SOUTH SUDAN

2019-2022 UNITED NATIONS COOPERATION FRAMEWORK
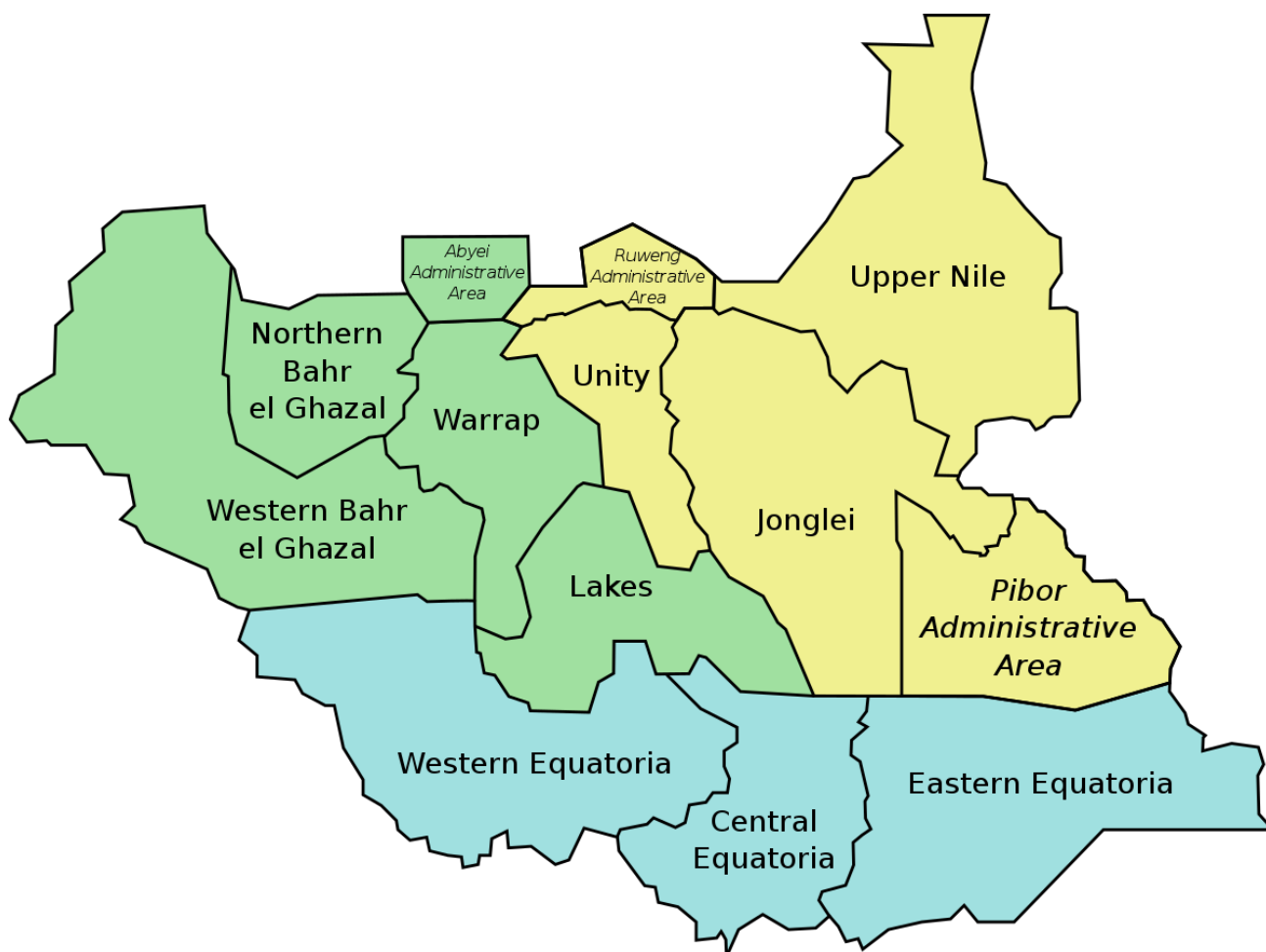

FINAL EVALUATION REPORT

UNITED NATIONS
SOUTH SUDAN

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Disclaimer

The opinions expressed in this report are those of the Evaluation Team, and do not necessarily reflect those of the UNRCO and/or UNCT. The responsibility for the opinions expressed as well as the errors of fact or judgement remains that of the Consultants.

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List of Acronyms

CEDAW   : Committee on the Elimination of Discrimination against Women

CERF   : Central Emergency Response Fund

CPA   : Comprehensive Peace Agreement

DSRSG/RC/HC   : Deputy Special Representative of the Secretary-General/Resident and Humanitarian

               Coordinator

ESC   : Evaluation Steering Committee

FAO   : Food and Agriculture Organisation

FGDs   : Focus Group Discussions

GBV   : Gender-Based Violence

GDP   : Gross Domestic Products

GRSS   : Government of the Republic of South Sudan

HDI   : Human Development Index

ICF   : Interim Cooperation Framework

IOM   : International Organisation for Migration

KIIs   : key informant interviews

MGCSW   : Ministry of Gender, Child Protection and Social Welfare

MOFP   : Ministry of Finance and Planning (kindly add this)

NBS   : National Bureau of Statistics

NGOs   : Non-Governmental Organisations

NSPPF   : National Social Protection Policy Framework

OMT   : Operations Management Team

PBF   : Peace Building Fund

PfRR   : Partnership for Recovery and Resilience

PMT   : Programme Management Team

PSEA   : Protection against Sexual Exploitation and Abuse

R-ARCSS   : Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan

RSRTF : Reconciliation, Stabilization, and Resilience Trust Fund

R-TGoNU : Revitalized Transitional Government of National Unity

SDG : Sustainable Development Goals

SSDP : South Sudan Development Plan

ToC : Theory of Change

ToRs : Terms of Reference

UN : United Nations

UNAIDS : United Nations Programme on HIV and AIDS

UNCF : United Nations Cooperation Framework

UNCG : UN Communications Group

UNDP : United Nations Development Programme

UNEG : United Nations Evaluation Group

UNESCO : United Nations Educational, Scientific and Cultural Organization

UNCT : United Nations Country Team

UNFPA : United Nations Population Fund

UN-HABITAT : United Nations Human Settlements Programme

UNHAS : United Nations Humanitarian Air Services

UNHCR : United Nations High Commissioner for Refugees

UNICEF : United Nations Children's Fund

UNIDO : United Nations Industrial Development Organization

UNMAS : United Nations Mine Action Service

UNMISS : United Nations Mission in South Sudan

UNOCHA : United Nations Office for Coordination of Humanitarian Affairs

UNOPS : United Nations Office for Project Services

UNRCO : UN Resident Coordinator's Office

UN WOMEN : United Nations Entity for Gender Equality and the Empowerment of Women

WFP : World Food Programme

WHO : World Health Organisation

Executive Summary

This document presents the evaluation report commissioned by the South Sudan United Nations Country Team (UNCT) and represented by the Resident Coordinator's Office (RCO). The evaluation was conducted between September and December 2021.

Purpose and Objectives of the evaluation

The evaluation sought to understand UN's support towards South Sudan's recovery and long-term development process to address national priorities and achieve results in in line with Agenda 2030, and humanitarian commitments. The purpose is to provide accountability to UNCT stakeholders including government and learning to inform the next United Nations Sustainable Cooperation Framework (UNSDCF), and improve coordination of the planning, implementation, monitoring and reporting process of the UNCF.

The specific objectives were the following: a) Assess the contribution made by the UNCT to national development results as stipulated in the UNCF result framework and make evidence-based judgements using evaluation criteria (accountability); b) Identify the factors that affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning); c) Reach conclusions concerning the UN's contribution across the scope being examined; d) Provide actionable recommendations on evidence gathered and stakeholder inputs and feedback for improving the UNCT's contribution, especially for incorporation into the planned new UNSDCF 2023-2025; e) Assess progress on collaboration/linkages between programmes (UNCF) and operations (Business Operations Strategy) as well as progress on operationalization of the peace-humanitarian-development nexus with a focus on the agreed collective outcomes between UNCT and Humanitarian Country Team (HCT).

The primary users of the findings from this evaluation are the UNCT, including Non-Resident UN agencies and regional offices of Agencies, Funds and Programmes, key government counterparts at national and state level, civil society, and private sector, DCO-Africa and DCO HQ. In addition, bilateral and multilateral donors and the broader development partners are also seen as important audience of the evaluation.

Object and Scope of the evaluation

The South Sudan 2019-2022 UNCF is the object of the evaluation which was launched by the Government and UNCT in January 2019. The UNCF aims to provide support for strengthening capacities and institutions at the community, state, and national levels with particular focus on the most vulnerable targets such as women, youth, and other vulnerable groups, to be more resilient and better placed to withstand the many challenges and complex impacts of ongoing protracted crises. UNCF is being implemented through several agency activities clustered around four priority areas under joint annual UNCF workplans and a Core Contribution which is made up of nine high-impact flagship initiatives. These flagships are anchored in the UNCF to deliver tangible, transformative results to support South Sudan's peace process and boost transition to recovery and long-term development, and a useful framework for dialogue between UNCT, government, and donors. On an initial total budget of $650 million for three years (2019-2021), $416.27 was delivered in 2019 and 2020.

Due to the lack of progress report on the ongoing 2021 interventions, the scope of the evaluation covers the UNCF implementation for the period January 2019-December 2020 with a focus on the four UNCF priority

areas i) Building peace and strengthening governance; ii) Improving food security and recovering local economies; iii) Strengthening social services and empowering local economies; and iv) Empowering women and youth. The evaluation also integrates cross-cutting issues, including gender equality and human rights, and environmental sustainability issues; with a cut-off date for programmatic and financial data at the end of December 2020.

Methodology

The evaluation follows the United Nations Evaluation Group (UNEG)norms and Standards and was guided by UNEG's guidelines and principles for evaluation. It involved a participatory approach with a mix of qualitative methods consisting of individual and group interviews, and quantitative method with the exploitation of quantitative data from reviews of UNCF reports. The evaluation was carried out in four phases.

The inception phase covers online preliminary interviews with key UNCF actors, review of key documents and development of data collection tools. The data collection phase covers field visits in five states purposively sampled namely Juba, Wau, Bor, Yambio, and Rumbek, from 02 October to 5 November 2021. Key informants were purposively selected and interviewed using interview guides. A purposive sampling technique was used to obtain a list of beneficiaries' groups and interviews using a semi-structured guide. Four case studies on joint programmes one per each UNCF priority area were undertaken to determine what works and what has not. 225 KIs (79.5%male and 20.5%female) were interviewed with 47.1; 17.3; 12; 9.7; 8.4; 5.5 % respectively from UN agencies, Implementing partners, State ministries, Community leaders, Donors, and Government officials. 24 FGDs were conducted and distributed as 3 mixed, 8 youths, 4 men, and 9 women groups. Participation was 63% female and 37% male in the FGDs.

The evaluation applied content analysis to data collected from various documents and a standard criteria analysis for qualitative data. Quantitative data and statistics collected were analysed with more focus on descriptive statistics using Excel. Four Likert-scale was adopted to describe the average performance level of the outputs and outcomes' indicators, such as: unsatisfactory (less than 25%), less satisfactory (25-50%), satisfactory (50 – 75%), and very satisfactory (more than 75%). Triangulation was used to ensure the credibility and validity of findings, and conclusions. Few challenges with limited incidence on the evaluation were identified such as data availability and quality, staff turnover, and timing of the field work.

Findings and conclusions

The evaluation team found that the UNCF with a focus on resilience building, strengthening governance and institutions/capacities for service delivery is more **relevant** given the changing nature of conflict with the rise of non-state actors explicitly at the community level. The UNCF is aligned to the National Development strategy (NDS) and selected Sustainable Development Goals (SDGs) Its core contributions are aligned to the 2018-2021 R-ARCSS. The UNCF priority areas remain relevant to the needs of most vulnerable groups such as women and youth which are determined through a pre-situational and conflict analysis to improve the programming and better address vulnerability and conflict sensitivity during UNCF implementation. Although a strong and functional relationship was built by agencies with relevant line ministries, there is no clear mechanism of coordination between the UNCT and government, and there is no functional joint steering committee between the UNCT and the government to provide direction and oversight on the UNCF. The UNCT develops annual joint work plans for accountability and reporting on the UNCF implementation. The

coordination and connectedness of actions on the UNCF is weak at the field offices. The UNCT has agreed on some common services in the Business Operations Strategy (BOS) to improve efficiency and quality in programme delivery. There is still strong focus on humanitarian delivery reflective of the huge and increasing humanitarian needs in the country. However, the UNCT and HCT have adopted two collective outcomes on GBV and food security to push the nexus approach as a New Way of Working (NWOW)

The UNCT was **effective** in addressing its objectives with significant progress toward the achievement of its outputs (98%) and outcomes (89%). Various factors have positively contributed to this performance such as: i) the cantonment of the forces, the establishment of mechanism for conflict management, community security and social cohesion particularly the state and county levels; ii) the alignment of the design of UNCF to the NDS which eased the planning and programmatic process of activities; iii) the good buying-in from line ministries; iv) the coherence and connectedness of flagships to the agency specific country strategies. However, lack of a transitional security arrangements, and redeployment of a unified force, non-reconstitution of the transitional legislature, absence of a joint steering committee, COVID-19pandemic, prevalence of insecurity and climate change issues, have hindered the implementation and impact/results of the UNCF. Also, the reporting process was impacted by data unreliability and absence of an interactive M&E system for monitoring and reporting on UNCF performance. Synergies and flexibility among agencies were useful in promoting national execution of programmes and use of national expertise and actors, and to cover key principles on "Leave no one behind", human Rights, gender equality, environmental sustainability, and resilience; and accountability. UNCF effectively strengthened national capacities for resilience and recovery and in building partnership around the implementation of the four priority areas. It was instrumental in mobilising resources and increasing partnerships. Both international and national NGOs and CSOs were mobilised for frontline support. In the partnership areas, the UNCF naturally bridged with the Partnership for Resilience and Recovery (PfRR) to deliver on the resilience building efforts.

The UNCT was **efficient** in reducing transaction costs through joint programmes, multi-stakeholder partnerships and advocacy, collaboration among agencies, context specific interventions, adoption of common services through the BOS. The UNCT through UNCF also contributed to cost reduction and cost avoidance in their operations by collaborating working as ONE UN through common services, joint planning, programming and delivery. However, no reliable data was available to establish the extent of cost reduction and avoidance as a result of the adoption of the common services; nevertheless, the BOS provides a realistic platform to reduce transaction costs. A joint resources mobilisation strategy could also further enhance reduction in operational transaction costs especially in the field locations. The code of cooperation agreed by the Heads of Agencies in 2020 could enhance the efforts towards the harmonization of procedures and processes as the roll out of the NWOW and common services is not yet fully completed.

The **ownership** of the UNCF work by the government is limited. Significant facilities were constructed without institutional anchoring to the government system at the national and state level to ensure sustainability. The lack of a formal coordination structures with government coupled with limited absorptive capacity might affect the sustainability of achieved results. However, it is expected that the legal and policy frameworks developed will remain in on a long run to facilitate an accountable governance, if not compromised by lack of political will from government.

Recommendations

The proposed recommendations are addressed to the UNCT as it has the primary responsibility of formulating, managing, and implementing the UN cooperation framework.

A.   Strategic recommendations (SR)

SR1 – Ensure alignment of the Cooperation framework to national planning frameworks and strategies and pay special attention to emerging issues related to climate change, environment, gender, youth, and private sector.

The design of the 2023-2025 UNSDCF should have a strong linkage to the Revised NDS of South Sudan by: Aligning its priority areas to the revised NDS national priorities; Considering the evolving context to guide the development and humanitarian interventions where necessary, advocate for a risk financing solution for the provision of resilience building against shock impeding development progress; Establishing a joint steering committee under the leadership of the government and encouraging strong participation through a government-led approach and involve all line ministries in cluster and sector working groups; and consider a regional approach in the design reflecting the diversity of the states' specific needs.

SR2 – Integrate the Nexus Approach in programming and optimize the collective contribution to results by the UN system including getting technical support from regional bodies and Non-Resident Agencies based on their mandates and expertise.

Consolidate and Improve the Nexus approach and partnership through*: Joint programming (set out areas of cooperation and facilitation to enhance understanding, action, and support in Early Warning Systems, Emergency Preparedness, slow onset events, risk assessment and management, resilience of communities and livelihoods' development); Establish a mechanism for durable solutions as an entry point for the implementation of the nexus; Advocate for a predictable, risk-informed, flexible, and multiyear financing modality that can support collective outcomes with the aim to move beyond annual project-based grants towards a financing structure that supports flexible and predictable multi-year programming; A resource mobilisation strategy for agencies based on their comparative advantage, and have a pool financial approach (costing, fundraising and allocation).

SR3 – **Deepen the New Way of Working and strengthen coherence between UNCF and other key frameworks like PfRR, HRP, Mission Strategic vision, while extending collaboration to new donors on recovery and resilience building.**

Guiding the collaboration with workstreams on area-based programming; advocacy with the government at the national and local levels; an M&E and data gathering; a knowledge management, learning and sharing; Having a multi-partner steering committee to guide and oversee the work and activities with detailed terms of reference; Common back office (CBO):: to be running common services instead of having representatives from agencies being doing multiples efforts (Taking advantages of contribution from an existent CBO, Some countries have established a CBO yet; learn from these country offices.

SR4 - Strengthen and improve the M&E system including supporting the development of a national framework for monitoring and reporting on SDGs.

Adopting the online UNINFO for interactive planning, monitoring and reporting for consistency, accuracy and ease access to UNCF data; Conducting the population census to derive disaggregated data and inform

development indicators; Completing a global baseline of indicators to ease the monitoring and reporting process with reliable and credible information; Conducting a regular cluster Performance Monitoring to monitor collective results and their contribution to achieve the SDGs; Establishing a communication mechanism and frequent dialogues among stakeholders at national and state levels.

SR5 - **Explore opportunities for better collaboration and coordination with IFIs and donors, and partnership to promote the development of private sector.**

Creating a basket fund that the government could use as credit/risks guarantees to provide comfort to potential investors (This refers to risk financing models and initiatives which provide social protection to peoples and enterprises); Strengthening a partnership with donors and non-UN actors.

SR6- Develop a coherent UNCT funding strategy to streamline resource mobilization for the cooperation framework implementation.

SR7 - Consider striking a balance in the allocation of the RSRTF between the Humanitarian-Development-Peace window.

B. *Operational recommendations*

OR1 - Establish a joint steering committee between government, UN, and donors and raise awareness about the UNCF to national and state level stakeholder.

Associating the government at the highest level such as Presidency and Parliament; Considering a rotative leadership plan for this committee either weekly or monthly; Improving coordination among UN agencies (Each agency should focus on their comparative areas to effectively implement the triple -nexus); Involving a strong communication and advocacy under the leadership of the United Nations Communication Group (UNCG); Making UNCF holistic so that staffs are connected to their Juba Office.

OR2 - Review the existing UNCT technical architecture/ working groups in the face of changing of context, needs and next UNSDCF (including strengthen coordination and collaboration between the UNCT structures in Juba and state/field level structures for better impact).

OR3 - Strengthen the alignment and coordination of the UNCF Results Groups, Sector Working Groups, humanitarian clusters to avoid duplication and ensure effective utilization of resources.

Chapter 1 - Introduction

1.   Introduction

1.1.   Purpose and objectives

1.   Consistent with the 2019 United Nations Sustainable Development Group (UNSDG) guidelines, the UNCT is required to undertake an independent evaluation of the 2019-2022 UNCF to understand UN's support towards South Sudan's recovery and long-term development process by contributing to addressing national priorities and achieving results in line with agenda 2030, and humanitarian commitments. This evaluation was summative in nature, looking at the relevance, effectiveness, efficiency, and sustainability of the UNCF interventions. It also looks at coherence, coverage, and coordination mechanisms of the UNCF implementation. However, impact of the UNCF implementation was not interrogated as the evaluation only covers two years of implementation which is a short period to see impact. A special attention was paid to human rights and gender equality. The evaluation supports learning about what works, what does not and why in the context of a UNCF. Therefore, the evaluation provides important information and platform for engaging stakeholders to provide inputs and feedback on UNCF implementation for strengthening future programming and results at the country level, specifically informing the planning and decision-making for the next UNCF Programme cycle and for improving the UN coordination at the country level. Moreover, the evaluation will support greater accountability of the UNCT to UNCF stakeholders. Specific objectives include:

i)   Assess the contribution made by the UNCT to national development results as stipulated in the UNCF result framework and making evidence-based judgements using evaluation criteria (accountability).

ii)   Identify the factors that affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning).

iii)   Reach conclusions concerning the UN's contribution across the scope being examined.

iv)   Provide actionable recommendations on evidence gathered and stakeholder inputs and feedback for improving the UNCT's contribution, especially for incorporation into the planned new UNSDCF 2023-2025.

v)   Assess progress on collaboration/linkages between programmes (UNCF) and operations (BOS) as well as progress on operationalization of the peace-humanitarian-development nexus with a focus on the agreed collective outcomes between UNCT and HCT.

