preferable when possible.

Monitoring visits will be jointly planned and negotiated with partners, and will assess project performance against approved proposals and budgets. At the end of each field trip, JCP staff will discuss the major achievements as well as challenges in the project with partner staff, field monitoring reports will be shared with the partners for project improvements.

<u>Annual reflection meetings</u>

Each year the partners at each field office gather twice, for one planning session and one annual reflection on results related to the annual reporting. Biannual meetings are help when necessary .

<u>Monitoring system to keep track of data and lessons learned:</u>

Monitoring and data collection have been part of the procedures, but not in a sufficiently systematic way the need to develop a monitoring system including an archive system for monitoring reports and a simple data collection tool for the offices in South Sudan.

In South Sudan the tradition of oral reporting has a strong standing and currently only few staff write monitoring reports. Both verbal and written monitoring reports are shared with the line manager. However, to secure institutional memory and for learning purposes there is a need for documentation of monitoring field visits and partner meetings in form of written reports and minutes from meetings. NCA shall train staff in report writing and develop a simple system for filing of these.

<u>Data gathering and analysis</u>

Frequent data collection shall be linked to frequent analysis and utilization of data to serve important programme improvement decisions at the field level.

For the data collection NCA and South Sudan will develop one excel sheet for all 5 years of the strategic period, covering all the indicators at outcome level, as well as indicators and figures that have been gathered on. Further NCA will make "indicator tracking cards" for each partner, which will be attached as an annex to the annual agreement for 2015, where all the indicators that specific partner can feed into are listed. This will make it clear to the partner what information they are requested to submit, and it will also make it easier for NCA to ensure data from each partner has been gathered. The partners will be requested to fill in and submit the indicator tracking cards quarterly or biannually. This system is more focused on figures, but it is also possible to include qualitative indicators and it will also be combined with a format developed on the outcome of training.

b) Routines and frequency of evaluations

Mid-term strategy review

The mid-term strategic review for the strategic period 2016-2020 shall be conducted around mid-2018 and the aim shall be to assess the effectiveness of programme sectors towards the realization of the key strategic milestones. The findings and recommendations in the midterm review will inform necessary adjustments to the programmes.

End of strategy evaluation

At the end of the implementation of the country strategy, an end of strategy evaluation shall be conducted, which will focus on outcomes based on the programme design methodology of theory of change both at the programme and country levels. At the programme level, the total contribution of each programme shall be tested through the respective thematic theory of change, to establish the extent of the achievement of the thematic programmes. At the country level, the contribution of a collection of thematic programmes to the achievement of the country goal shall be tested using the overall country theory of change.

In addition various specific project evaluations will be carried out when necessary during the strategic period.

Recommendations and lessons learned from evaluations are uploaded at Norad's webpage for evaluations. NCA does not currently have its own evaluation database
.

c) Learning from monitoring and evaluations and how to ensure lessons learned are included in future

Monitoring findings will be used for learning between partners, programmes and NCA staff; consequently adjusting interventions in case it is needed.

To ensure learning from evaluations JCP will always develop a management response to the recommendations from the evaluation report, as well as an action plan for improvement of the issues raised.

In partner meetings partners share their experiences and this is expected to promote cross learning between the partners.

NCA staff meetings at Juba office and the field offices are valuable as they promote open reflection of progress on the whole program by all staff, not only the program they are assigned to follow up. It also promotes coordination between programs.

d) Conflict analysis

A conflict analysis for each of the 3 main geographical areas will be carried out at the onset of the strategic period. These conflict analysis will be updated on an annual basis to inform the consequent annual planning cycles.

10.Organisational prerequisites

a) Competence areas that need to be covered

Considering that the strategy will be implemented using a set of methodology, staff training will be required in all these methodologies. This would be best done when the programme staff constitute themselves into a community of practice where training and other capacity building initiatives are given a practical bearing and support to help translate skills gained into actual practice. Specifically, training shall be organized in the application of a number of methodology, including:
- Methodologies to facilitate community participation
- Reflecting on Peace and Practice
- Do no Harm
- Linking Relief, Rehabilitation and Development (recovery) LRRD

In addition to the above, NCA shall work towards strengthening programme management and programme quality competencies by providing internal training, mentoring and technical support to staff in the following areas:
- Theory of Change focusing results-based management
- Planning, Monitoring and Evaluation and Reporting

b) Human resources needed in order to achieve the planned overall vision and strategic goals

In order to reflect the increased scale of peace building programme which has also become an over-arching objective to which all other strategic objectives contribute, there is need to back up this increased programme scope with the necessary technical capacity, by recruiting a peace building coordinator. S/he will provide the overall technical oversight, conduct conflict analysis and collaborate extensively with church actors, to ensure NCA's robust role in church related peace work, both at the national (mainly through SSCC and ACT alliance) and State level. S/he shall relate technically with key peace building actors and networks in South Sudan, and provide sufficient professional guidance to community peace initiatives.   This position will also reassure NCA's vision for long term commitment to the systemic issues of peace building in South Sudan.