2.   The primary users of this evaluation are the UNCT, including Non-Resident UN agencies, key government counterparts at national and state level, civil society, and private sector, DCO-Africa and DCO HQ and AFP Regional offices. In addition, bilateral and multilateral donors and the broader development partners are also seen as important audience of the evaluation.

1.2.   Key focus of the evaluation

3.   The nine high-impact flagship initiatives form the core contribution of the UNCF being evaluated include i) Fighting Gender Based Violence; ii) Essential health services; iii) Educating children and the young with a focus on pastoral communities; iv) Food and nutrition security; v) Governance and access to justice; vi) Area-based economic recovery; vii) Families returning from displacement; viii) Preparing for national census; and ix) Empowering women.

4. The flagship initiatives are anchored in the UNCF to deliver tangible, transformative results to support South Sudan's peace process and boost transition to recovery and long-term development, and it also provides a useful framework for dialogue between UNCT, government, and donors.

1.3. Evaluation Scope

5. The scope of the evaluation covers the UNCF implementation for the period January 2019-December 2020 with a focus on the four UNCF priority areas i) Building peace and strengthening governance; ii) Improving food security and recovering local economies; iii) Strengthening social services and empowering local economies; and iv) Empowering women and youth. The evaluation also integrates cross-cutting issues, including gender equality and human rights, and environmental sustainability issues; with a cut-off date for programmatic and financial data at the end of December 2020. The evaluation was informed by the 2019 and 2020 annual results due to the lack of progress report on the ongoing 2021 interventions[1].

1.4. Evaluation questions

6. As per the ToRs (appendix 1), table 1 reiterates the selected four Development Assistance Criteria of the Organisation for Economic and Cooperation for Development (OECD/DAC evaluation criteria) and questions used to structure this summative evaluation. These criteria are consistent with the specific objectives of the evaluation. They were revised and organised in the evaluation matrix per data sources, data collection and data analysis methods (Appendix 8).

Table 1: Evaluation criteria and questions

Evaluation criteria	Questions
1. Relevance (including coherence, coverage, and connectedness)	1.1. Has the UN system supported achievement of national development goals and targets, in alignment to relevant national plans, strategies and frameworks?
	1.2. Has the UN system interventions remained relevant to the needs and priorities of the country and people and responsive to emerging and unforeseen needs of the country and the people, especially the most vulnerable groups and those farthest behind?
	1.3. To what extent did the UNCT and HCT apply a Resilience and Nexus approach in their programming-- linking prevention, preparedness response and early recovery with national capacity building?
2. Effectiveness	2.1. What progress has been made towards the realization of UNCF outcomes (collective outcomes) as a contribution to the national recovery and development process and in terms of indicators as reflected in the UNCF framework?
	2.2. Which are the main factors that contributed positively or negatively to the progresses towards the UNCF outcomes and National Development Strategy Goals and development process?
	2.3. To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and actors?

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[1] Desk reviews as well as the preliminary interviews reveal that the evaluation cannot cover the 2021 period. Most information such as the 2020-2021 UNCT core contribution to recovery and resilience in South Sudan are not available.

	2.4. To what extent did the UNCF succeed in strengthening national capacities for resilience and recovery, building partnerships, the realization of human rights and promoting gender equity and equality?
	2.5. To what extent did the UNCF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?
3. Efficiency	3.1. To what extent and in what way has the UNCF contributed to a reduction of transaction costs for the government and for each of the UN agencies?
	3.2. In what ways could transaction costs be further reduced?
	3.3. To what extent have the organizations harmonized procedures in order to reduce transaction cost and to enhance results?
4. Sustainability	4.1. To what extent did the UNCF respond to challenges of national capacity development, and did it promote national ownership of the development process and institution-building and institution- strengthening in government?
	4.2. To what extent did the UNCF respond to challenges of national capacity development, and did it promote national ownership of the development process and institution-building and institution- strengthening in civil society and NGOs?
	4.3. Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results of donor intervention in the country?
	4.4. Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results government intervention in the country?

1.5.   Structure of the report

7.   This evaluation report is organized as follows: i) Chapter 2 describes the country context; ii) Chapter 3 highlights the methodology for the data collection and data analysis, as well as the limitation of the evaluation; iii) Chapter 4 provides the findings organised around the four evaluation criteria; iv) Chapter 5 summaries key conclusions; v) Chapter 6 provides recommendations. The report ends with lessons learned over the evaluation process on UNCF implementation.

Chapter 2 – Country Context

2.   Country context

2.1.   Development context

8.   South Sudan was beset by decades of armed conflicts even prior to its independence in 2011, and these have only become increasingly complex in the years after, thereby increasing the population's vulnerabilities. As a result, nearly 8.3 million people of the estimated 13,735,150 million total population rely on humanitarian assistance in 2021[2]. The 2020 total population was estimated at 13,249,924 million with 51% of male and 48.9% of female[3]. About 57% of South Sudanese in-country are under 18 years with an under-five mortality rate of 90.7 deaths per 1,000 live births[4]. In 2020, the country ranked 188th out of 189 in the Human Development Index (HDI)[5], and 160th out of 163 in the Global Peace Index[6]. Chronic and widespread poverty contributes to South Sudan's ranking of 185 out of 189 countries in 2019 on HDI, with a life expectancy of only 58 years compared to the global average of 72[7].

9.   According to the World Bank, oil revenues account for 95% of total exports and are the main source for foreign exchange reserves in the country. The National Development Strategy has been formulated as an instrument to guide the recovery and development process of the country and keep transformation in the expected trajectory[8]. Nevertheless, most of the population engages in subsistence economy and pastoralism. The services sector, which accounts for 6.1% of Gross Domestic Products (GDP), was particularly hard hit. Floods and locusts overwhelmed the agriculture sector, which accounts for 15% of GDP and employs 80% of the population[9]. Lack of viable employment opportunities in productive sectors due to poor absorptive capacity of the economy, including in an underdeveloped agricultural sector, make it difficult for many to improve their economic wellbeing. Only 28% of people in South Sudan have access to electricity; 34% of females own a phone as compared to 56% of males[10].

10.   Only 34.5%[11] (male 40.3% and female 28.9%) of the population aged 15 years and above is literate, with significant gender disparities. The government expenditure on education is about 1% of the total annual GDP. The number of out-of-school children in South Sudan has increased in recent years[12]. Children in rural areas and those displaced by conflict are also amongst the most educationally disadvantaged in the country[13]. The COVID-19 pandemic has pushed people, especially the vulnerable poor and the displaced, deeper into destitution and the country faces the risk of further destabilization and vulnerabilities. Insufficient testing capacity suggests that the actual covid-19 situation could be understated. The country's weak health system,

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[2] South Sudan Humanitarian Needs Overview 2021 (January 2021).
[3] South Sudan Population Projections 2020-2040. National Bureau of Statistics, January 2016.
[4] 2021 Humanitarian Response Plan. Humanitarian Programme Cycle, issue March 2021.
[5] 2020 Human Development Report.
[6] https://worldpopulationreview.com/country-rankings/most-peaceful-countries
[7] The 2019 UNDP Human Development Reports.
[8] South Sudan National Development Strategy. Consolidate Peace and Mobilize the Economy, Republic of South Sudan. Concise version, April 2018.
[9] Country profile 2020. World Bank
[10] 2021 Humanitarian Response Plan. Humanitarian Programme Cycle, issue March 2021.
[11] http://uis.unesco.org/en/country/ss
[12] 2018 South Sudan Country Study. Global Initiative on Out of-School Children, May 2018.
[13] Country profile 2018. UNESCO Institute for Statistics (UIS).

low water supply coverage, poor hygiene and sanitation services, and reduced footprint of humanitarian assistance poses a significant threat.

11.   Local governance and access to services in South Sudan takes on specific gendered dimensions, such that women and girls are affected disproportionately compared to men and boys[14]. A national family law, despite efforts and support of international organizations such as UNDP, has not yet been enacted. Gender-Based Violence (GBV) in South Sudan, particularly against women and girls, is among the highest in the world[15]. The highly militarized social culture of post-independence South Sudan has further contributed to high rates of GBV. According to the UN Office of the Coordinator for Humanitarian Affairs (UNOCHA), children are the majority of IDPs in Protection of Civilian (PoC) sites around the country.

12.   Conflict permeates every facet of social, political, and economic life and the country remains in the grip of serious humanitarian crisis. In fact, the overall level of violence has substantially increased in most regions of the country due to an upsurge in localized and subnational conflict since March 2020 (conflict analysis, 2021, p. 7). This has added new complexities and fragilities to the recovery and development process characterized by limited government's presence and effectiveness, lack of rule of law, weak institutions, slow economic growth, and dire humanitarian conditions (SNDS, p.11). The 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) established relative truce at the national level and provided a necessary condition for peacebuilding at the subnational and the community level (conflict analysis, 2021. P7). The Permanent Constitution Making process has started as envisioned in the R-ARCSS[16], with support from the UN and Revitalized Joint Monitoring and Evaluation Commission (RJMEC). Government has initiated a Public Financial Management (PFM) reform process to accelerate implementation of Chapter IV (R-ARCSS) and address the economic crisis.

13.   Beyond the vulnerability related to the political and security related shocks, South Sudan is experiencing chronic food insecurity since 2017, deepened poverty and reduced social cohesion. The situation is expected to continue deteriorating, with 7.24 million people expected to face high levels of acute food insecurity. The livelihoods of farmers, pastoralists and fishermen are extremely vulnerable to the impacts of climate change (flooding, drought, unpredictable and reduced rainfall patterns) given the extreme dependence on rain-fed subsistence agriculture. Women's low coping and adaptive capacities, entrenched by discriminatory social norms, make the impact of food insecurity on them more pronounced and severe[17].

14.   Insecurity, lack of basic services and unresolved housing, land and property issues have prevented people from returning home in large numbers. There is lack of inclusive social services that should help build the resilience and human potential of people to lead a decent life and be protected from the impacts of crises. Also, although the need for social services has increased substantially, public spending in the social sector is minimal. Allocations have been undermined by the failing economy and the de-prioritization of spending in social and productive sectors in favor of security spending. The government's inability to pay salaries has caused an exodus from the civil service. At the macro level, the Government in 2015 approved the National

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[14] UNDP. 2018. Human Development Indices and Indicators: 2018 Statistical Update - South Sudan.
[15] UNDP. 2020 HDR
[16] The various chapters of the ARCISS are thus strategically aligned with the NDS to achieve the desired outcomes for governance and political reform, permanent ceasefire, effective delivery of strategy.
[17] South Sudan IPC Technical Working Group. 2020.

Social Protection Policy Framework (NSPPF), which envisages a national social protection system with strong coordination and a range of social protection programs for the most vulnerable. The government also committed to allocating one percent of its annual budget to funding the NSPPF through the Ministry of Gender, Child and Social Welfare (MGCSW)[18]; however, this is yet to be realized. To fill this gap, donors and development partners have stepped in with social protection related interventions. For instance, DFID is funding girl's education and building resilience through assets creation and enhancement. The World Bank is supporting the South Sudan Safety Nets Program over past years[19].

15.   Regarding progress on the SDGs, South Sudan does not have a monitoring and reporting framework for the SDGs. High costs and the risks involved in collecting data, coupled with limited resources for establishing strong data and monitoring ecosystems, make it impossible to establish baseline data for over 70% of the SDG indicators[20].

2.2.   Object of the evaluation

2.2.1.   *Overview of the UNCF status and UN programmatic/normative areas*

16.   The 2019 – 2022 UNCF replaced the 2016-2018 Interim Cooperation Framework (ICF) that was a bridging programme developed to correspond with the extension of the July 2011- July 2016 South Sudan Development Plan (SSDP) till December 2018. The UNCF was launched by the Government and UNCT in January 2019. It is aligned to the National Development Strategy (NDS) and the Revitalized Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) to contribute to national development priorities. It has been extended to December 2022 to align with the transitional period of the Revitalized Transitional Government of National Unity (R-TGoNU) and the 2030 agenda for SDGs. The UNCF is complimented by the 2018-2022 Business Operations Strategy (BOS), Partnerships for Resilience and Recovery (PfRR) and Peace Building Fund (PBF).

17.   The UNCF is being implemented through several agency activities clustered around the four priority areas under joint annual UNCF workplans and a Core Contribution which is made up with the nine high-impact flagship initiatives. The UNCF is reviewed on an annual basis and reports are shared with the Ministry of Finance and Planning and DCO HQ. The UNCT also holds annual dialogue with stakeholders to discuss the implementation of the UNCF. In response to the New Work of Working Agenda, the UNCT/HCT jointly agreed on the three-pronged approach[21] to promote collaboration between humanitarian and development planning as part of the NWOW approach. The process resulted in the UNCT/HCT agreeing on two collective outcomes notably: a) Reduce the vulnerability of communities in non-conflict areas to food insecurity by building assets for resilience. The target was that by 2021 at least 10 counties would have moved from IPC 4 to IPC 3 or lower; b) Improve the access to GBV protection and prevention services with a focus on strengthening national partners working outside POC sites in areas not affected by conflict. The target was to ensure that by 2021 all SGBV survivors have access to safe house services and livelihood support.

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[18] Mapping and Analysis of Social Protection in South Sudan. United Nations Children's Fund (UNICEF), July 2019, P.6
[19] https://www.worldbank.org/en/country/southsudan/overview. (Accessed date: 20.09.2021).
[20] National Bureau of Statistics (2021). Meeting the SDGs in South Sudan : The data landscape. June 2021.
[21] 1) Joint analysis towards a mutual understanding of challenges; 2) Promoting and advancing a resilience agenda; and 3) Pursuing collective outcomes.

18.   The initial total budget for the three years (2019-2021) of the UNCF was US$650 million[22]; of which US$416.27 was delivered in 2019 and 2020 (Appendix 16). However, there is no joint UNCT strategy for financial mobilization for the UNCF. AFPs individually solicit and mobilize funding for UNCF activities through their Country Programme Documents (CPDs). This is in addition to the agencies annual core funding from their HQs.

2.2.2. UNCF Logic of intervention

19.   As part of the evaluability assessment, the evaluators have developed the Theory of Chane (ToC) to better understand the pathways of impact from UNCF implementation and its connection to the national development priorities, according to the review of secondary documents and the evaluators' interaction at the inception phase with various stakeholders such as RCO, UNCT, ESC, M&E WG (Appendix 5). The overarching goal of the UNCF is consolidation of peace and stabilization of the economy by providing a strong framework for UNCT members to plan and implement programmes and support reform measures in a more concerted manner. Implementation of the UNCF is premised on the UN programming principles: Flexibility and adaptability; Managing expectation; conflict sensitivity; Leave no one behind; SDG implementation; Development, humanitarian, peacebuilding, and human rights linkages. The "Do no Harm" and "*build back better*" principles also guide the UNCF implementation.

20.   Both the UNCT/HCT jointly agreed on the three work streams to promote the collaboration between humanitarian and development planning as part of the NWOW approach. The process resulted in the UNCT/HCT agreeing on two collective outcomes notably: a) Reduce the vulnerability of communities in non-conflict areas to food insecurity by building assets for resilience. The target was that by 2021 at least 10 counties have moved from IPC 4 to IPC 3 or lower; b) Improve the access to GBV protection and prevention services with a focus on strengthening national partners working outside POC sites in areas not affected by conflict. The target for 2021 was to ensure that all SGBV survivors have access to safe house services and livelihood support. This target appears to be over ambitious according to the large number of needed peoples to be assisted especially the most vulnerable groups such and women and girls which were affected by particularly by GBVs and community conflicts.

21.   Several mechanisms leading to change regarding the priorities of UNCF in South Sudan are the basis of this ToC. These are implemented in cooperation and collaboration with various stakeholders (cf. stakeholders' mapping, section 3.5). Enhancing the capacity of and providing technical support to relevant organizations and government institutions is a major part of the UNCF, to enable them to better serve the population needs whilst at the same time anchoring peace and governance in policies and plans, as assigned in the NDS with alignment to 08 SDGs. Strengthening capacities of most vulnerable targets including women and youth with support from Government, UN agencies and civil society are supposed to create the enabling environment for peoples to participate in decision-making at public and political level.

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[22]Note that the UNCF budget were updated after sign-off. Current UNCF for 2019-2021 stands at US$965.79 million; of which US$416.27 million was collectively delivered by the UNCT in 2019 and 2020.

22.   Involvement of partners from various sectors has been approached strategically[23]. The UNCF also foresees minimization of the number of direct implementation partners, while resorting to national mechanisms and sharing responsibilities with other United Nations agencies. The UNCT approach is to scale up existing activities at the local level that promote inclusive dialogue, trust, participatory planning, early warning, and stronger ability to respond to natural disaster, and address inter-communal tensions, all in accordance with SDG 16 objectives. At regional and local levels, initiatives were set to be closely implemented with UNMISS through the establishment of an UN-wide approach to protect the civilians. Building Peace and strengthening governance solutions are based on the UNCT and UNMISS joint analysis of conflict factors, dynamics, and trends that point to a range of governance related challenges that need to be addressed.

23.   A good quality results-based management, reliable organizational effectiveness and efficiency and availability of management of resources all ensure that the results framework can be implemented in a timely and qualitative manner, and that activities can be supported to have a lasting sustainable discernible impact. The UNCT has taken several steps to ensure implementation of a results-based management system, leading to results-based reporting from partners' agencies and gathering of evidence for future programming. The UNCF annual reporting template describes that an efficient monitoring-evaluation, communication, and partnership mechanism will be established to strengthen political dialogue with Government, civil society, technical and financial partners, and the private sector on the four priority areas.

24.   Number of risks and assumptions have been identified all of which might have challenged or contributed to the achievement of expected results. These include: International and regional partners enable conductive political transition and donors reengagement; Domestic political will to implement the outcomes of High Level Revitalization Forum (HLRF) and national dialogue processes; Macro-economic reforms and exchange rate stabilization initiatives are in place with limited price inflation or fluctuation; Security situation allows free movement of goods and services; Investment in human resources, health and related infrastructures (presence of partners' capacities, peace prevails and IDPs return home, access to care points) and Government commitment to women and youth. The UNCF adopts conflict sensitivity and risk informed programming across all components of the ToC.

2.2.3. UNCF Coordination

25.   The UNCF is coordinated through UNCT structures with the Resident Coordinator Office under the UNDG Management Accountability Framework. The RCO is comprised of the Head of RCO/Strategic planner (P5), Economist (P4), Resilience Advisor (P4), Triple Nexus Adviser (P4), M&E Officer (NOC), Development Finance and Partnership Officer (NOB), Communication Officer (NOC), Executive Assistant (G6), and a Driver (SB15). The UNCT brings together the Heads of Agencies, Funds and Programmes headed by the Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator (DSRSG/RC/HC) at the country level. Appendix 3 provides the coordination mechanism for the UNCT in South Sudan. The Programme Management Team (PMT) made up of Deputy Heads of Agencies/Heads of Programmes and Senior Programme Specialists and supported by RCO interacts bi-weekly on programmatic issues. M&E focal

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[23] 2019-2020 Core contribution to Recovery and resilience in South Sudan. The United Nations Country Team.

points from all AFPs form the M&E WG and support both the PMT and the four Results Groups[24] with monitoring and reporting on UNCF. Both the partnership Working Group (UN/NGO PWG) and M&E WG report to the PMT. At the UNCT level, there are agency's focal points who form the Communication Group, the Protection against Sexual Exploitation and Abuse (PSEA) Taskforce, the Gender Thematic Group, and Operations Management Team (OMT[25]).

2.2.4. Stakeholder mapping

26.   The UNCT has established partnerships and collaboration within the UN family and with external stakeholders. The UNCT through AFPs works with various government ministries on specific sectoral issues and through the UN M&E WG to support the capacity building and institutional strengthening of the National Bureau of Statistics to carry out its mandate of coordinating the collection and generation of national statistics. UNCT also has built good partnership with donors and international partners in the country. Further, the UNCT is engaging local and international implementing partners (CSOs, NGOs) to delivery on programmes particularly at the local level. In addition, the UNCT through UNCF is creating strategic alliances with the private sector.

27.   The main UNCF stakeholders as organized according to the type of organization with specific roles and responsibilities UNCF (appendix 7) include:

(i)   **United Nations Mission /UN Agencies/OCHA**: UNMISS and UN agencies (FAO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, IFAD, ILO, UNMAS, UN WOMEN, UNOPS, WFP, UN-HABITAT, WHO and OCHA).

(ii)   **Bi-lateral and multi-lateral partners (donors):** World Bank; Reconciliation, Stabilization, and Resilience Trust Fund (RSRTF); Human Security Trust Fund (HSTF); Peacebuilding Fund; African Development Bank (AfDB); Sweden (SIDA), Netherlands, Norway, Global Affairs Canada, EU (ECHO and INTPA), UK (FCDO), Republic of Korea, USAID, and CDC.

(iii) **National Government and state authorities:** Ministry of Finance and planning and Sectoral ministries[26]; Sector Working Groups (SWGs); State governments (Governors, County Commissioners, other state officials).

(iv)   **Group beneficiaries (Community members):** Women and girls, youths, Vulnerable households, and peoples with disabilities; Returnees and IDPs; and Local religious leaders.

(v)   **Implementing partners**: International and National NGOs; Civil society organizations (CSOs); and Private sector.

(vi)   **Others:** Academia/Think Tank such as the University of Juba, the University of Rumbek, the National Transformational Leadership Institute (NTLI), and Stockholm International Peace Research Institute (SIPRI).

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[24] The four Results Groups are: 1) Peacebuilding and governance; 2) Food Security and local economies; 3) Social services; and 4) Empowering Women and youths.
[25] The OMT includes Finance, Procurement, ICT, Administration/Logistic, and the Human Resources working groups.
[26] See Appendix 17: Government Institutions by cluster

Chapter 3 - Methodology

3.   Evaluation approach and methodology

3.1.   Evaluation approach

28.   The approach of this evaluation was participatory, using a non-experimental research design[27]. The evaluators employed mixed methods (mostly qualitative for primary data collection and quantitative for analysis of secondary data). They adopted a collaborative process with frequent communication and consultation with the RCO[28] and UNCT, and meetings through interviews and FGDs with beneficiaries, to achieve a learning process and evaluation approach that was context-specific and culturally sensitive, given the cultural context of South Sudan and the diversity of the four priority areas.

29.   The evaluation was done in four phases: i) Inception phase; ii) Data collection; iii) Data analysis and reporting, iv) Debriefing meeting and delivery of final evaluation report to the RCO. Data was collected explicitly to ensure equitable representation of women and men, by purposively selecting them for KIIs and FGDs. Quantitative data have been generated from secondary sources (UNCF documents such as the annual reports, annual results' reports) and primary data (KII, FGDs and site visits).

30.   Cross-cutting themes such as human rights, gender equality and governance were considered around which evaluation questions were developed. Disaggregated data have been generated at the different levels of data analysis. An Evaluation Matrix (EM), structured around the four evaluation criteria (Relevance, Effectiveness, Efficiency, and Sustainability), was developed using the evaluation questions (appendix 8), and detailing the sources, tools and approaches that have been used to answer each evaluation question. The matrix helps to assure that the methodology (from design to data collection to analysis) is consistent and rigorous, with triangulation across different types of data (qualitative and quantitative) for each category and question, and supports robust comparative analysis across sites, states, priority area, outcome areas and involving distinctive members of the UNCT, addressing the full scope of the UNCF at the diverse levels at which it operates (individual, household, community, county, State, and/or National levels).

31.   The Team Leader was assisted by a Deputy Team Leader (female), a Team member (international consultant), and a national consultant (male). A female translator was recruited locally to help with interpretation and lead FGDs with women's groups[29].

32.   Internationally recognized ethical standards for research and evaluation have been applied. To this end, all KIIs and FGDs have been carried out with the prior, informed, and voluntary consent of respondents. Confidentiality of all participants in the evaluation was protected unless their permission for sharing was granted by them, and data collected can be shared on request.

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[27] The evaluation team cannot consider experimental or quasi-experimental design as there is no control group or random assignment of target beneficiaries.

[28] Key evaluation guidelines including selection of key questions, decision on methods and expected results have been given by the RCO.

[29] Given the cultural context of each State, the evaluators were assisted by female translators in Wau, Bor, and Rumbek) to lead women FGDs, to collect consistent data with appropriate translation from local language to English.

3.2.   Sampling, sources, and Data collection methods

33.   A summary of sampling and data collection methods is available in appendix 9. The EM summarises the sources for data collection which are: i) the UNCF documents and files from online search (compiled in a the online UNRCO SharePoint); ii) Key informants; iii) Focus Group Discussions with men, women, and youths (girls and boys) beneficiaries[30]; iv) Field observations with site visits; and v) Data from debriefing meetings and communication by electronic mails. Appendix 9 summarises the sampling strategy (for desk review, KIIs, and FGDs), and data sources of this evaluation.

34.   Both internal and external documents to the UNCF were reviewed as indicated in the scope of this evaluation. Appendix 6 provides the list of documents reviewed all of which are available in the RCO-South Sudan OneDrive used as a library of all documents to be reviewed. Both the Evaluation Team and ESC have access to this drive. Additional documents collected during field missions were added into the drive for ease reference. Information from the desk review were organized by the evaluation questions.

35.   As per the approved work plan, the evaluators met with 225 KIs which represent about 200% of expected individuals organised as follows: 106 representatives from UN agencies (69% male and 31% female), 12 from Government officials (100% male), 27 from State ministries (81.5% male and 18.5% female), 18 from Donors (84% male and 16% female), 21 from Community leaders (100% male), and 39 from Implementing partners (87% male and 13% female). However, the evaluators did not meet the representatives of the Ministry of Gender, Child, and Social Welfare; Ministry of Education; UN Women and UNOPS, as these stakeholders were not available at the time of the field mission. Most KIIs met were male (79.5%) and only 20.5% were female, since most women are not involved in development and humanitarian work or in decision-making bodies in South Sudan. About 28% of interviews were done virtually with 64 peoples (56% male and 44% female), and 161 (72%) were done face-to-face in South Sudan (88% male and 12% female).

36.   All FGDs were held face-to-face. . Women FGDs were facilitated by a female translator. Individual men, women, boys, or girls from each group were free to express their opinions. The evaluators were not able to have FGDs in Juba because these meetings coincided with interview meetings mostly scheduled for KIIs. Therefore, the actual sample size for FGDs is 24 distributed as 3 mixed, 8 youths', 4 men, and 9 women groups (6 in Wau, 11 in Rumbek., 5 in Yambio, and 2 in Bor). Female count for 63% (136/216) versus 37% of male (80/216). Peoples met for the FGDs are beneficiaries of the following activities: safety nets, cash and food for assets, cash for works, Training and vocational education, Community access road, Teaching staffs, Governance including rule of law groups, and specific women groups. Appendix 11 provides the actual number of KIIs and FGDs completed in Wau, Bor, Yambio, and Rumbek.

37.   Apart from Juba (rural) where field meetings were cancelled, the evaluators were able to conduct site visits after each FGD than expected in the four States (Wau, Bor, Yambio, and Rumbek).

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[30] The list of people met for both KIIs and FGDs is available in annex 4.

3.3.   Data analysis

38.   All data collection tools were codified to ease the data analysis. All analysis consider gender. Qualitative data were analysed using thematic and content analysis[31]. Responses from those interviewed were reviewed and coded by question and each of the evaluation criteria. The team designs an analysis rubric to analyse the data and capture the emerging themes, based on pattern analysis (convergent/divergent), and country distribution. Qualitative responses were validated with quantitative information from the UNCF reports, performance indicators, progress reports, community site visits, as well as other available findings/data.

39.   Quantitative data and statistics collected were analysed with more focus on descriptive statistics such as frequency distribution using Excel. An overall estimate of the UNCF performance was computed for both the outputs and outcomes' indicators. To this aim, the annual reports (2019 and 2020) were updated with existing figures where necessary, mostly from the recent achieved activities along the four pillars by agencies. These figures were collected during KIIs with UNCT representatives. Four Likert scale was adopted to describe the performance level for the outputs and outcomes' indicators, such as: unsatisfactory (less than 25%), less satisfactory (25 − 50%), satisfactory (50 − 75%), and very satisfactory (more than 75%). However, the evaluators cannot assure the reliability and validity of these findings. The overall outputs and outcomes' results were obtained by computing the average of achieved indicators for these two groups of results in two-years. Furthermore, the evaluators employ triangulation (between sources, methods, and field information) to confirm or disconfirm findings from primary and secondary data sources. Moreover, findings were triangulated to determine the extent to which they converge or diverse. Convergence allows for confidence in the findings.

40.   The analysis looks at the following contribution questions: Has the UNCF influenced or has made an important contribution to the observed results? and why? On the management side, the analysis assesses whether the UNCT has made a difference and what does the preponderance of evidence say about how well the UNCT is making a difference, and what conditions are needed to make this type of collaboration successful. Furthermore, gender equality analysis entails an analysis of any gender-based barriers to participation in the UNCF. The following steps was carried out during the reporting phase: i) Prepared a preliminary summary of findings after field mission in South Sudan; ii) Had a debrief meeting with DSRSG/RC/HC, RCO, M&E WG co-chairs, OCHA and UNMISS to review the preliminary findings[32]; iii) Drafted evaluation report using data from desk review and field work and inputs from the debriefing meeting; iv) Review of the findings, conclusions and most importantly recommendations by the UNCT and its structures and RCO; and v) validation workshop with stakeholders.

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[31] Content analysis is an inductive analysis involves the discovering patterns, themes, and categories in the data. Imas and Rist, Road to Results, page 386.
[32] The list of participants to the debriefing meeting is available in appendix 18.

3.4.   Methodological limitations

41.   The evaluation work plan was followed as expected. The field mission in South Sudan was completed favourably and no significant limitations were encountered. However, few challenges with limited incidence on the evaluation were identified and summarised in table 2.

Table 2: Risks and mitigating measures

Key Challenges	Measures to mitigate the Challenges
Security issue	The evaluators relied on security briefs from UNCF partners such as UNMISS for each target locations. Fieldwork was guided by available UNMISS security information.
Data availability and quality of data	Some KIs were not available and other program staff were no longer working with any of the agencies. The evaluators used Teams and Zoom to interview those KIs who were not available for face-to-face interview. Nonetheless, it was impossible to meet representatives of the academia/Think Tank, the Ministries of Gender and Education in Juba as well as UN Women and UNOPS. The evaluators also used available relevant official documents and applied triangulation of data by source and by method.
Staff turnover	The evaluators conducted interviews via skype, Zoom, Teams or by phone. Given some KIIs (I,e DPs and UN), are teleworking, Virtual consultations were to be considered for this purpose.
Timing of the field work	The evaluators maximised interviews with KIs who can provide secondary information about operations that cannot be observed directly and use available assessments such as individual ad hoc assessments by implementing partners. In addition, interviews were also conducted via skype or by phone call for those key informants who are available.
Debriefing meeting in Juba	Due to the unavailability of most representatives of UN agencies on the scheduling date for the debriefing meeting, the workshop for presentation of preliminary findings was held three days earlier.
Lack of counterfactuals	The evaluators use perceptions from key informants about the role and effects of UNCF's interventions in combination with a general judgment to assess the performance and level of outcomes achievement.

Source: The evaluation Team

3.5.   Evaluation management and quality assurance

42.   The evaluation was conducted by a gendered team composed with three international experts as follows: A team Leader (Serge Eric Yakeu Djiam), a Deputy Team Leader (Elisabeth Basemeg Kihel), and a Team Member (Zakaria Keita). They were assisted by a Local Consultant, Richard Ojara who shared responsibilities as Senior Consultant and team member covering fieldwork and site visits in South Sudan. This is a multi-disciplinary team with broad experience in evaluation, development and strategic planning, and facilitation skills. The roles and responsibilities for the evaluators are summarised in appendix 15.

43.   Technical support and back-stopping were provided by the UN Resident Coordinator Office, the Evaluation Steering Committee, and the UN M&E WG. Quality assurance and technical advice were provided

by UN DCO evaluation experts. Quality assurance in line with UNEG evaluation quality assurance norms and standards was ensured through reviews by the relevant UNCT structures (Evaluation Steering Committee, UN M&E WG, PMT) and stakeholder validation workshops before UNCT approval and publishing of the evaluation report. This quality assurance does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

3.6.   Ethical considerations

44.   The evaluation follows the UNEG norms and standards for evaluations and was guided by the UNEG's[33] ethical guidelines and principles for evaluation. The Evaluation Team were not involved in the design, implementation or monitoring of the UNCF, nor have any other potential or perceived conflicts of interest. All members of the evaluation team were to abide by the 2020 UNEG Ethical Guidelines and the 2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations.

45.   Explicit consent was obtained from all interviews, group meetings and survey participants. The principle is also consistent with the Tri-Council Policy Statement: ethical conduct for research involving Humans[34] including respect for human dignity, respect for free and informed consent, for privacy and confidentiality, for inclusiveness and, recognizing the potential for harm and maximizing benefits for all stakeholders involved. While appreciating the context of the UNCF, the evaluation likely identified examples of good practices, upon which future UNDSCF can be built on. Hence, the evaluation assesses challenges faced and use them as learning opportunities. The emphasis was set on what works well, while at the same time pointing out thematic areas where changes are needed.

46.   The Team agrees to work and report to the ESC. Therefore, the evaluation was planned in a realistic timeframe and within the resources available through an inclusive process. Effective research requires honest and meaningful inputs at all stages of the study and the need to be culturally sensitive. The Team carefully adapts research strategies to the cultural context of South Sudan and consider the sanitary measures to prevent and fight against the COVID-19. The sample size was distributed across the selected locations, purposefully including men, women, and vulnerable groups such as youths (girls and boys).

47.   The rights of respondents who participate in this evaluation were respected. During its course, precautions was taken to ensure the protection of the rights of the respondent. Ethical principles of respect and justice was applied in the selection of the respondents. To respect these principles, data collection strategies include the following measures: i) No interview began without receipt of informed consent from each respondent; ii) Interviews was conducted in a private setting as much as possible. The data collectors (Team members) were in control of their written notes always. Electronic transmission of data was done under secure measures. iii) Interviewers were instructed that information provided by respondents should not be discussed outside of the work environment; iv) The evaluators assess the ability of the respondent to make autonomous decisions through a conversation in their language with better understanding of informed consent; v) The approach and activities cause no harm to the participants involved in this evaluation.

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[33] UNEG Norms and standards (2016): www.unevaluation.org/document/download/2601
[34] Tri-Council Policy Statement: Ethical conduct for research involving Humans, 1998 (updated in 2000 and 2002).

Chapter 4 - Findings

4. Findings

48.   This chapter presents the key findings of the evaluation. Findings are organised around the evaluation criteria and key evaluation questions.

4.1. Relevance

To what extent the UN system supported achievement of national development goals and targets, in alignment to relevant national plans, strategies and frameworks?

49.   Given the changing nature of conflict with the rise of non-state actors explicitly at the community level, the UNCF focus areas on peacebuilding and governance, food security and local economies, social services and women and youth remain relevant and important. Documents reviewed and interviews with key informants reveal that both the outcomes and the four priority areas of the 2019-2022 UNCF are aligned to the national priorities and priorities of the 2018-2021 NDS of South Sudan with specific focus on eight SDGs[35] (Table 3). Moreover, the UNCF core contributions made up by the UNCT interventions and complemented by the Humanitarian Response Plan (2019, 2020, and 2021) aim to boost the development and humanitarian priorities in South Sudan. Further analysis of the UNCF and NDS shows that eight of the nine contribution's flagship initiatives are aligned to the six concurrent actions of the NDS (Table 4). For example, through support for the Population Estimation Survey, the UNCT is building national capacities to conduct national census in anticipation of the upcoming elections in 2023 as per the timelines of the revitalized transitional government.

Table 3: Alignment of UNCF to the NDS, and SDG

UNCF priorities	UNCF outcomes	National priorities (NDS)	SDGs
Priority Area 1: Building Peace and Strengthening governance	The South Sudanese population, particularly the most vulnerable groups, benefit from strengthened peace infrastructures and accountable governance at the national, state, and local levels	1 - Population feels safe about their business	SDG 1 – No poverty SDG 4 – Quality education SDG 16 - Peace, justice, and strong institutions
Priority Area 2: Improving food security and recovering local economies	Local economies are recovered, and conditions and coping strategies are improved for vulnerable communities to end severe food insecurity.	2 - Population enjoys stable prices	SDG 1 – No poverty SDG 2 – Zero hunger SDG 8 – Decent work and economic growth
Priority Area 3: Strengthening Social Services	Most vulnerable populations including women and children increasingly use improved basic healthcare, nutrition, education, and WASH services	3 - Population has access to basic services	SDG 2 – Zero hunger SDG 3 – Good health and well-being SDG 4 – Quality education SDG 6 – Clean water and sanitation
Priority Area 4: Empowering Women and Youth	Participation and leadership in decision-making, and protection against gender-based violence for women and youth, enhanced education, and WASH services	4 - National Action Plans are implemented	SDG 5 – Gender equality

Source: Desk review of UNCF and NDS

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[35] The eight SDGs are covered by the UNCF are: i) SDG 1 – No poverty; ii) SDG 2 – Zero hunger; iii) SDG 3 – Good health and well-being; iv) SDG 4 – Quality education; v) SDG 5 – Gender equality; vi) SDG 6 – Clean water and sanitation; vii) SDG 8 – Decent work and economic growth; viii) SDG 16 Peace, justice, and strong institutions.

Table 4: Alignment of UNCT's flagship initiatives to NDS's concurrent actions

UNCF			NDS
Flagship initiatives	**Contribution**	**Expected results**	**Concurrent actions**
Fight gender-based violence	Reduce GBV by strengthening national capacities to prevent, protect and respond to GBV and improve the legal, policy and community response	• Access to GBV services for 70,000 people • Four new one-stop centres established and functional • One national and four state-level institutions capacitated • 30 consultations at community level and 2 national legislations related to GBV enacted • Prosecution unit established • 100,000 women and girls reached with legal services	Enforce the law
Prepare for a full national census	Support efforts to prepare a full national census and define the national populace and electorate by collecting population and administrative data	• Disaggregated population estimates and administrative boundaries established • Service infrastructure data produced • Settlement locations identified and geo-referenced	N/A
Empower women	Promote women's empowerment and gender equality	• Gender experts deployed to institutions under the peace agreement • 50 Women savings and loans cooperatives established • 86 Women leaders trained in customary court law • 5,000 Women with access to skills training (including for climate change adaptation), assets and grants to improve livelihoods • 495 Women, trained in transformational leadership, peacebuilding, and mediation skills	Enforce the law
Provide essential health services	Deliver cost-effective, high-impact essential health services to areas that have experienced the strongest effects of conflict in the country and assist in assessing and monitoring the accessibility of health services and service readiness	Support to: • 100,000 pregnant women • 100,000 children under one year • 400,000 children under 5 years	Maintain basic services
Educate children and the youth	Strengthen capacities and build partnerships for education to reduce the number of out-of-school children and improve educational outcomes	• 948,428 (435,121 F) out-of-school children and adolescents accessed formal and non-formal education in humanitarian settings. • 675,000 children in humanitarian settings benefited from education supplies annually. • 4,900,000 textbooks for the new national curriculum distributed. • 19,000 teachers trained on the competency-based curriculum, conflict sensitive education and learner friendly pedagogy • Psychological support available for conflict-affected children and adolescents • 30,000 children and youth from pastoralist communities provided with learning opportunities • 1,500,000 children benefited from radio distance learning during and after the Covid19 lockdown.	Maintain basic services
Ensure food and	Enhance household food production and strengthen capacities to absorb and adapt to shocks	• 7,710 tons of crop seeds delivered • 600,000 households across 66 counties to receive crop seeds • 44,000 tons of crops can potentially be produced	Secure food

nutrition security			
Improve governance and access to justice	Strengthen capacity for effective governance and support the judiciary to implement reforms and the provisions of the revitalised agreement on the resolution of the conflict in South Sudan	• Institutional readiness assessment complete • Number of cases adjudicated by the mobile court doubled • Number of justice and confidence centres increased from 4 to 8 • Experts with special skills deployed • Legal and institutional frameworks updated	• Enforce the law • Silence the guns
Area-based economy recovery	Assist the recovery of economy in Yambio through a comprehensive approach to rebuilding trust and re-establishing access to basic services, restoring productive capacities and nurturing effective partnerships	• 70 community agreements and 14 territorial agreements on sustainable use of natural resources • Rehabilitation of 20 health centres, 140 water sources and 30 schools • Provision of agricultural inputs and land access to 11,000 households • Strengthening of 60 cooperative unions and creation of 7,000 jobs • Coordinated safety nets to 1,400 households	• Maintain basic services • Maintaining basic roads
Support the return of displaced families	Support the safe, voluntary and dignified return of displaced people to allow them to rebuild their lives and return to productive activities	• Targeted food and non-food assistance for returnees and improvement in health, education, protection, and WASH services in 10 counties • Response in a more holistic way to returnees • Comprehensive investment to fill gaps in local social infrastructure	Return the displaced

Source: Adapted from Desk review (2018-2021 NDS and 2019-2020 UNCF Core contribution).