WASH constitutes the second largest component of country programme portfolio for NCA South Sudan, if regular and emergency WASH programmes combined. Secondly, NCA has launched a special 5-year WASH programme funded through TV Campaign fund, with the period well-fitting with the new country strategy. In order to provide required overall technical support and guidance to deliver quality WASH for a combination of regular WASH, TV WASH and Emergency WASH activities in their various methodological designs, the WASH Coordinator will have the technical capacity required for this scale of programme. Given the level of expertise and inter-agency coordination involved, the WASH Coordinator will help streamline WASH implementation and results in line with NCA as WASH is currently a global programme priority for NCA.   The recent WASH evaluation (2015) recommended increased community participation and strengthening local ownership of WASH systems and processes. In response to this, NCA shall also increase staff capacity by recruiting 2 Hygiene Promoters to be based in their own communities (EE and Warrap). This shall ensure sustainability of water infrastructure to provide water for more people in the long run. Increased community WASH staff will also ensure that sanitation and hygiene practices are sufficiently adopted by communities with increased health benefits to people.

As a specialised field, with the State and Cluster coordination role being important, there is need to have on board a Reproductive Health officer or Coordinator – preferably a national staff, to help a safe kick-off and set a good implementation foundation for this important but rather new health sub-sector programme.
The organigram will be updated to chart out clear staff reporting lines, technical relationships and complementarity of roles. This will also smoothen flow of information and increased level of effective staff supervision, hence improving overall performance and impact of country programme portfolio.

c) Relevant initiatives to ensure cost effectiveness

NCA South Sudan has a profile of employment of South Sudanese staff with fewer regional/expatriate positions and working with and through local partners and government structures. Cost effectiveness is linked to geographical concentration and field offices Torit, Alek and potential in Pibor securing proximity to partners/stakeholders. This reduces travel expenses and allows for more effective follow up. Cost effectiveness is also linked to increased synergies between the respective programmes. NCA will continue to share office facilities with other organizations, and explore additional options for sharing resources with ACT-sister organizations. Security remains a key concern affecting cost effectiveness.

11.Risk management

Reference is made to Annex 14 for a more detailed Risk Management matrix assessing external, corruption/financial mismanagement, implementation of programmes and internal NCA breach of codes of conduct risks.

a) Strategic

The national conflict situation presents very complex humanitarian scenarios for NCA, other aid workers and partners. With some provisions of peace talks signed, tensions remain high as pockets of fighting continues in strategic states and politicians continue to express dissatisfaction with a number of provisions in the peace deal. This, in combination with the more traditional ethnic conflicts that flare up regularly make prospects for ultimate peace quickly very small, with serious threats to small gains already made.

b)Financial

The sharp divide between the formal and informal economy, characterised by a difference of about 45% in trading rates in foreign currencies in the formal market and black-markets, make the economy very vulnerable. Between the first and second quarters of 2015, there was a significant drop in the South Sudan economy. The substantial decline in oil prices and the ongoing conflict have reduced the available (oil) resources, while the cost of running government activities continues to increase. As a result the budget for the 2015/2016 fiscal year is seriously constrained with over 60% of the national budget to rely on donors. South Sudan almost entirely depends on oil revenue by up to 98 per cent of income and the global oil price that dropped by at least $40 (2015) has caused a huge budget deficit. Costs of consumer goods has spiralled upwards. The inflation is getting very high, due to the rapidly sinking value of the SS pound, and the total reliance on imported goods. Almost everybody get their salaries in SS pounds. If conflict conditions and market uncertainties continue to damage the economy, many people will become vulnerable, the level of criminality and violence will increase and the high cost of managing humanitarian aid will also significantly reduce the capacity to save lives and secure better impact.

c) Operational

Operationally, South Sudan shall most predictably continue to witness escalating tendencies of both protection and humanitarian access dilemmas. Proliferation of small arms remains a big threat. Gender issues, abuse of women, rape as a strategy of war, and little female representation in key positions are all a continuous challenge. NCA strategy is premised on the vision 'faith in action', which encourages more critical direct working with church partners. However, the capacity of partners are so overstretched, and this may reduce the speed, quality and impact of projects unless intentional capacity building is done. Even in peace building where the churches represent both competence, credibility and capacity overstretch of expectation and demand may occur. There is a growing realization of the churches role as the only one who may effectively deliver healing, peace and reconciliation.

d) Hazards

Heavy rains have resulted in annual cyclical floods in Warrap State, often placing destruction of crops, animals and assets, and causing water borne diseases. In consequence, floods have caused annual disruption of lives, increased the vulnerability of communities in Warrap State and disrupted humanitarian work. Since early 2015, the civil society has raised their voice to warn on a looming severe hunger threat that United Nations estimate could affect about 1.5 million people. With the recent draught situation started in Eastern Equatoria, with crops drying off premature and wild fires starting way before harvest period, there are clear signs that there might be severe hunger in 2016.

List of Annexes

A. Annex 1-7 in Word Format

(i)   Partner information form
(ii)   Visual presentation of the theory of change at country level
(iii)   Theory of Change for the Peacebuilding programme
(iv)   Theory of Change for the Reproductive Health programme
(v)   Theory of Change for the WASH programme
(vi)   Funding strategy and targets
(vii)   Map with indication of where NCA works

B. Annex 8-14 in Excel format

(viii) Results Framework for the Peacebuilding Programme
(ix)   Results Framework for the Reproductive Health Programme
(x)   Results Framework for the WASH Programme
(xi)   Results Framework for the CBBT Programme
(xii)   Results framework for cross-cutting issues and civil society
(xiii) Overview of Planned Evaluations
(xiv)   Risk analysis and management