50.   Moreover, the UNCF priority areas and its flagship initiatives are aligned to the specific focus of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS). The design and implementation of these focus areas are in line with the government objectives aiming to implement emerging development and humanitarian priorities such as installing a Revitalised Transitional Government of National Unity (RTGoNU); completion of the Permanent ceasefire and transitional security arrangements; supporting the Humanitarian assistance and reconstruction process; strengthening resource, economic and financial management plan; establishing Transitional justice, accountability, reconciliation, and healing; and finally, support to prepare a permanent constitution in South Sudan. In addition, the UNCF is aligned to the goals of the peace agreement under its four pipelines interventions such as: i) promoting agricultural transformation to reduce long-term food insecurity and diversify the economy; ii) creating livelihood opportunities for youth and promote the engagement of youth in the peace process; iii) further explore how to extend basic services in areas of return; and iv) reducing the risks of natural disasters through policy support and building the capacities of local communities. (

51.   Furthermore, the UNCT initiates various partnerships with agencies and collaboration with donors notably through the Reconciliation, Stabilization, and Resilience Trust Fund (RSRTF) funded by the Multi-partner Trust Funds, the Health Pooled fund for South Sudan funded by Canada, EU, Sweden, UK Aid, USAID. Evidence from desk reviews and key informant interviews confirms that donor funds responded to South Sudan's development challenges, although instability of government's officers and climate change issues might have hindered the achievement of programme outcomes and outputs. Regarding the instability of government's officers for example, agencies and IPs reported that the constant change of government

authorities due to spontaneous appointments of new officers challenges various collaborations initiated with previous ones as they always have to rebuild connection with new officers. The choice of the four UNCF priority areas was consistent with national development priorities of building and consolidating peace and stabilizing the economy. The emphasis was placed on building institutions, strengthening human resources and infrastructure; improving service delivery institutions; support governance and economic management system.

How relevant is the UNCT's interventions to the needs and priorities of the country and people (emerging and unforeseen needs), especially the most vulnerable groups and those farthest behind?

52.   Consistent with its core normative principle of on "Leaving no one behind", and commitment to human rights, our desk review and information from KIIs and FGDs with beneficiaries' groups show that the UNCT has adopted conflict sensitive programming in its interventions to provide for the needs of the most vulnerable groups in South Sudan. Desk review reveals that activities and interventions under the nine flagship initiatives were strategically positioned in a coherent and complementary way, and specifically define who does what, where and when within agencies' mandates and in line with their comparative advantages. Most of the targeted vulnerable groups include women and girls affected by the GBV, children under 1 and 5 years, pregnant women and girls, out-of-school children and adolescents, children and youth from pastoralist communities, food insecure households, returnees and IDPs. Desk review and FGDs support the gender sensitivity of the overall programming and implementation process built on active, free, and meaningful participation from all stakeholders, which consider gender parity and inclusion and empowerment of men, women and mostly the youths as the agent for change.

53.   In collaboration with the HCT, attention was paid to a high-level policy support[36] at the national and operational level in response to humanitarian emergencies mostly at the field level, targeting the most vulnerable people and communities. For example, evidence indicates that adequate support was provided to the national health information system to address the challenge in geographic and gender disaggregation due to lack of accurate data. Under UNCF, the agencies combined both humanitarian and development work to provide most of the essential services on health, education and skilling programs, protection, and WASH in accessible areas to massive vulnerable population, addressing vulnerability under joint programmes, partnership and recovery and resilience agenda such as in Yambio, Aweil and Torit. In Bor for example, desk review, interviews with key informants as well as site visit to the health centres reveal that the UNCT and HCT paid special attention to peoples living with disabilities by providing health security under disease surveillance system for outbreak diseases, reproductive health and maternal services to safe motherhoods, capacity building for health services and technical assistance at the hospital in collaboration with the Ministry of Health.

54.   Furthermore, desk reviews and FDGs confirm that the UNCT has provided significant support to fight GBV (prevention and response) with the collaboration of the Ministry of Gender, Child, and Social Welfare, by targeting adolescent and youth, vulnerable women. This includes legal services, psychosocial, medical and protection, access services in collaboration with state ministries of health, and police services under the

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[36] This includes legislation and mechanisms related to the GBV, gender, health, education, protection and WASH policies, legal and institutional frameworks for peace, justice, and accountable governance.

mobile court. With the Ministry of Education, a special attention to the enrolment adolescents out of school mostly from the returnees' families, and skilling of the survivors of abduction and youth soldiers. In Wau, discussions with key informants affirm that housing construction was completed for veterans to ensure their integration in the community. Support was also provided to enhance women access to land in the Juba municipality, and improvement of access to land for women and IDPs at the state and county levels.

55.   However, interviews with government officials as well as FGD with youths and vulnerable women groups confirm various frustration especially in regard to funding mechanisms and arrangements for interventions. They underline a need for change in the language of collaboration and assistance, dignity and respect from agencies and implementing partners given that the interventions should be owned by South Sudanese. The evaluators found evidence on consistent pre-situational and conflict analysis from the UNCT to support programming to better address vulnerability and conflict sensitivity.

To what extent coordination, coherence, and connectedness have enabled the implementation of UNCF?

a) Coordination

56.   Desk review and interviews with the UNCT, governments and donor representatives stress that a coordination mechanism was set up by the UNCT at two layers to enable the implementation of UNCF: externally and internally. The external coordination concerns the UNCT and the government counterpart. Evidence confirms that an evolutive relationship was built between the UNCT and Ministry of Finance and Planning[37], as the key interlocutor from government on development. For example, the extension of the UNCF to 2022 was an UN-Government decision to align the UNCF to the Revised NDS timeline. Moreover, the evaluators found that each agency maintains a functional relationship with specific line sector ministry based on its own country programme and action plans. For example, each of the nine flagship initiatives has specific collaboration with one- or two-line ministries. Nevertheless, the evaluators found that there is no clear mechanism of coordination between the UNCT working groups and external partners like government as the Government Sector Working Groups (SWGs) have just been revitalized and are yet to be strengthened. Therefore, there is no mechanism for government representatives to participate in the different working groups set up by the UNCT. Furthermore, there is no joint steering committee to date between the UNCT and the government, which give the impression that the UNCT is talking to itself. This joint steering committee should have provided a mutual platform for decision making process and communication between the UNCT and the government to provide direction, oversight, and accountability to the UNCF's implementation process. In addition, strengthening the SWGs would have served as key entry point to support coordination with existing government clusters under the R-TGoNU and build a solid ownership.

> *We believe that government and UN partners should have a joint plan or line of cooperation. To this aim, the language of support from UN partners should change. Instead of always saying ""we can do this for you, we can only buy a printer for you", rather they should say "What can we do together to handle an existing problem".*
>
> A male key informant in Juba

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[37] The UNCF was endorsed by the Ministry of Finance and Planning, representing the government and the agencies, funds, and programmes.

57.   Internally, discussions with the UNCT's key informants as well as desk review demonstrate that the UNCT adopted annual joint work plans for each of the four priority areas such on governance and access to justice, under the leadership of the PMT for accountability and reporting on progress achieved. However, he M&E system is manual and not interactive, though there exists inbuilt quality assurance mechanisms for data collection, compilation, review by result groups, role of M&E Working Group and sign off by agency leadership. The Operations Management Team (OMT) is running operations using the business operations strategy, jointly with all agencies while the UNCG is ensuring communication and information sharing with all stakeholders at both national and State levels on the work being done and its results. However, most of OMT and UNCG work is not appreciated and visible at the field offices, which has limited the communication around results achieved to date. Discussions with the OMT reveal that the BOS was not systematically implemented in 2019 and 2020, prior to the shift to the online platform. Implementation of the BOS was previously reported manually (with no mechanism for proper data quality) and communication to the UNCT.

b) Coherence and connectedness

58.   The evaluators found that the UNCT adopts joint programmes, initiate partnerships to mitigate challenges and foster the implementations of the specific activities under the four pillars through a multi-actor and cross-sector collaboration which changed the way actors work, and which was very helpful to support the national development framework around governance, service deliveries, infrastructure, macro and microeconomic assistances. For example, joint programmes around GBV maximize results between UNFPA, WHO, and UNICEF in Rumbek in collaboration with the Ministry of Gender, Child, and Social Welfare. These interventions are strongly connected to the selected SDG and have made significant progress for the governance of South Sudan which is among the biggest problem for the stabilization and peace in the country.

59.   Recognised as a more flexible and strategic approach, the evaluators found that joint programming was adopted on various line of collaboration among agencies such as in Wau, Bor or in Yambio to build recovery and resilience support in liaison with government and partners in a way that enhances community empowerment. Government and community leaders affirm that they were involved in number of community dialogues around peace and governance under the leadership of UNDP and UNMISS. However, most of the joint programming works were financially covered by agency specific funds given that there is no joint funding mechanism in place. A joint funding mechanism is a potential to leverage resources that should has boosted the level of efforts and allows the coverage of more groups of beneficiaries.

60.   As a complementary effort to the UNCF support, other Government partners provided responses to the South Sudan needs although various limitations on scale. These are bilateral and multilateral partners, NGOs and CSO' partners participating as frontline implementation counterparts. Likewise, the humanitarian partners have provided strong coordination with UNCT with the larger coverage (geographically and financially). Discussions with all key informants stressed that the implementation of the nine flagship initiatives was largely informed by the humanitarian response plans. Government and beneficiaries' group deplore that most of the UN systems work were less development-oriented but largely humanitarian-oriented. Indeed, evidence from desk reviews and interviews with these stakeholders confirm the limited duration and small-scale nature of projects provided to beneficiaries. There is a contrast in terms of budget between the UNCT and HCT financial portfolio. The overall budget estimate for the UNCT is about $ 650 million for 2019-2021; whereas the HCT budget is above 1 billion annually. Although, it is recognized that the

country cannot develop with humanitarian interventions, the actual working context and funding options seem to impose the ongoing implementation status with more budget devoted to humanitarian compared to development sector. The government has shown intention to move largely with development-oriented plan; however, its capacity remains weak and need sustainable assistance at both technical and financial level.

61.   Bilateral and multilateral partners were targeted to support the UNCT work on the basis of their country priorities and resource allocations while providing considerable support to agencies at national and field levels. However, desk reviews and interviews with agencies reveal that these supports do not always respond to priorities in terms of timing or targeted regions for specific needs especially in locations affected by floods such as Bor and Rumbek. Nonetheless, evidence from interviews with UNCT, donors, and desk reviews confirms that these partnerships were coordinated by the PMT under specific thematic areas even though the resources mobilisation and programme implementation remain largely donor-oriented. For example, the PfRR framework is strongly connected to the UNCF work plan for recovery and resilience building. Likewise, desk reviews and interviews with UN representatives were helpful to attest that most of the agencies' country strategies are aligned with the UNCF work plans. For example, UNDP and FAO have both a humanitarian and development action plans. This connection and connectedness of agency comparative advantage mandates to the UNCF can be seen as an asset to ensure greatest achievement of expected results along the four pillars.

To what extent the UNCT and HCT apply a Resilience and Nexus approach in their programming-- linking prevention, preparedness response and early recovery with national capacity building?

62.   Discussions with all key informants affirm that both the UNCT and the HCT agreed on a resilience and nexus approach in their programming as a new way of working in South Sudan. Using their comparative advantage, they focused their efforts towards the achievement of the two collective outcomes such as (i) Reduce the vulnerability of communities in non-conflict areas to food insecurity by building assets for resilience.; and (b) Improve the access to GBV protection and prevention services with a focus on strengthening national partners working outside POC sites in areas not affected by conflict. Although the implementation of the UNCF collective outcomes tends to provide some progress toward the NWOW, it is too early to assess results regarding the nexus approach since the framework of operationalizing (collective financing, implementation, and monitoring) of these collective outcomes have not yet been done properly. From the UNCT side, the triple nexus advisor joined the RC office in September 2021. Both entities are currently exploring ways for joint analysis towards a mutual understanding of existing challenges. They committed to adopt cross-pillar and multidisciplinary approaches to leave no one behind, and to address the underlying inequities that produce crises.

63.   Under the existing humanitarian and development context of the country, the evaluators found that UNCT and HCT were reasonable in defining the expected targets of the collective outcomes to be attained within 3-4 years. But donors and IPs stress that it is very challenging for UNCT and HCT to move at least 10 counties from IPC 4 to IPC 3 or lower as well as ensuring that all SGBV survivors have access to safe house services and livelihood support. Nevertheless, the political will to advance the process of conflict settlement and the changing context in South Sudan give a great potential collaboration for UNCT and HCT to apply a nexus approach and reinforcing the national and local systems. For example, UNMISS and UNDP joined forces

to reconstruct transitional law, jurisdiction and jurisdictional bodies in the country, with the aim of offering jurisdictional arrangements for peace and accountable governance. Furthermore, the UNCT established a working group in 2020 to start to discuss and collaborate around humanitarian and development nexus with special focus on recovery and resilience building. For example, there are 10 UN agencies that came together to build a joint program to prevent and address the issue of GBV under the leadership of UNFPA and participation of FAO, IOM, UNAIDS, UNDP, UNESCO, UNHCR, UNICEF, UN Women, and WHO. Interviews with UNCT and HCT reveal that most recently, the humanitarian response plan advocates for the GBV subcluster partners and NGOs, that women focus organizations should be giving the implementation of various GBV prevention response services in the IDPs sites. A lot of work is currently being going on and some achievements are being reported in this regard whatever the inaccuracy of reference to data availability which seems to be missing as indicators are not easy to be monitored given the absence of a joint monitoring mechanism in place to check the validity of data being collected.

64. Another example of this collaboration was noted between UNDP, UNMISS, and UNMAS on peacekeeping and peacebuilding. UNMAS and UNMISS co-lead the mining protection in South Sudan whereas UNDP supports peacebuilding. Furthermore, resilience building is being developed jointly by WFP, FAO, and UNICEF on the second pillar for improving food security and recovery economies. Specific attention is being paid on recovery with immediate responses and cross-linkage activities by UNICEF, WHO, FAO, WFP, and UNDP. Both WFP and UNMISS adopt common transport services to run number of humanitarians' hubs. UNOCHA provides humanitarian assistance for Wash, Health, IDPs, Displacement Tracking Matrix (DTM) support. Nonetheless, interviews with government and donors affirm that communication and coordination is lacking among UNCT, HCT, and the government counterpart, and at the field level among agencies and line ministries for concrete understanding from concerned actors. Moreover, the government is not playing a leading role and most often, it lacks capacity to provide oversight to existing interventions. To apply a resilience and Nexus approach, there is need of coordination and cooperation among various actors including working closely with Government. The NWOW can never work if partners work in isolation. The evaluators found that its practicality in the ground is very challenging. Ideally, collective outcomes are identified, but how to move from the theory to practice on the ground? Some agencies apply humanitarian work no matter not from their areas of focus, and others apply development works through humanitarian bringing a kind of competition within UN agencies. There is a need for shared roles and responsibilities in planning and coordination. Moreover, some donors continue to bypass the government-led coordination structure by providing funding outside the state structure.

65. A consensus from key informants reveals that although the nexus approach is necessary to push for durable solution, it requires a government political leadership. The government's regulatory and convening support is essential. The RC/HC is uniquely positioned to lead the NWOW. So, their position gives them the convening power and access to influence national political leadership under a joint steering committee with government highest officials. As noted above, the ongoing nexus approach do not have yet a working and inclusive joint steering committee. In addition, the approach should have considered strong commitment in building system such as early warning to anticipate crisis before they occur and building infrastructures that are durable to prevent and handle for example catastrophes such as droughts and floods, on a long-term development perspective. Therefore, the UNCT and HCT should have considered a benchmark for example capacity building at national and State levels for line ministries and implementing partners, joint resource

mobilisation to fund the collective outcomes and assure accountability to the affected populations and above all, the coherence with the peacebuilding pillar and security approach. Finally, the existing nexus approach requires a monitoring and evaluation mechanism informed by reliable data and indicators.

4.2.   Effectiveness

What progress was made towards the realization of UNCF outcomes as a contribution to the national recovery and development process and in terms of indicators as reflected in the UNCF framework?

4.2.1.1.   Analysis of outcomes and outputs indicators and reporting process

66.   Based on desk review, the evaluators have conducted an analysis of indicators for both outcomes and outputs' targets to guide the estimation process of progress made towards the realisation of the UNCF outcomes and outputs (table 5). A part of outcomes for which specific indicators and targets were defined in the results framework, outputs indicators and targets are defined and reported annually.

67.   At the outcome level, the evaluators found that most of the indicators are "smart" with specific targets. This might have eased the measurement and reporting processes. In total, 14 indicators were defined to assess the performance of the UNCF at outcome level. The numbers of indictors per outcome is not the same. For example, outcome 3 has five measurable indicators. One indicator of the outcome 4 does not have a baseline. The realisation of these outcomes might provide changes in a short, intermediate, and/or long-term. At the output level, most indicators are "smart" with specific targets except 1.3.4 (Output 1.3); 1.5.2 (output 1.5); 2.1.2 (output 2.1); 2.2.1, 2.2.2, and 2.2.3 (output 2.2) which were not specifically defined. The measurement and reporting of these indicators can be challenging as there are not specific. For example, indicator 2.2.1 is about "Number of women, men, boys, and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers". There are five targets associated to this indicator such as women, men, boys, and girls, all of whom were targeted for specific support either for food, cash-based transfers, commodity vouchers, and/or for capacity strengthening transfers. It might be not easy to measure and report on such indicators. In total, there are 46 indicators set to be measured and reported on by UNCT. Most of them (63%) do not have a baseline. The number of indicators vary from one output to another.

Table 5: Analysis of outcomes and outputs indicators

Outcome/ Output	No. of Indicators	Defined Baselines	Defined Targets (Yes/No)	Notes
Outcome level				
Outcome 1	3/3	3/3	Yes	All indicators are smart
Outcome 2	3/3	3/3	Yes	All indicators are smart
Outcome 3	5/5	3/3	Yes	All indicators are smart
Outcome 4	3/3	2/3	Yes	All indicators are smart
Total	**14/14**	**13/14**	**14/14**	
%	**100**	**93**	**100**	
Output level				
Output 1.1	4/4	0/4	Yes	All indicators are smart
Output 1.2	4/4	2/4	Yes	All indicators are smart

Output 1.3	4/4	4/4	Yes	Indicator 1.3.4 is not specifically defined
Output 1.4	4/4	4/4	Yes	All indicators are smart
Output 1.5	4/4	3/4	Yes	Indicator 1.5.2 is not specifically defined
Output 2.1	4/4	4/4	Yes	Indicator 2.1.2 is not specifically defined
Output 2.2	4/4	3/4	Yes	Indicators 2.2.1; 2.2.2; and 2.2.3 are not specifically defined
Output 2.3	3/3	2/3	Yes	All indicators are smart
Output 2.4	4/4	4/4	Yes	All indicators are smart
Output 3.1	6/6	4/6	Yes	All indicators are smart
Output 3.2	3/3	3/3	Yes	All indicators are smart
Output 3.3	5/5	5/5	Yes	All indicators are smart
Output 3.4	4/4	3/4	Yes	All indicators are smart
Output 3.5	8/8	4/8	Yes	All indicators are smart
Output 4.1	4/4	4/4	Yes	All indicators are smart
Output 4.2	4/4	4/4	Yes	All indicators are smart
Output 4.3	4/4	4/4	Yes	All indicators are smart
Output 4.4	4/4	4/4	Yes	All indicators are smart
Total	46/46	29/46	46/46	
%	100	63	100	

Source: Reconstructed from desk review by the evaluators.

68.   As for the reporting, the process may take up to three months to be completed. Early each year, the DSRSG/RC/HC shares the annual reporting template with UNCT. Each agency shares specific data/progress on each of the Results areas with DSRSG/RC/HC. The RCO compiles/consolidates UNCT submission by Results Group areas and shares with RG conveners for review. The Results Groups review and revert back to RCO with inputs. The RCO incorporates RG comments/inputs into draft annual report and shares draft annual report with PMT for review. The PMT shares feedback/input on the draft annual report with RCO. The DSRSG/RC/HC incorporates PMT feedback and shares it with UNCT (HoAs). The UNCT revert back to DSRSG/RC/HC with any comments on the draft annual report, and the DSRSG/RC/HC shares the final annual report with UNCT for dissemination. Desk review and interviews with UNCT found that data is manually compiled and submitted by agencies creating room for errors, thereby affecting the reliability, disaggregation, and accuracy of data on outcome and output indicator achievements.

4.2.1.2.   Progress made towards the realisation of UNCF outcome and outputs indicators

69.   Undeniably, evidence from desk reviews, KIIs, and discussions with beneficiaries' group reveal that the UNCT made significant progress toward the achievement of its normative indicators such as notable completion of governance guidelines, policy documents, strategic frameworks for line ministries. The UN team made momentous progress on its advocacy for peace and development given the governance status which is fragile, with lack transparency and accountability.

70.   Furthermore, the evaluators found that substantial progress was made in strengthening social services, improving food security with attempt to recovering local economies. Although notable progress was

made in building peace and strengthening governance, and empowering women and youth, peace and governance mechanism remain challenging with regards to the fact that the transitional security arrangements, screening, institutional training, and redeployment of a unified force are not yet achieved. The evaluators also found that staff turnover at the government side was very challenging in deploying capacity building interventions and calls for capacity building support focusing on the system level. In February 2021, the number of State has been reduced from 32 to 10. Most of the State governors were appointed over past months only. In addition, government informants affirm that state level transitional legislature is not yet reconstituted. Some ministry like the Ministry of Peacebuilding was established just recently, and most of these line ministries have recently adopted their strategic frameworks. In this context of redefining state structures, which according to the interviews is not accompanied by prerequisites in the redefinition of roles poses a serious problem in the implementation at the state level.

A. Progress on Priority area 1 – Building Peace and Strengthening Governance

71.   The results compiled in table 6 show that the UNCT was very effective in achieving all outcomes' indicators on building peace and strengthening governance (94%). At the output level, the UNCT performance is very satisfying notably with 82% for Output 1.1; 88% for Output 1.3; 130% for Output 1.4; and 126% for Output 1.5. These results were probably made possible with the full formation of the government at national and state levels, the transitional security arrangements at the state level, the establishment of mechanisms for conflict management, community security and social cohesion particularly at state and county levels. Regarding the formation of government, discussions with government and UNCT key informants reveal that the UN support was very helpful for the formation of the Ministry of Peacebuilding.

72.   Nonetheless, further efforts are needed to achieve expected activities for Output 1.2 where 62% of expected results were achieved notably on output 1.1.1. In addition, less efforts (31%) were made in the achievement of the number of R-ARCSS aligned governance reforms and reconstitution of institutions undertaken with the participation of CSOs (output 1.5). Further efforts are also needed for 1.2.3 and 1.2.4 where 67% of expected results were registered. However, these activities could be fully achieved by end of 2022 with the ongoing stability with the government establishment at national and state levels, the formation of the National Legislature which will support efforts in strengthening public administration and enhance the political will for government leadership towards a sustain collaboration.

Table 6: Progress on Priority area 1 – Building peace and strengthening governance

Outcome indicators	Baseline	2019-2020 Targets	Average Achievements	%	Observations
Percentage of individual respondents with confidence in peace and security disaggregated by sex, age, and geography[38].	47.4% (46.6% male and 48.7% female) individual respondents with confidence in peace and security	60% (58M & 62 F)	49.6% (44M & 56F)	82.6	Very satisfying
Number of HLRF-agreed governance and security reforms completed and implemented	The HLRF revitalized the 2015 peace agreement	Permanent constitution, 3 rule of law institutions' acts reviewed,	1 permanent constitution and 3 rule of law institutions' Acts reviewed	100	Very satisfying

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[38] There is no evidence on the disaggregation of these data by locations.

		engendered and enacted, 20 transitional institutions and mechanism reformed			
Number of national and sub-national development policies, plans, budgets, and revenue management systems that are SDG aligned, inclusive and utilize gender disaggregated data.	1 National Development Strategy (NDS)	5	5	100	Very satisfying
Average				**94**	Very satisfying

Output indicators	Baseline	2019-2020 targets	Average achievements	%	Observations
Output 1.1: Political Governance Processes and Transitional Institutions and Mechanisms supported for effective, transparent, and responsive governance.					
1.1.1: Number of gender-sensitive reform policies frameworks designed, signed, and established	-	13	8	61.5	Satisfactory
1.1.2: Number of national security institutions revitalized and strengthen to provide peace, justice, and human rights	0	12	13	108	Very satisfying
1.1.3: Number of targeted R-TGoNU and/or NPTC institutions with improved capacity to deliver on key mandates	0	32	19	59	Satisfactory
1.1.4: Permanent constitution in place	0	1	1	100	Very satisfying
Average				**82**	Very satisfying
Output 1.2 Public Administration strengthened through institution building and reform					
1.2.1: Number of civil service institutions with capacities and independence to deliver reforms and core functions including basic services	1	4	4	100	Very satisfying
1.2.2: Number of institutional frameworks developed and implemented to promote the participation of women, youth, and marginalized groups in reform processes	0	9	6	67	Satisfactory
1.2.3: Number of gender responsive, risk and data-informed development frameworks, including disaster risk reduction and early warning systems in place	0	6	4	67	Satisfactory
1.2.4: Number of states with unified tax systems and level and impact of public investments in social sector institutions	1	6	6	100	Very satisfying
Average				**83.5**	Very satisfying
Output 1.3 Mechanisms for conflict management, community security and social cohesion strengthened					
1.3.1: Number of conflict management and reconciliation activities (dialogue forums, conferences, workshops) implemented at the national and subnational level	200	600	400	94.6	150
1.3.2: Number of a functional multi-sectoral coordination mechanism that advocates for youth participation	2	15	13	87	100

1.3.3: Number of communities (counties) with functional mechanism for conflict prevention, dialogue, and conflict resolution	35	85	30	83.5	80
1.3.4: Number of national and subnational infrastructures for peace established or strengthened	4	8	7	87.5	100
Average				**88**	**107**
Output 1.4 Access to Justice, Rule of Law, Transitional Justice and Human Rights protection supported					
1.4.1. Number of GBV cases reported to authorities receiving judgment in the formal justice system	1,324 (58% women)	,4,500 (50% women)	4500	100	Very satisfying
1.4.2. Number of police and community relationship committees established and operational at community level	5	20	33	165	Very satisfying
1.4.3. Number of individuals provided with legal aid services, capacity building and advocacy for a child friendly justice system disaggregated by gender.	220 (68 female, 152 males)	5000 (30% female and 70 male)	6,072	121.4	Very satisfying
1.4.4. Number of SGBV survivors benefitting from victim redress mechanisms, including on transitional justice	125 (50 females, 75 males)	1,700 (40% female)	2,106	124	Very satisfying
Average				**130**	Very satisfying
Output 1.5 Support CSOs/Media to promote peace, reconciliation, democratic governance, rule of law and human rights					
1.5.1: Number of R-ARCSS aligned governance reforms and reconstitution of institutions undertaken with the participation of CSOs	0	13	4	31	Unsatisfactory
1.5.2: Number of national & subnational institutions and structures that engage youth in governance, rule of law, peacebuilding and human rights and decision-making processes.	0	4	7	175	Very satisfying
1.5.3: Number of institutions that have strengthen capacities and policies for media diversity and pluralism including community media.	4	8	12	150	Very satisfying
1.5.4 Number of communities using radio communication to promote intercommunal peace and reconciliation	4	8	12	150	Very satisfying
Average				**126.5**	Very satisfying
Overall performance (Average of Outputs' indicators)				**102**	Very satisfying

Legend: Unsatisfactory = Less than 25% Less satisfactory = 25-50%   Satisfactory = 50 - 75%
Very satisfying = more than 75%

B. Progress on Priority area 2– Improving food security and recovering local economies

73.   Significant efforts have been made to support local economies and improve conditions and coping strategies for vulnerable communities to end severe food insecurity (table 7). The UNCT was very effective in the achievement of the four outputs (79, 105, 128, and 171%) and the outcome (80%) of this priority area. However, efforts are needed at outcome level to improve the percentage of households with poor Food Consumption Scores (FCS), and to further reduce food consumption gap from national production. Nevertheless, less satisfactory and unsatisfactory performance were recorded with only 26 and 8% of expected results achieved respectively for activity 2.1.4 (Output 2.1); and activity 2.2.3 (Output 2.2). Very satisfying results were achieved for activity Output 2.3 and output 2.4 with respectively 128 and 171% of expected results achieved, especially in Yambio and Wau where the joint efforts made up by FAO, WFP, and UNICEF are appreciated by beneficiaries' group and community leaders. The number of women, men, boys, and girls receiving capacity strengthening/training/technical support by type; the number of tools, systems or products developed or revised to enhance national food security and nutrition systems; and the number of institutions benefitting from embedded or seconded expertise, were significantly increased (120, 138, and 145%).

Table 7: Progress on Priority area 2 – Improving food security and recovering local economies

Outcome indicators	Baseline	2019-2020 Targets	Average Achievements	%	Observations
Average household level Consumption-based Coping Strategy Index (rCSI)	9.4	7.3	7.9	92.4	Very satisfying
Percentage of households with poor Food Consumption Scores (FCS)	20	16.5	22.5	73.3	Satisfactory
Reduction in food consumption gap from national production	5	2.5	3.7	67.5	Satisfactory
Percentage of vulnerable communities having access to competitive and enabling private sector led initiatives and trade opportunities	43	50	44	88	Very satisfying
Average				**80.3**	Very satisfying
Output indicators	**Baseline**	**2019-2020 targets**	**Average achievements**	**%**	**Observations**
Output 2.1: Vulnerable communities engage in development of and benefit from functional and accountable policy, legislative frameworks and natural resource management practices to improve the enabling environment and the right to adequate food.					
2.1.1 Amount of area (sqm) surveyed, cleared and released	26,213,725 sqm	16,000,000 sqm	17,498,843 sqm	109	Very satisfying
2.1.2 Number of national coordination mechanisms, policies, strategies, plans, and programmes informed by project analytical products[39]	6	30	30	100	Very satisfying
2.1.3 Number of women, men, boys, and girls receiving capacity strengthening/training/technical support by type (Data not disaggregated)	426,708 and 500 CBPP exercises involving 9,000 people (WFP)	470,370 and 530 CBPP exercises involving 10,000 people	378,763 and 451 CBPP	80.5	Very satisfying
2.1.4 Number of acres allocated by local authorities/communities to support displaced women/returnees with economic recovery efforts	600	750	197	26.3	Unsatisfactory
Average				**79**	Very satisfying

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[39] The National CAMP framework is inclusive of all actors involved in the agricultural value-chain development. however, its coordination mechanism will be performed only over coming years after its implementation under the leadership of the Ministry of Agriculture.

Output 2.2 Vulnerable communities are supported to enhance production, increase productivity, access, and linkages to markets to strengthen resilience					
2.2.1 Number of women, men, boys, and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	1,104,408 (Not disaggregated)	1,960,900 (Not disaggregated)	1,041,131 (Not disaggregated)	111	Very satisfying
2.2.2 Number of assets built, restored, or maintained, and livelihoods diversified by targeted households (by type and unit of measure)[40]	0	37000ha, 460km, 70 ponds, 400 wells, 3 million trees	37656ha, 464km, 62 ponds, 424 wells, 3 million trees	102	Very satisfying
2.2.3 Number of smallholder farmers/Households/cooperatives supported/trained disaggregated by sex and type of support/training	16,050	853,894	68,969	8	Unsatisfactory
2.2.4 Number of technical assistance/support activities provided (by type)	426,408	862	1,699	197	Very satisfying
Average				**104.5**	Very satisfying
Output 2.3 Vulnerable communities and partners benefit from learning, knowledge, agricultural practices, and skills development to improve their resilience.					
2.3.1 Number of women, men, boys and girls receiving capacity strengthening/training/technical support by type	0	266,804 (Not disaggregated)	268,000 (Not disaggregated)	100.4	Very satisfying
2.3.2 Number of tools, systems or products developed or revised to enhance national food security and nutrition systems as a result of capacity strengthening support	4	13	17	138	Very satisfying
2.3.3 Number of institutions benefitting from embedded or seconded expertise as a result of capacity strengthening support	11	31	45	145	Very satisfying
Average				**128**	Very satisfying
Output 2.4 Vulnerable communities have access to competitive and enabling private sector led initiatives and trade opportunities to increase production and promote markets integration.					
2.4.1 Number of women, men, boys and girls receiving capacity strengthening/training/technical support by type	4630 in 18 Rural Aggregation Centers ((Not disaggregated))	5,561 in 28 Rural Aggregation Centers ((Not disaggregated))	6,676 in 28 Rural Aggregation Centers ((Not disaggregated))	120	Very satisfying
2.4.2 Number of groups accessing private-sector jobs as a result of capacity strengthening support	300	1400	1180	84.3	Very satisfying
2.4.3 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers	200 (Not disaggregated)	500 (Not disaggregated)	427 (Not disaggregated)	85.4	Very satisfying
2.4.4 Number of targeted persons receiving agriculture production kits and market oriented agricultural training	65,887	148,622	586,245	394.4	Very satisfying
Average				**171**	Very satisfying
Overall performance (Average of Outputs' indicators)				**121**	Very satisfying

Legend: Unsatisfactory = Less than 25% Less satisfactory= 25-50%   Satisfactory = 50 - 75%

Very satisfying = more than 75%

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[40] The evaluators didn't find evidence of the disaggregation of these data by type of households. Data for 2020 achievements not disaggregated by the types of assets built.

C. Progress on Priority area 3 – Strengthening social services

74.   The UNCT was also very effective in achieving this outcome whatever the fact that further efforts are required to improve the proportion of births attended by skilled health professionals, with disaggregated data by locations (table 8). At the outputs' level, outputs 3.1; 3.2; and 3.3 were very satisfying with respective 93, 97, and 119% of expected results achieved. However, significant efforts are needed for the achievement of some activities where less satisfactory results were obtained with only 30, and 25% of expected results achieved for 3.5.2, and 3.5.5 (output 3.5). The evaluators found that the draft of the National Implementation Framework for SDG 4 is not yet completed (activity 3.5.8, output 3.5). It is expected that this important framework will be drafted over next year 2022 under the leadership of UNESCO.

75.   As shown in table 8, the UNCT was just effective in the achievement of output 3.4 on WASH (75%) and 3.5 on education (72%), but it was very effective with full achievement of expected results (119%) for Output 3.3 on nutrition.

Table 8: Progress on Priority area 3 – Strengthening social services

Outcome indicators	Baseline	2019-2020 targets	Average achievements	%	Observations
Proportion of births attended by skilled health professionals, disaggregated by geography	14.7	19.5	16.3	84	Very satisfying
Number of people newly infected with HIV in the reporting period.	All Ages: 14,000; Adults 15+: 12,000; Women: 7000; Children 0-14 = 1,800	All ages: 13,833 (Adults=12,287, W=7791, Children: 1,546	All ages: 18,185 (Adults=14,411, W=9310, Children: 2,959	76	Very satisfying
% of children 6-59 months with SAM/MAM who are admitted for treatment and recover, disaggregated by sex and geography.	SAM: 87%; MAM: 85% (Not disaggregated)	SAM: 90%; MAM: 87% (Not disaggregated)	SAM: 96.5%; MAM: 84% (Not disaggregated)	93	Very satisfying
% of children, youth and adults enrolled in formal and non-formal education (sex and age-disaggregated)	ECDE 10% (9% female, 10% male); primary 57% (48 female, 64% male); secondary 7% (4% female, 8% male); Out of school children and youth (aged 6-17) enrolled in Accelerated Learning Programme (ALP), Community Girls School (CGS) and Pastoralist Education Program (PEP) 6% (2015) - percentage of female 42%	ECDE 15% (15% female, 15% male); primary 75% (70 female, 79% male); secondary 11% (8% female, 3% male); Out of school children and youth (aged 6-17) enrolled in Accelerated Learning Programme (ALP), Community Girls School (CGS) and Pastoralist Education Program (PEP) 16% (2015) - percentage of female 45%	85%	88-	Very satisfying
% of households with basic water services, disaggregated by sex	50	55	53.5	97	Very satisfying
Average				**87.6**	Very satisfying

Output indicators	Baseline	2019-2020 targets	Average achievements	%	Observations
Output 3.1 Health: People in South Sudan, particularly children, women, youth, and people living with chronic illnesses have increased access to and utilization of quality essential health services					
3.1.1. % of pregnant women attending at least 4 antenatal care visits (ANC coverage)	17	22	27	123	Very satisfying
3.1.2. Coverage of DPT3-Hib-Hep (Pentavalent vaccine) among children under 1 year	26	50	58.5	117	Very satisfying
3.1.3. Number of outpatient department consultations.	0	1.25	0.75	60	Satisfactory
3.1.4. Percentage of service delivery points that have reported no stock-out of essential medicines/ vaccines in last 3 months	40	60	51	85	Very satisfying
3.1.5. Maternal death review coverage (%)	0	7.5	No data	No data	No data
3.1.6. EVD preparedness and readiness score (%)	17	85	67	79	Very satisfying
Average				**93**	Very satisfying
Output 3.2 HIV: Population in South Sudan particularly youth, key population and people living with HIV have increased access to and utilization of quality HIV services					
3.2.1. # of adults and children on ART	Adults: 22, 793 PMTCT:5,358 Children;1,205	Adults: 36,162 PMTCT: 8500, Children: 1912	Adults: 35,472, PMTCT: 3057, Children: 1876	98	Very satisfying
3.2.2. # of people reached with HIV combination prevention services	All: 180,757. M = 96966, F=83,791	Adults: 205512, M: 110246, F: 95266	253,303	123	Very satisfying
3.2.3. # of adolescents, girls, young women, men and boys accessing integrated HIV and GBV services	1,584,500	2,167,500	1,522,949	70.3	Satisfactory
Average				**97**	Very satisfying
Output 3.3 Nutrition - Girls and boys under age five, adolescent girls and women in South Sudan increasingly access more equitable and better-quality nutrition services by 2021					
3.3.1. Number of children aged 6-59 months with SAM who are admitted for treatment	210,689	223,438	222,530	99.6	Very satisfying
3.3.2. Number of children aged 6-59 months with MAM who are admitted for treatment	51,2941 (M: 246,212 F:266,729)	491,688 (M:235011 F:255678)	506,186 (M:235,546 F:270,263)	103	Very satisfying
3.3.3. Number of pregnant and lactating women (PLW) with acute malnutrition who are admitted for treatment	356,458	319,930	424,740	133	Very satisfying
3.3.4. Number of primary caregivers of children aged 0-23 months who received IYCF counselling	607,539	1,026,462	1,664,655	162	Very satisfying
3.3.5. Number of under-five children & PLW enrolled in BSFP in targeted locations/counties	995,322 (U5 M: 334,428 U5 F: 362,297 and PLW: 298,597	744,484 (U5 M: 263,072 U5 F: 284,994 and PLW: 205,917	720,172 (U5 501,063 PLW: 219,108)	97	Very satisfying
Average				**118.5**	Very satisfying
Output 3.4 WASH: Vulnerable and emergency-affected people in South Sudan including children and women have access to basic drinking water, sanitation facilities and increased the capacity for effective emergency preparedness, response and recovery for WASH services.					

3.4.1 Number of people (including host communities, IDPs and Refugees) who access and use safe drinking water with minimum quality and quantity as agreed with cluster	982,659	1,971,111	1,403,877	71.2	Satisfactory
3.4.2. Number of people (including host communities, IDPs, refugees) who access and use adequate sanitation with minimum quality and quantity as agreed with cluster	498,750	992,064	835,965	84.3	Very satisfying
3.4.3. % of health facilities with functional WASH facilities	36	46.5	35.5	76.3	Very satisfying
3.4.4. Number of guidelines, policy, contingency, cholera and Ebola preparedness and response plan reviewed/developed	0	3	2	67	Satisfactory
Average				**75**	Satisfactory
Output 3.5 Education: Children, adolescents, youth and adults have increased and equitable access to lifesaving quality education with improved learning outcomes and essential life skills.					
3.5.1. # of boys and girls aged 3-18 accessing basic education services through formal ECD, primary or alternative education system	ECD: 150,769 Primary: 467,573 TOTAL: 618,369	ECD: 242,632 Primary: 699,423 TOTAL: 942,069	ECD: 114,538 Primary: 630,538 TOTAL: 745,076	79	Very satisfying
3.5.2. # of adolescent and youth in school and out of schools provided with life skill and livelihood.	3,017	32,600	9,850	30	Unsatisfactory
3.5.3. # of children of pastoralist communities provided education services through formal ECD, primary or alternative education system	1,514	3,000	1,959	65.3	Satisfactory
3.5.4. # of boys and girls receiving school feeding assistance, disaggregated by activity (On-site meals or Vulnerability Incentive (Take-home ration) (output)	16,000 (Vulnerability Incentive) and 364,000 (On-site Meals)	45,000 Vulnerability Incentive/ Take Home Rations and 435,000 On-Site meals)	28,989 (Take home ration and 452,628 on site)	104	Very satisfying
3.5.5. # of schools with functioning school gardens which are supplementing the school meals	0	200 functioning school gardens	50	25	Unsatisfactory
3.5.6. # of community-based centres or education hubs established to provide second chance education (SCE) opportunities are provided to women, adolescents and young girls.	0	1	1	100	Very satisfying
3.5.7. # of graduates from functional adult literacy and second chance education (SCE) program are equipped with resilience and empowerment skills.	0	875 (women, adolescents' girls)	1499	171	Very satisfying
3.5.8. SDG 4 National Implementation Framework in place	0	Draft implementation framework developed	0	0	Unsatisfactory
Average				**72**	Satisfactory
Overall performance (Average of Outputs' indicators)				**91**	Very satisfying

Legend: Unsatisfactory = Less than 25% Less satisfactory = 25-50%   Satisfactory = 50 - 75%
Very satisfying = more than 75%

D. Progress on Priority area 4 – Empowering women and youth

76.   The UNCT was just effective in the achievement of this expected outcome (64%). This result is due to the non-achievement of the youth Act that institutionalize youth leadership and participation at national and state level. At the outputs level, although the UNCT was very effective at 97 and 94% respectively in the achievement of Output 4.1; and Output 4.2, efforts are needed to improve activities 4.2.2, and 4.2.3 (Output 4.2) where 57 and 67% of expected results were achieved respectively.

77.   Furthermore, significant efforts are needed for 4.3.3 (output 4.3), 4.4.3 and 4.4.4 (Output 4.4) where unsatisfactory and less satisfactory results were chieved with only 23, 33, and 38% of expected results respectively. These efforts should be helpful for example to support the number of programmes designed to empower youth and young women as a standalone pillar; the number of laws, policies or procedures adopted and implemented to promote and improve youth participation at the national and state level (output 4.3); to complete situational analysis or progress reports on CEDAW/Beijing Platform for Action/UNSCR 1325/ UNSCR 2250/ Maputo Plan of Action and SDGs by partners, and support the adoption of gender/GBV related policies and legislation. Moreover, the evaluators found that position papers on the status of South Sudanese women and girls are not yet drafted.

Table 9: Progress on Priority area 4 – Empowering women and youth

Outcome indicators	Baseline	2019-2020 targets	Average achievements	%	Observations
Percentage of Women in leadership position both at National, state level	26.25% NLA, 10% Ministries NG, 15% CGG	32.5% NLA: 16% Ministries NG, 40% community governance groups	30% NLA; 21.19% Women Ministries	94.7	Very satisfying
Existence of youth act that institutionalize youth leadership and participation at national and state level	No	Yes	No	0	Unsatisfactory
Percentage of women aged 20-24 years married before 18 years.	45	42.5	43.5	97.7	Very satisfying
Average				**64**	Satisfactory
Output indicators	**Baseline**	**2019-2020 targets**	**Average achievements**	**%**	**Observations**
Output 4.1 Strengthened capacities of women of all ages to participate, engage and lead in political, governance, social and economic institutions at national and state level.					
1.1.1.# of women organizations that are capacitated to advocate for women's participation in national and state level political and governance discourse	70	162	42	26	Satisfactory
1.1.2.# of women trained in effective leadership, mediation and peace-building skills to facilitate their engagement in decision making processes at national, state level and interface with the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS).	195	1045	1955	187	Very satisfying
1.1.3.% of women position in government structures and parliament	27	31.5	24	76.2	Very satisfying

1.1.4. # of community engagement platforms established to promote positive social norms on gender equality and women empowerment.	4	22	22	100	Very satisfying
Average				**97.3**	Very satisfying
Output 4.2 Strengthened capacities of multi-sectoral services providers and community-based support to prevent and respond to gender-based violence (GBV) including violence against women & girls (VAWG), harmful practices and child marriage.					
4.2.1. # of capacity strengthening opportunities and awareness raising designed and delivered to relevant target groups for GBV prevention and response.	10	39.5	39	100	Very satisfying
4.2.2. # of common charted of demands and public declarations developed and endorsed on elimination child, forced marriages and harmful traditional practices.	1	15	8.5	57	Satisfactory
4.2.3. # of GBV one stop center, women empowerment center and women and girls space established to provide services to women and girls including survivors.	4	15	10	67	Satisfactory
4.2.4. # of community support groups formed/strengthened, self-sustained and mainstreamed within existing protection structure.	5	12.5	19	152	Very satisfying
Average				**94**	Very satisfying
Output 4.3 Youth and young women are empowered and informed to participate in humanitarian – development and peace nexuses planning, programming, implementation, and evaluation.					
4.3.1. # of operational multi-sectorial youth coordination mechanism established to coordinate and report on youth engagement in humanitarian development and peace nexuses.	3	22	20	93	Very satisfying
4.3.2. # of youth and young women engaged in humanitarian development and peace nexuses at national and state level.	805	1200	1531	127.6	Very satisfying
4.3.3. # of programmes designed to empower youth and young women as a standalone pillar.	5	14	12	86	Very satisfying
4.3.4. # of laws, policies or procedures adopted and implemented to promote and improve youth participation at the national and state level.	4	13	3	23	Unsatisfactory
Average				**82.4**	Very satisfying
Output 4.4 The government of South Sudan and partners are capacitated to systematically assess progress on implementation of CEDAW, Beijing Platform for Action, UNSCR 1325, UNSCR 2250, Maputo Plan of Action and SDGs.					
4.4.1. # of situational analysis conducted or progress reports produced on CEDAW/Beijing Platform for Action/UNSCR 1325/ UNSCR 2250/ Maputo Plan of Action and SDGs by partners.	1	3	2	67	Satisfactory
4.4.2. # of Ministries/CSOs actively participated/involved in national reporting processes (CEDAW, Maputo, UNSCR 1325, Beijing Platform for Action, SDGs).	2	13	23	177	Very satisfying
4.4.3. # of position papers on the status of South Sudanese women and girls are drafted and presented at the Commission on the Status of Women (CSW).	1	3	1	33	Unsatisfactory
4.4.4. # of gender/GBV related policies and legislation developed and adopted	1	13	5	38.5	Unsatisfactory
Average				**79**	Very satisfying

Overall performance (outputs' indicators)	98.6	Very satisfying

Legend: Unsatisfactory = Less than 25%   Less satisfactory = 25 – 50%   Satisfactory = 50 - 75%
Very satisfying = more than 75%

E. Overall UNCF performance by priority areas

78.   Table 10 resumes the assessment of the overall performance of the UNCF by priority areas based on desk review and KIIs. Globally, the UNCT has been very effective in achieving greatest results at outputs and outcomes levels (103 and 81.5% respectively). The overall performance is very satisfying particularly for pillars 1 (102 and 94%), 2 (121 and 80%), and 3 (91 and 88%). Nevertheless, the evaluators found that more efforts should be done to empowering women and youth notably to increase its performance at the outcomes' level where only 64% of expected results were achieved on pillar 4.

Table 10: Overall performance of the UNCF by priority areas

Average achievements based on 2019-2020 targets	Estimate (%)	
	Outputs	**Outcomes**
Priority area 1 – Building peace and strengthening governance	102	94
Priority area 2 – Improving food security and recovering local economies	121	80.3
Priority area 3 – Strengthening social services	91	87.6
Priority area 4 – Empowering women and youth	98.6	64
Overall performance	**103**	**81.5**

Legend: Unsatisfactory = Less than 25% Less satisfactory = 25 – 50%   Satisfactory = 50 - 75%
Very satisfying = more than 75%

What factors have contributed positively to the progress towards the UNCF outcomes and National Development Strategy Goals and development process?

79.   Interviewed stakeholders pointed that the following factors have contributed positively to the progress on UNCF outcome and output achievements. Firstly, the alignment of the design of UNCF to the NDS and specific SDGs eased the planning and programmatic process of activities. This was useful in assuring a directory of works being done. Attention was paid on a close collaboration with the government counterpart at the national level. For each of the nine flagships, there is an entry point of collaboration with the concerned line ministry. For example, the Ministry of Gender and the Ministry of Health have been particularly targeted for all activities around the fight against GBV. This has enabled the implementation of activities aiming to strengthening national capacities to prevent, protect, and respond to GBV and improve the legal, policy and community response. The good buying-in from line ministries, advocacy, and capacity building along the nine flagships with the participation of both government and beneficiaries' group largely women and youths, have enhanced the performance of achieved outputs and outcomes.

80.   Moreover, the UNCF was coherent and connected to the agency specific country strategies as well as with the revitalized peace agreement. This was supported by a coalition of agencies based on their mandate, the division of their comparative advantages that raises the effectiveness of the agencies towards addressing the different priorities. In addition, the adoption of agreed annual work plans and reporting template help to minimise duplication and misreporting. The UNCF has developed strong collaboration among agencies and was therefore very responsive in achieving the expected outputs and outcomes (eg. UNDP and UNISS leading governance and peace building related activities, FAO and WFP managing livelihood food production and distribution, UNFPA and UNICEF working on GBV and early child development interventions).

81.   Furthermore, the synergies and collaboration between UNCT and HCT was very useful. Having sector working groups as well as M&E working group with representatives of both development and humanitarian agencies mitigate challenges in service deliveries. This collaboration was enhanced by the donors' interests to recovery and resilience building. In fact, the UN succeed in building strong partnerships internally among agencies, and externally with government entities, donors, and from long-term collaboration with implementing partners (NGOs and CSOs) with whom most of agencies have been working for many years.

What factors have hindered the progress towards the achievement of UNCF outcomes and National Development Strategy Goals and development process?

82.   The document review and interviews with all key informants, show that the implementation of the UNCF was hindered by various challenging factors mostly in the absence of a joint steering committee, impact of insecurity, COVID-19, climate change issues, and inaccessibility of some locations for operations' delivery.

83.   The evaluators found that the coordination was impacted by the absence of a joint steering committee involving government and UNRC/HC. Donors and line ministries argue that government high-level representatives such as ministries and/or any Vice president were not associated in the decision-making process. A joint steering committee between the UN and the government should have provided a room for a mutual communication, direction and oversight collaboration, ownership, and support a shared responsibility. The coordination could be bilateral or multilateral with a rotative leadership. Moreover, the implementation process was also hindered by the political instability in the country. For example, the number of states was increased from 28 to 32 in 2019, and decreased from 32 to 10 early in 2021. Most of time, high-officials turnover causes a disruption in the collaboration between the UNCT with the line ministries. Between two government appointment cycles, there was a vacuum during which no government official can respond to a call for meeting by the UNCT. To date, donors and UNCT affirm that there is no political will in place as there is no legislative assembly, no election since independence in 2011. The unified force is not yet effective to support security and the peace process in the country. All these weaknesses made the capacity building at the government level very challenging.

84.   Although the UNCT has established a strong collaboration among agencies towards joint work plans and the adoption of a reporting template, various delays were reported in the engagement and participation of some agencies in the reporting process. Agency specific timelines make it difficult for annual reporting given that there are working in parallel[41]. Furthermore, it is not possible to assure and/or guarantee the

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[41] Interviews with government and IP reveal the existence of parallel agenda within agencies working for example same thematic sectors such as education and health at the same time.

reliability and validity of data being collected from agencies due to the absence of a robust M&E system for a systematic monitoring and reporting on the UNCF implementation process, and the absence of a baseline data for the selected indicators being monitored.

Flooding destroys all the crops. People can not cultivate, even when FAO are giving seeds, they cannot use them because the next day you have the flood and people have to move. This climate change issue is becoming vey challenging for the construction of reproductive food assets.

A female key informant in Bor

85. On the operational side, the existing community conflicts in various counties and payams cause notable delays in service deliveries due the inaccessibility of the affected locations. This has been increased by the flooding happening every year from June to October notably in the Jonglei, Upper Nile, Northern Bar El Ghazal states; and complexified with the issue of IDPs and their impact in the recipient communities. Additionally, delivering humanitarian and/or development intervention is very difficult as the road infrastructures are almost impracticable during raining season. Most service deliveries are done by air using both the UNHAS and UNMISS services. Another growing challenge for peace and security in some states is around "Cattle Raid" and the "Child and women abduction". The UNMISS record number of community trafficking during which some armed groups are killing the owners and steal the cattle.

86.   The resources constraint is a reality. The inability of the government to cover salaries and further incentives to public staffs is a critical issue. Donors, UN, and Government KIs complain about the over reliance of the government staffs on Aid. Various public staff from the education and health sectors, resigned and/or leave the country due to various months of unpaid salaries or lack of incentives. Government expenditure for health is about 2% and 1% for education. Interviews with government and IPs stress that donors paid greatest attention to humanitarian work than to development support in South Sudan. Most of development sectors lack funding such as protection, nutrition, and education. Desk review shows that the overall budget of the UNCT is cumulatively about $420 million as compared to the HCT which is around $1,7 billion for the past three years (2019, 2020, and 2021). More emphasis is placed on the humanitarian side than on the development work. But donors believe that joint resources mobilisation could help to avoid competition and enhance funding capabilities of agencies working on shared programmes.

87.   Since March 2020, the COVID-19 pandemic has significantly impacted the implementation process of the UNCF work in South Sudan. It caused notable restriction of staff movement; school closure due to lockdown all-over the country. A socioeconomic COVID-19 response plan was adopted by the UN system to offer COVID-19 prevention measures and countering misinformation, stigmatisation and hate speech towards those affected by the virus. The UN offered support to institutions to raise awareness, access to information, and the safety of peoples. These include training of community radio journalists, developing toolkit on gender and conflict sensitive reporting, equipping the health centres with testing facilities.

88.   Discussions with agencies at the field level reveal that less efforts were made at their level to ensure a clear understanding of the difference between UNCF activities vs agency specific interventions. In the effort of promoting the UNCF at the field level, meeting with the UNCG affirms that bringing the agencies together is quite difficult as the participation is not in the same level. Some agencies are less active as compared to

other which are most engaged. Communication on collaboration around UNCF remains mostly at the national UN bureaux and is not yet effective at their field offices.

To what extent and ways the UN support promoted national execution of programmes and / or the use of national expertise and actors?

89.   Interviews with UN key informants confirm that the synergies with flexibility in the management among agencies were useful in promoting national execution of programmes and use of national expertise and actors. For example, UNDP engages government actors on peace and governance work, the production of ministry's strategic and operational plans, as well as in the revision of the NDS. UNDP and UNMISS have convened states authorities into intercommunal dialogues, strengthening governance and the economic knowledge system through a range of program that enhance human resources. FP is implementing a localization agenda to ensure local NGOs are part of the implementing partners.

90.   Joint programmes were also useful notably on programmes aiming to improve access to justice or promoting transitional justice such as mobile courts system, training and equipment to police, human rights, rule of law on GBV programme, which were completed by UNDP in partnership with UNFPA, UNICEF and UN Women. National actors were trained for example as judges, investigators, and social workers. Agencies engage national actors into training and guidance tasks to meet the commitment of both the NDS and UNCF framework. Agencies also provide technical support on the finance reform process as a strategic governance area for public financial management. Issues like budgeting, data system, anticorruption mechanism, transparency and accountability, were covered under this collaboration.

91.   Women, girls, and youth have the largest portfolio in the UNCF. Evidence from FGDs with them confirm that most of them were selected and trained on diverse skills and vocational activities, peacebuilding, and political awareness as well as on economic empowerment largely around agriculture with support jointly from FAO, UNDP, UNMISS, UNICEF, and IFAD. UNDP manages the global funds and health system institutional strengthening with support from specific partners.

> *We are so grateful to UN team in their work in supporting a young country coming out of war. Given that most of the institutions are not available across the country, UNDP is promoting transitional justice on GBV with mobile courts.*
>
> A male key informant in Yambio

92.   In the health and GBV sectors, joint efforts under the leadership of UNFPA and UN Women were coordinated with massive support from the implementing partners to reach out the expected targets. Youth girls and women were employed and trained in the healthcare sector. Agencies balance their work within normative and operational interventions. UNFPA provides midwives training all over the country. Now South Sudan counts more than 100 qualified midwives. At least 50 percent of the health facilities were supported to deliver health services and became functional. 110 Community Action Groups (CAG) were established and trained to create awareness in their respective communities in the 10 states to better address GBV. 3 national NGOs were trained on community's care approach to create a pool of trainers on Communities Care Programme (CCP) Model. They intensify programming towards emergency with operational support where it is required by engaging national actors. At the state level, most of the work is operational. Beside the state, they engage in the county and payam level by working with available and local labor forces.

93.   Although these strategies and processes were positively developed, many key informants believe that the platform for peace building between UNCT and group beneficiaries including government entities is not yet achieved to enable local support with armed groups. In addition, provision of in-service trainings to national expertise and actors without peer-learning mechanism such as exchange visits and peer-to-peer learning between actors from different states were less appreciated. Furthermore, large spectrum capacity or quality and standard of service provision vary from national to state and county level (as we move, the stock of staffs or peoples decreases from national to local communities).

To what extent the UNCF succeeded in strengthening national capacities for resilience and recovery?

94.   Generally, interviews with key informants support that the UNCF was successful in strengthening national capacities for resilience and recovery with regards to the set targets for both outputs and outcomes indicators. By linking line ministries to each of the nine flagship initiatives as the entry points of collaboration, the UNCT was able and ease its support to recovery and resilience. For example, the UNDP in coordination with UNMISS, UNFPA, and UN Women strengthened the capacities of ministries of commerce, industry and investment, petroleum and mining, finance and planning in economic governance and access to justice, notably on justice charge, rule of law, access to justice and human rights, national force and police, traditional justice around GBV courts (mobile courts). Moreover, these government entities were involved in various trainings such as in the revision or drafting new reforms, provision of the revitalized agreement on the resolution of the community conflicts, as well as in the revision of the NDS, and in drafting the new constitution on the country.

The support from UN-Habitat was essential in promoting our access to land. Before, the chief of payam manages the registration of its land certificate. But now they are working collaboratively for the registration of their land certificates and can provide access to newcomer in the community.

FGD with a female IDP family member in Yambio.

95.   Site visits in Bor, Wau, Rumbek, and Yambio for example show that FAO, IOM, UNAIDS, UNDP, UNHCR, UNICEF, and UNMISS assisted state ministries in various trainings on the recovery of economy through comprehensive approach in building trust and reestablishing access to basic services such as productive capacities with provision of agricultural inputs and tools, rehabilitation of health centres, WASH and construction of schools, strengthening cooperative unions and youth unions, rehabilitation of roads and local markets. These efforts were facilitated by the humanitarian support provided by the HCT (OCHA) for the return of displaced families. Interviews with UNCT and government affirm that UNFPA in collaboration with FAO, UNDP, and WHO trained the national bureau of Statistics, ministries of health, Finance and Planning, Agriculture, Housing, Lands and Urban Development, in developing population surveys. Through land grabbing project, the UN-Habitat trained the ministry of Housing, Lands and Urban Development in the establishment of a unified residential certificate, which might support access of women and IDPs' groups to land.

96.   In terms of approach, many key informants complain that agencies adopt rapid surveys to select the targets which most often are not disaggregated by locations and do not reflect the actual typologies of people and communities in need. The areas-based programming could have been used to allow a systematic

coverage for resilience building and recovery. This could have supported UNCF in achieving the expected results and to dedicate funding where necessary. The contribution of OCHA work was very helpful notably on pillar 3 concerning social services. With flooding in the Jonglei state, OCHA considers disaster response in their programming by adopting a contingency planning. They also involve youths in peace building and youth empowerment activities. OCHA supplies houses and leads protection of actors and secure the most vulnerable population while UNMAS is securing the population through the neutralization land mining sites. UNDP construct prison, police, rules of law, community security to reduce violence, functioning infrastructures on conflict hotspot, training local peace and sectoral actors, their access to justice. Most of agency's work were informed by short and localized surveys[42] for example about the sources of conflict, look at the possibility of interaction, and sharing the resources among them.

97.   Under the ministry of agriculture, FAO supports food security and livelihood, assists national actors in strengthening the livestock sector for example with vaccination against animal disease such as in the greater Pibor, Wau, and Aweil. UNAIDs helps to coordinate capacity building and management response around HIV /AIDS with line ministries, given that program is dominated by peace building and military aspects, but there is a need to have markers to identify the development bottleneck on HIV/AIDS. Collaboration with UNICEF and WFP, UNESCO supports national capacities on education at the school and national levels. UNESCO and UNICEF: support the government to implement the covid-19 socioeconomic response plan, but the institutional capacity is weak on this regard. UNFPA supports the design of the draft national reproductive policy which is pending for adoption by the ministry of health. In Bor for example, discussions with government and state authorities reveal that almost all county health workers can run from their own with training and equipment received such as ambulances, vehicles, medical materials for the hospital, and office related equipment.

To what extent the UNCF succeeded in building partnerships?

98.   Desk review and interviews with UN and donors confirm that the UNCF was successful in building partnership around the implementation of the four priority areas. It was instrumental in mobilising resources and increasing partnerships to address the challenges facing by the country and its peoples including the COVID-19. Regarding the financial resources, desk review reveals that UNCF succeed in mobilizing about 63, 61, 87, and 51% of expected budget for respectively building peace and strengthening governance, improving food security, and recovering local economies, strengthening social services, and empowering women and youth. On average, the UNCF mobilised about 69% of expected budget between 2019 and 2020. The actual budget for 2021 is not yet available. Donors' partners include but not limited to the Reconciliation, Stabilisation, and Resilience Trust Fund (RSRTF); the PBF for strategic support to sustaining peace in South Sudan; the UN's Central Emergency Response Fund (CERF); the African Development Bank and World Bank; the UN Joint SDG Fund; the foreign affairs of Canada; governments of Japan, Sweden, Norway, Netherlands, and UK. Unfortunately, the evaluators did not find evidence to assure the reliability of the amount of money being fundraised. Interviews with government and UN key informants stress that through component 1 of the SDG Financing, the UNCF is currently providing capacity support to the Public Financial Management

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[42] For example, UNDP supports survey in identifying entry points for multisystemic resilience, and the perception survey on peace and community cohesion in UNDP target areas in South Sudan.

(PFM) which might help in updating the overall money being driven from donors and assist government representatives to play a leading role in the national planning and budgeting process and ensure a value for money management.

99.   Furthermore, discussions with agencies, government, and IP reveal that UNCF was instrumental in mobilising and working with both international and national NGOs and CSOs in humanitarian and development programmes. To this aim, the UN/NGO Partnership Working Group, was established and mandated by UNCT to be responsible for ensuring a harmonized and coordinated approach to managing relationships between the UNCT and NGOs in South Sudan. Special collaboration was established with international and national NGOs, Community-based organisations, youth and women's groups to conduct most of the front-line works. At the field level for example, the RSRTF a collaborative mechanism is in place namely "Area reference group", made by all partners of the trust funds and other international organizations operating in a specific area. It is a coordination mechanism for peace building actors, that was lacking to bring many partners on board. Through this multiparter consortium, UN agencies and other actor are having funding from common donors, that make the coordination mechanism possible. This is very innovative because of the intersectionality from the part of donors, and other international organization that are not funded by UN have been told to join the coordination mechanism at state level. This collaboration might be helpful to bring to light hidden technical and financial challenges which can be jointly solved. Nevertheless, the collaboration with government was less effective whatever number of attempts for policy dialogue between UNCT and government. This was also due to the political instability in South Sudan with various changes in the formation of government.

100.   Moreover, desk reviews and discussions with donors and UN stakeholders confirm that the UNCF bridged with the Partnership for Recovery and Resilience (PfRR) as a new way of doing business to better help communities cope with the multiple shocks they face. Co-chaired by senior UN and donor leadership, the PfRR coordination Platform provide a conducive force to reduce vulnerability and build resilience through a multi-actor and cross-sector collaboration which changed the way actors work individually and together. Using a Joint Work Plan, this platform enables the local and international entities to cooperate and enhance their resilience programming; increased partnership and accountability between donors, UN agencies, and non-governmental organizations at both national and local levels to ensure that support reaches the most needed communities and households.

101.   Finally, government and IPs affirm that internal partnership among agencies were critical in supporting the government of South Sudan. For example, they were happy to see joint efforts being played by UNICEF, UNDP, UNFPA, and UN Women on women issues; UNDP and UNMISS on governance aspects for peace building, commission for peace; reconciliation and institution deliveries, Public and financial management architecture; UNDP, FAO, and IFAD providing support for youth employment and empowerment (political and economically) under the Youth Enterprise development fund (YEDF). Although the interviews identify the underestimated value that can bring UNCF by feeding into ongoing questions about the modes of regulation in South Sudan, the lack of institutionalized process, the transformations in the role of the state and its relationship to society were very challenging.

To what extent the UNCF makes use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?

102.   Desk reviews and FGDs provide evidence on the extent to which UNCF made progress in using and promoting human rights and gender equality standards and principles, notably with regards to the consideration paid for conflict sensitivity, the leaving no one behind, do no harm SDG's principles, and linkages with human rights principles when completing development and humanitarian works in South Sudan. These efforts greatly support the participation with non-discrimination of individuals and group beneficiaries at national and local levels. Moreover, the UNCF was able to increase the effectiveness of its programming by minimizing the risks for actors involved such as IP and UN staffs, and by mitigating the risks of occurrence or escalation of violent community conflicts with specific support from UNOCHA, UNMAS and UNMISS security services.

> *Although operating in a more at-risk context, UNCF paid attention and ensure that youth are not inadvertently criminalized or stigmatized by involving them in socio economic activities. A large youth population does not automatically lead to increased violence, but this is a group particularly affected by socio-political troubles, especially when other risk factors are present.*
>
> From a male youth FGD in Wau

103.   For example, the UNCT in collaboration with HCT adopts conflict sensitive approaches by articulating tools and strengthening capacities of government and IPs that help in mitigating effects of insecurity and conflict, and repositioning development partners' comparative advantage to deal with vulnerability. The Humanitarian Response Plan (HRP) prepared by the HCT offers a systematic conflict analysis which help to better understand the context of work at national, state, county, and payams' levels. So doing, UNCT was able to identify the conflict profile, actors involved such as community actors, causes and dynamics. By working on the governance processes, UNCF bridges state and society, and therefore strengthened community security and social cohesion. Notwithstanding the fact that UNCT adopts multi-sector approaches by involving a partnership with donors and collaboration with line ministries, peoples feel that specific attention should have been paid to areas-based programming with the selection of sector wide groups. Furthermore, donors argue that the processes by which the outputs and outcomes are to be achieved cannot be pre-determined in the absence of joint M&E with the participation of broad stakeholders including IPs and local government authorities. Nevertheless, and under a very fragile and sensitive working context associated with the weak leadership of the government, the UNCT sensitively manage the implementation process of activities, staffing (whatever various staff-turnover), information sharing through UNCG. There was able to regularly monitor the operational context with the support of the M&E working group using the indictors defined in the planning stages and adjust the activities in light of new information gathered through monitoring. Unfortunately, a joint steering committee between agencies, donors and government representatives should have provided an opportunity to apply an accountability mechanism to measure on multiple levels of participation that encourage learning and acting on learning towards this process.

104.   Evidence from FGDs and interviews affirm that UNCF adopts the NWOW to consistently apply the "Leaving no One behind" and human rights principles. UNCF was able to mainstream gender equality and advance women and youth empowerment across the four pillars. No matter the absence of evidence on the

reliability and validity of disaggregated data that go beyond gender, geography and age, UNCF gave equal participation to both women and girls affected by GBV related challenges to legal services. For example, dignity kits and mobility support such as bike cycles were specifically provided to girls such as in Yambio. UNCF succeed in establishing transitional justice and confidence centres, mobile courts to defend rights of marginalized women and girls notably in Bor, and in the greatest Bar el Ghazal. A mapping of availability health services helps to consider pregnant women, children under 1 and 5, for access to health services. Moreover, the out-of-school (boys and girls) including child soldiers were targeted for education, skilling and vocational training programmes, and psychosocial support for conflict-affected children and adolescents. The UNCF also targets children and youth from pastoralist communities in learning opportunities without any discrimination. Returnees and poorest households were given priorities in food assistance and nutrition across counties and payams. However, the evaluators found that youth groups are not well structured in order to catalyze their full participation. A structuration of youth network by providing them institutional capacity building could have better support their engagement and collaboration all over activities implemented not only along the fourth, but also the other three priority areas. For example, youth unions exist in many states, but most of them lack office of friendly place and working tools for their integration in their living environment.

Photo 1: *Woman enjoying her sewing machine in Bor, and Girls with their bikes received as part of the social support by the UN in Yambio.*

4.3.   Efficiency

To what extent and way the UNCF contributed to a reduction of transaction costs for the government and for each of the UN agencies?

105.   The desk review and interviews with UNCT highlight that the UNCF contributed to a reduction of transaction costs in various ways such as by adopting joint programme and joint programming, a responsible management and by developing multi-stakeholder partnerships. However, there was no reliable data on the extent to which transaction costs were reduced and concrete amount of money saved.

106.   The UNCF developed joint programmes and advocacy to enhance the achieved results. Donors and UNCT affirm that collaboration among agencies, effective advocacy, context specific assistance with balance between humanitarian and development interventions were helpful in reducing transaction costs of doing business in South Sudan. An example of joint programmes completed in Yambio, Wau, Torit and Aweil were very successful in supporting recovery and resilience as agencies came together to provide and coordinate resilience building and analysis. Furthermore, continuing collaboration between the UNCT and UNMISS on peacebuilding as well as in capacity building for transitional justice, reconciliation, and prevention of inter-communal violence were instrumental in reducing costs of operations. UNMISS provide logistic support for operations such as transportation and distribution of goods and services by air services. In addition, government and UNCT argue that the collaboration with financial institutions such the World Bank and the AfDB as well as under UN Trust Fund for reconciliation and stabilisation help to maximise efficiency and effectiveness of operations.

107.   Moreover, internal coordination mechanisms under the lead of UNCT and HCT (working as One UN) were critical for leveraging humanitarian and development responses. Discussions with UN key informants reveal that joint activities, common operations, cash-based transfers, joint procurement, and bank agreements, shared of information and responsibilities, and pursuing collective outcomes enhance recovery and resilience at least costs. Furthermore, existing working groups led by the RC/HC such PMT, OMT, and M&E has increased the efficiency of the UNCF. Even though, UNCF joint efforts are not translated to the state levels. Interviews with most UN field offices argue that they are not aware of the joint programming and joint programmes no matter the UNCG supports to communication, advocacy, and outreach to promote UNCF. Agencies are mostly working on their specific interventions, which might have limited the UNCF efficiency in reducing transaction costs.

What are the potential pathways for transaction costs to be further reduced?

108.   Evidence from interviews with UN and donors' counterparts affirm that UNCF adopts a Business Operation Strategy (BOS) which was effectively used since early in 2021. The implementation of the BOS remains one of the best potential pathways for transaction costs to be further reduced. In 2019 and 2020, the operations were reported manually with consolidation completed by the OMT.

109.   With the leadership of the OMT, the UNCT could be continuously promoting common services and working to reduce duplication of operational processes through the BOS, all of which might help to maximising efficiency and cost saving measures. Under the One UN, different agencies should be continuously working together to reduce transaction costs, with the aim of having quality service products at the same time under joint programmes which might help to achieve more by using different skills, and capacities for building blocks. Nevertheless, discussions with agencies reveal that it still very challenging to share resources given the fact that most of agencies are being funded by the same donors, working most often with the same targets. A joint resources mobilisation strategy could help in minimising this challenge and provide room to further reduce transaction costs. In addition, UNCF could have

> *No UN agency can work on its own to say that they support resilience at the community level. Efficiency in delivery is likely depend on joint efforts.*
>
> A male key informant met during an online interview.

developed a cost-benefit analysis to promote economies of scale and estimate the amount of money being saved or the extent to which the common service has reduced the transaction costs.

110.   Furthermore, donors complain that the cost of doing business in South Sudan is very high due to restriction or embargo imposed on the government by the United States of America. The RC/HC could use their highest leadership and comparative advantage to advocate at the UN security council for the removal of this restriction. These stakeholders argue that the country faces various bank disruption and various inflationist mechanisms, which create a non-conducive business environment.

111.   Even though UNCF has adopted annual work plans and a reporting template, interviews with donors and agencies reveal that the existing M&E system is manual and not interactive for reporting on the UNCF, thereby compromising the accuracy and reliability of data submitted by the agencies as there is no independent M&E mechanism to verify the validity of data being collected along the indicators. The M&E structures and systems are established and implemented individually by agencies. There's a great need to improve joint coordination of M&E activities. This can be better enhanced through the existing M&E working group led by RCO. Data quality is always an issue to effectively enhance mutual accountability between UNCT, government and donors in the absence of an appropriate baseline with disaggregated data by geographic location, sex, communities, and typology of beneficiaries' group. These challenges might have limited opportunities for transaction costs to be further reduced, and therefore might require corrective measures. For example, extensive capacity building to the National Bureau of Statistics together with financial support for a population census might have provide a unified baseline for operations in South Sudan.

112.   It is also expected that the implementation of the nexus approach constitutes an important pathway to further reduce transaction costs.

To what extent UN agencies have harmonized procedures in order to reduce transaction cost and to enhance results?

113.   Desk review and interviews with UN agencies provide evidence on the extent to which agencies have been able to harmonise procedures to reduce transaction cost and enhance results, notably through the implementation of BOS. Since 2021, annual work plans are now developed based on the BOS' requirements.

114.   With common administration and logistics under UNOPS support, agencies adopted a conventional approach for vehicle maintenance, co-located in about 10 field locations, and reduce cost for operations particularly at field offices. They have harmonised recruitment practices and their finance approach for cash transfer of programme resources to field locations, reducing times and saving operations' costs. the same approach has been applied for procurement service by expanding long-term agreement portfolio, to meet the agencies requirements for common services solutions, reducing costs and improving efficiency.

115.   At the field offices, interviews with agencies and site visits in Bor, Rumbek, Wau and Yambio attest the implementation of joint procurement for IPs. Most often, two or three agencies contract the same NGOs with common modalities and shared the costs of operations for the same targets and in the same location. Therefore, there was a lot of savings, economy of scale, and less time-consuming in-service delivery. This process also allows a standard way of costing and pricing which dictate how much an agency can charge for a service in a specific location. However, some agencies do not see advantage to join some common services especially on issue regarding the financial management and resource mobilisation. They argue that it delays the financial management and the process of reconciliation of expenses as each agency has its own specific

and line budget for operations. Other agencies such UNICEF, WFP, and UNMAS use their own legacy on joint collaborations.

116.   Agencies and donors believe that the existing signed code of operations could enhance the efforts towards the harmonization of procedures and processes as the NWOW and common service is not yet fully completed notably at the field offices. The recognition was signed at the national level (Juba), but not or less known at the state or field levels.

4.4.   Sustainability

To what extent the UNCF promotes national ownership of the development process and institution-building and institution- strengthening in government?

117.   The UNCF was instrumental in developing institution-building and institution-strengthening in government notably with the collaboration of the Undersecretaries of line ministries. Desk review, interviews with government and state authorities confirm that by deploying inclusive and participatory trainings, the UNCF promotes government's ownership in the revision and/or drafting legal and institutional frameworks as well as strengthening institutional readiness for effective governance and access to justice. Regarding food security and local economies, massive capacity building interventions were deployed to assure functional and accountable policy, legislative framework, and natural resource management practices to improve an enabling management, enhance production and increase productivity, promote access and linkages to markets to the most vulnerable targets such as women and youth. Government, UN stakeholders and donors also argue that UNCF provides extensive support for the revision and extension of the NDS in 2022, and for the design of the draft 2023-2025 NDS for South Sudan as well as the development of the PFM reform under the leadership of UNDP and the Ministry of Finance and Planning. UNDP provides technical, logistical, and financial support of the processes. These legal and policies frameworks will remain in on a long run to facilitate an accountable governance. Moreover, donors and UN informants argue that capacity building support was provided to the Ministry of Finance and Planning for an accountable public budget management in order to establish a transparent system of governance and to stabilize the country. Some of the basic elements have been put in place. Most of the KIIs suggest that UNCT have the right to approach certain sensitive areas to better address governance issues in the country.

118.   Site visits and FGDs were useful to note that UNCF deployed significant investment in training and construction of social services such as health and HIV and education for children, women and youth; nutrition, WASH and protection for early child development and vulnerable women and girls. For example, the UNCF successfully promote access to drinking water and health services to many households across the country.

Photo 1: *Ambulance provided by the UN to the Hospital of Bor*

119.   However, UN and donors' informants argue that government ownership of these governance supports remain extremely limited. The government does not have adequate financial capacities to implement most of the reforms as there remain on papers, and the implementation is missing, no leverage of political will from the government. Interviews with donors reveal that the ownership from the government might have been limited by the lack of a joint steering committee involving government representatives at the highest level (Presidency). Any successful coordination mechanism needs champions from each party involved, which is missing in the management of the UNCF as there is no champion from the government counterpart. The UNCF should have conducted a political analysis to assess the absorptive capacities of government and identified champions from the government side and get them involve in a formal coordination mechanism. The absence of formal coordination might affect the sustainability of the achieved results and undermine the UNCF development gains.

120.   Issues of national capacities to own the achieved results were raised by various key informants. Although UNCF completed significant institutions capacity-building, they argue that this was done in parallel across sectors without an institutional anchoring in the government as a system that would ensure the sustainability of the achievements and create a conducive environment. This can foster the ownership dynamic at national level. Further support might have assisted the government in a structured way so that it is able to create a critical mass in the universities for a solid base of human resources that will be able to carryout the development process in the long-term.

To what extent the UNCF promotes national ownership of the development process and institution-building and institution- strengthening in civil society and NGOs?

The UN have done a lot in term of building capacity of national NGOs, and community-based organisations (CBOs). The linkage between international and national IPs was instrumental in strengthening our skills for service delivery. This is core for the work that UN do and all of us have a component that are related to build capacity.

An IP male key informant in Wau

121.   Desk reviews and interviews with IPs stress that UNCF promote national ownership of the development process and institution-building in CSOs and NGOs. For example, agencies succeed in connecting international and national IPs in front-line works on operations. A focus was paid in selecting IPs who have grounded offices at national and state levels, these include for example World Vision, the Agency for Technical Cooperation and Development (ACTED), AMREF Health Africa, the Norwegian Refugee Council (NRC), Oxfam, Care international, Red Cross International, Plan international, Peace Initiative in South Sudan Organization (PECO), and Idea South Sudan (Initiative for Development and emergency Action. There were trained and contracted under joint agreements to promote for example peace, reconciliation, rule of law, food distribution, rehabilitation and construction of social facilities, youth, and women economic and leadership empowerment.

122.   The UNCF joint programme adopt a community-based approach which led to the community-led peace initiatives to build lasting stability. Discussions with donors and agencies argue that, stabilization, recovery and resilience building is seen as continuum efforts and a multi-dimensional approach given the

larger context of the conflict. By focusing on 'areas of stability' UNCF conflict-sensitive resilience-building interventions help people to 'bounce back' from the effects of insecurity and displacement, to maintain stability and build trust, and to build resilience against other types of shock. As such, local communities themselves takes responsibility for promoting safety and security within their *bomas*. For example, through the principle of 'community first', the PfRR supports the community to 'own' their joint local priorities. Ownership extends from the leadership at state level to the *boma* level, e.g. through the emerging Community Development Committees that are now being formed.

123.   Even though the UN works with a lot of local NGOs and CBOs, interviews with agencies and donors support that most of these NGOs are weak. Their absorptive capacity is extremely limited. Most of them do not have a business management policy and competitive logistics for service delivery. UNFPA for example always conduct capacities assessment to address this gap, which sometime was useful to improve existing CSOs' capacities. They also go beyond building capacity of available individuals to consistently rise labor at national and local levels that allow them to qualify to apply for works. Capacity building efforts were limited by the gap to fill in terms of human and financial resources and how to manage existing human resources. The minimum country's income is very low and the budget can no way help deliver organisations' mandate. This lack of resources undermines leadership of national NGOS and CSOs.

To what extent complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results of donor intervention in the country?

124.   Under a synergy and complementarity of actions, UNCF made progress on its contribution to sustainability of development results of donor interventions by being part of the PfRR which is an inclusive group of agencies, donors, and NGOs. Desk review and interviews with these three groups of stakeholders provide evidence on their significant support in promoting recovery and resilience building in South Sudan. In the pilot phase of the PfRR, they coordinate programming with high-level visits, encouraging local commitment and the development of inclusive partnerships including local authorities, CSOs and private sector in four locations such as Yambio, Torit, Aweil and Wau.

125.   Moreover, most of work completed within the PfRR help to rebuild trust in people and institution around essential services, people access to education, health, and water, building productive capacities and generate business opportunities. Nonetheless, some donors argue that the production of innovative ideas, new instruments for action and procedures, should represent an essential dimension in future partnership for recovery and resilience, targeting mostly the returnees and IDPs. Agencies stress that the major challenge is how to continue this partnership beyond the programmatic aspects to look at how to ensure joint resource mobilization. Once the joint plan is done, each agency tries to find the funds for implementation independently. This can lead to a lack of harmonization, not only in the choice of locations, but also in the

> *What it is important is that we are trying to build a coordination mechanism for peace building actors which was lacking. It was difficult to bring many donors' partners on board. But through this Multipartners' consortium, we are having funding from common donors, that make the coordination mechanism possible. This is very innovative. Before the PfRR, there was an initiative from UNDP joined by only few organizations.*
>
> A female key informant in Juba

timing of implementation, which can greatly affect the results that were originally envisioned as complementary.

126. Discussions with donors affirm that their objectives are to increase further support to national strategies based on sound and coherent macroeconomic fundamentals and efficient poverty diagnoses. With these objectives, it is a question of transcribing these strategies in an operational approach, to the creation of a framework oriented to the results with political commitments, strategic priorities, programs, financings, and systems of evaluation. These are mechanisms that might need to be designed and managed by national administrations with ownership of their policies, which is still sorely lacking in the context of South Sudan.

127. In its synergy and collaboration with donors and NGOs, agencies key informants assert that UNCF is addressing resilience as a cross cutting issue in all the four pillars and is building capacities of government actors. The keys strategic frameworks and policies are in place such as health financing strategy at least for the health sector. What is challenging is to build human resources capacity for leadership and governance of the operationalization of existing strategic frameworks. There are few staffs at the national level providing leadership and governance, and of curse as they move in the periphery, the subnational, the state and county, those capacities are weak. Further financial resources might have help in going beyond capacity building at the national level for eg. Director general to the state and county levels for local authorities.

128. Even though there has been an evolution under this complementarity through the PfRR, NGOs argue that there is a need to redefine and concretize the humanitarian-development-peace nexus in South Sudan. To this aim, a learning across the partnership interventions could provide evidence for better programming in recovery and resilience and improve decision making.

Photo 3: A durable water system working with solar panel provided under UN and Donors collaboration (PfRR) in Yambio.

To what extent complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results of government intervention in the country?

129. The UNCF made a relative progress within synergy and complementarity of actions to assure the sustainability of development results of government intervention in the country. Meetings with agencies and government participants reveal that the collective outcomes have been collectively agreed by the DSRSG/RC/HC and the Ministry of Finance and Planning, representing the government counterpart.

130. Furthermore, UNCF has established collaboration and strengthening institution-capacities by collaborating closely with specific undersecretary of line ministries on each of the nine flagship initiatives. These complementarities and synergies built by the UN were helpful on governance and access to justice matters. Government and state ministries argue that UNCF provide a sustainable support with the UNCT

contribution in strengthening capacity for effective governance and support the judiciary to implement reforms and the R-ARCSS.

131.   Observations from field visits and discussions with IPs indicate that there are further opportunities to enhance resilience building through strengthened collaboration with humanitarian action. For example, one IP noted that in Aweil, the UN was supporting a nutrition programme for under-five children as part of emergency response. However, some of the beneficiaries who were receiving the food sachets were selling them to get income for their other needs. The IPs observed that this was a clear indication of lack of livelihood opportunities among the beneficiary communities, which provides an opportunity for the UN to expand its portfolio and provide support for livelihoods, thereby further enhancing the impact of the interventions. The complementary of actions between WFP and FAO for food for assets and cash-based distribution to promote livelihood and agriculture production in Rumbek and Bor is another successful example.

> *I do not think that partner can go to any territory and work. Even government officials cannot easily move to some locations without UNMISS force protection because of existing inter-community conflicts.*
>
> An IP male key informant in Rumbek

132.   Notwithstanding these contributions, the sustainability of achieved results could be compromised by the absence of a strong and ambitious political will from government side. All key informants affirm that government offices/officials are missing in most of the insecured locations particularly in the States of Jonglei, Northern Bahr el Ghazlal, and Upper Niles. The institutional structures remain weak. For example, capacity to deploy government staffs is missing. Key ministry positions are paid by partners and payments are for those both directly employed by the ministry and people attached to the ministry. UNCF provide supports of the government to help delivery better. But the lack of resources undermines the government leadership. There is a need to have a certain human resource development plan rather than paid certain people in the ministry to implement certain things but support the government to deliver as planned. Other key informants affirm that the political dimension is a huge aspect impeding the development of the country. There is a lack of cohesion and a power dynamic within the ministry –especially within the ministry/presidency and this is incredibly challenging. There is no pyramid on which the government will is rely on. Turnover and changing of staff is another issue that affect the sustainability towards supporting the government in all effort.

133.   Although partners' forum as well as inter-cluster meetings exist and allow some exchange of information, interviews with donors and government entities reiterate that there is no formal coordination mechanism which might be helpful in bridging government, UN, and donors. This might affect the sustainability of the intervention given that there is also no joint steering committee at the strategic level which creates accountability gaps.

Chapter 5 - Conclusions

5. Conclusions

134.   The following conclusions were developed by the evaluation team based on the findings of the evaluation.

Relevance

135.   The UNCF is relevant given the changing nature of conflict with the rise of non-state actors explicitly at the community level. It is aligned to the NDS and selected SDGs. Its core contributions complemented by the HRP are aligned to the 2018-2021 R-ARCSS. Consistent with its commitment on "Leaving no one behind", and to human rights, the UNCT adopts a conflict sensitive programming as responses to the needs of most vulnerable groups such as women and girls affected by the GBV, children, pregnant women and girls, children and adolescents, returnees and IDPs (R1). The evaluators found evidence on consistent pre-situational and conflict analysis (e.g. agency situation analysis, PBF conflict analysis, IPC) to support programming to better address vulnerability and conflict sensitivity. A strong and functional relationship was built by agencies with line ministries. Even so, the evaluators found that there is no clear mechanism of coordination between the UNCT working groups and external partners like government, and there is no functional joint steering committee between the UNCT and the government to provide direction and oversight (R2).

136.   The UNCT adopts annual joint work plans for accountability and reporting. However, there is no evidence about the accuracy of data collected. The coordination and connectedness of actions weren't visible at the field offices, which might have limited the communication around results achieved (R3). Under the BOS, UNCT adopts joint programmes, joint programming, initiate partnerships to mitigate challenges and foster the implementation of activities. However, the consensus is that there is a contrast in terms of budget between the UNCT and HCT which require a balanced budget from humanitarian to development sectors (R4). UNCT and the HCT adopt a nexus approach as a NWOW. But communication is weak among UNCT, HCT, and the government counterparts, and at the field level among agencies and line ministries. Coordination among various actors including working closely with Government is compulsory to apply a resilience and Nexus approach (R5).

Effectiveness

137.   There is evidence that the UNCT made significant progress toward the achievement of its normative indicators. The UN team made significant progress on its advocacy for peace and development. UNCF has been very effective in achieving its outputs (98%) and outcomes (89%). Nevertheless, more efforts should be done for pillar 4 notably to increase its performance at the outcomes' level where only 64% of expected results were achieved. These results were probably made possible with existing transitional security arrangements, the establishment of mechanism for conflict management, community security and social cohesion particularly the state and county levels (EF1).

138.   Factors that have positively contributed to the progresses towards the UNCF outcomes and outputs process include the alignment of the design of UNCF to the NDS which ease the planning and programmatic process of activities; the good buying-in from line ministries, the coherence and connectedness of flagships to the agency specific country strategies. A key focus was paid on joint programming with the adoption of agreed annual work plans and reporting template that help to minimise duplication and misreporting.

Nevertheless, peace and governance mechanism remain challenging as the transitional security arrangements, and redeployment of a unified force are not achieved, the transitional legislature is not yet reconstituted. In addition, the absence of a joint steering committee, impact of insecurity, climate change issues, and inaccessibility of some locations, various delays reported in the engagement and participation of some agencies in the reporting process, might have hindered its performance. Moreover, staff turnover at the government side was very challenging. The COVID-19 pandemic has affected the implementation process. Finally, reporting was impacted by the lack of reliable and valid data, the absence of a robust M&E system for a systematic monitoring and reporting process (EF2).

139.   The synergies with flexibility in the management among agencies were useful in promoting national execution of programmes and use of national expertise and actors. This flexibility in the management and responsiveness to shocks including COVID-19 crisis were useful to cover key principles on "Leave no one behind", human Rights, gender equality and women's empowerment, environmental sustainability and resilience; and accountability. UNCF was successful in strengthening national capacities for resilience and recovery and in building partnership around the implementation of the four priority areas. It was instrumental in mobilising resources and increasing partnerships to address the existing challenges including the COVID-19. UNCF was active in mobilising both international and national NGOs and CSOs, bridged with the PfRR to better help communities cope with the multiple shocks they face. Under the NWOW, UNCF made progress in using and promoting human rights and gender equality standards and principles, notably with regards to the consideration paid for conflict sensitivity (EF3).

Efficiency

140.   UNCF was able to reduce transaction costs through joint programmes, multi-stakeholder partnerships and advocacy, collaboration among agencies, and context specific interventions. This was also possible with the adoption of common services through the BOS. Internal coordination mechanisms under "working as One UN" were critical for leveraging humanitarian and development responses. UNCF was very efficient in its efforts on cost reduction and cost avoidance by collaborating and working as on UN. The BOS remains one of the best potential pathways for transaction costs to be further reduced (E1).

141.   Nevertheless, it is very challenging to share resources among agencies under common services, given that most of agencies are being funded by the same donors, working most often with the same targets. A joint resources mobilisation strategy could help in minimising this challenge and provide room to further reduce transaction costs. The cost of doing business in South Sudan is very high due to the existing restriction on the country, which create a non-conducive business environment. UN agencies have been able to harmonise procedures to reduce transaction cost and enhance results, notably through the implementation of BOS. The code of operations could enhance the efforts towards the harmonization of procedures and processes as the NWOW and common service is not yet fully completed notably at the field offices (E2).

Sustainability

142.   UNCF has provided sustainable social facilities to people in South Sudan. Even though UNCF has provided extensive technical, logistical, and financial support to individuals and institutions-building, government ownership on the achieved results remains limited. Significant institutions-building was completed in parallel across sectors without an institutional anchoring that would ensure the sustainability

of achieved results and create a conducive environment which foster the ownership dynamic at national level. The lack of a formal coordination might affect its sustainability (S1).

143.   However, the legal and policy frameworks will remain in a long run to facilitate an accountable governance. UNCF promotes national ownership of development process and institution-building in CSOs and NGOs. But, the absorptive capacity of most of the national NGOS and CSOs is extremely limited. UNCF made progress on its contribution to sustainability of development results of donors' intervention by being part of the PfRR. Most of work completed within the PfRR help to rebuild trust in people and institutions. A relative progress within synergy and complementarity of actions to assure the sustainability of development results of government intervention was made by aligning its four pillars to the NDS national priorities. The sustainability of achieved results could be compromised by the absence of a political will from government side (S2).

Chapter 6 - Recommendations

6. Recommendations

144.   The proposed recommendations below are based on findings and conclusions of the evaluation as well as on the active consultation with key stakeholders. Each interview verified the perceptions of various stakeholders concerning the main recommendations in assisting the UNCT to discourse their needs. These recommendations are addressed to UNCT as it has the primary responsibility of formulating, managing, and implementing the UN cooperation framework. A validation workshop was organised on 25 November 2021 in Juba to review these recommendations[43]. The strategic recommendations aim to inform the next 20232025 UNSDCF for South Sudan (table 11).

6.1. Strategic recommendations

As the main objective of the revised NDS remains connected on "*Consolidate peace and stabilise the economy*", the actual pillars of the UNCF remain valid. Therefore, the following recommendations have been drafted to better inform the designing process of the UNSDCF.

Table 11: Strategic recommendations

No	Conclusions	Recommendations (mid-term)	Priority level
Strategic recommendations (SR)			
SR1	R1, R2, R3, R4, R5, EF2, EF3, E1, E2, ST2	**Ensure alignment of the Cooperation framework to national planning frameworks and strategies and pay special attention to emerging issues related to climate change, environment, gender, youth, and private sector through the following:** - The design of the 2023-2025 UNSDCF should have a strong linkage to the Revised NDS of South Sudan by aligning its priority areas to the revised NDS national priorities. - Considering the evolving context to guide the development and humanitarian interventions where necessary, advocate for a risk financing solution for the provision of resilience building against shock impeding development progress. - Establishing a joint steering committee under the leadership of the government and encouraging strong participation though a government-led approach and involve all line ministries in cluster and sector working groups. - Need to consider regional approach in the design reflecting the diversity of the states' specific needs.	High
SR2	R2, R3, R4, R5, EF2, EF3, E1, E2, ST2	**Integrate the Nexus Approach in programming and optimize the collective contribution to results by the UN system including getting technical support from regional bodies and Non-Resident Agencies based on their mandates and expertise:**	High

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[43] The evaluation team attent the validation workshop and present key findings, conclusions, recommendations, and lessons learned online through Teams.

		- Join Consolidate and Improve the Nexus approach and partnership through: Joint programming (set out areas of cooperation and facilitation to enhance understanding, action, and support in Early Warning Systems, Emergency Preparedness, slow onset events, risk assessment and management, resilience of communities and livelihoods' development); - Establish a mechanism for durable solutions as an entry point for the implementation of the nexus; - Advocate for a predictable, risk-informed, flexible, and multiyear financing modality that can support collective outcomes with the aim to move beyond annual project-based grants towards a financing structure that supports flexible and predictable multi-year programming; - A resource mobilisation strategy for agencies based on their comparative advantage, and have a pool financial approach (costing, fundraising and allocation).	
SR3	R3, R4, R5, EF2, EF3, E1, E2, ST1, ST2	**Deepen the New Way of Working and strengthen coherence between UNCF and other key frameworks like PfRR, HRP, Mission Strategic vision, while extending collaboration to new donors on recovery and resilience building by:** - Guiding the collaboration with workstreams on area-based programming; advocacy with the government at the national and local levels; an M&E and data gathering; a knowledge management, learning and sharing. - Having a multipartner steering committee to guide and oversee the work and activities with detailed terms of reference - Common back office: to be running common services instead of having representatives from agencies being doing multiples efforts (Taking advantages of contribution from an existent common back office), Some countries have established a CBO yet; learn from these country offices.	High
SR4	R2, R3, R5, EF2, EF3, E1, E2, ST1, ST2	**Strengthen and improve the M&E system including supporting the development of a national framework for monitoring and reporting on SDGs by:** - Adopting the online UNINFO for interactive planning, monitoring and reporting for consistency, accuracy and ease access to UNCF data; - Conducting the population census to derive disaggregated data and inform development indicators. - Completing a global baseline of indicators to ease the monitoring and reporting process with reliable and credible information. - Conducting a regular cluster Performance Monitoring to monitor collective results and their contribution to achieve the SDGs - Establishing a communication mechanism and frequent dialogues among stakeholders at national and state levels.	Medium
SR5	EF2, EF3, E2, ST1, ST2	**Explore opportunities for better collaboration and coordination with IFIs and donors and partnership to promote the development of private sector by:**	High

		- Creating a basket fund that the government could use as credit/risks guarantees to provide comfort to potential investors (This refers to risk financing models and initiatives which provide social protection to peoples and enterprises). - Strengthening a partnership with donors and non-UN actors.	
SR6	EF2, EF3, E1, E2, ST2	Develop a coherent UNCT funding strategy to streamline resource mobilization for the cooperation framework implementation.	High
SR7	R2, EF2, E1, E2, ST1, ST2	Consider striking a balance in the allocation of the RSRTF between the Humanitarian-Development-Peace window.	High

Legend: Short-term = Immediately   Mid-term = Less than 12 months

6.2. Operational recommendations (Short-term)

In the course of the ongoing UNCF which has been extended till end 2022, the UNCF could consider the operational recommendations compiled in table 11 to improve its effectiveness and efficiency as well as the sustainability of achieved results.

Table 12: Operational recommendations

No	Conclusions	Recommendations (Short-term)	Priority level
OR1	R2, R5, EF2, EF3, E1, E2, ST1, ST2	**Establish a joint steering committee between government, UN, and donors and raise awareness about the UNCF to national and state level stakeholder by:** - Associating the government at the highest level such as Presidency and Parliament. - Considering a rotative leadership plan for this committee either weekly or monthly. - Improving coordination among UN agencies (Each agency should focus on their comparative areas to effectively implement the triple -nexus); - Involving a strong communication and advocacy under the leadership of the United Nations Communication Group (UNCG); Making UNCF holistic so that staffs are connected to their Juba Office.	High
OR2	EF2, EF3, E1, E2, ST1, ST2	**Review the existing UNCT technical architecture/ working groups in the face of changing of context, needs and next UNSDCF** (including strengthen coordination and collaboration between the UNCT structures in Juba and state/field level structures for better impact).	High
OR3	R2, R3, EF2, EF3, E1, E2, ST1, ST2	**Strengthen the alignment and coordination of the UNCF Results Groups, Sector Working Groups, humanitarian clusters** to avoid duplication and ensure effective utilization of resources.	Medium

Legend: Short-term = Immediately   Mid-term = Less than 12 months

Chapter 7 – Lessons learned

Lessons learned

Several lessons emerged from the evaluation findings amongst which the followings have been selected.

(1) Promotion of peace and local economies requires joint efforts from humanitarian and development actors when working in a fragile country context like South Sudan. The instrumental role played by UNCT in collaboration with HCT as well as partners and government entities were essential to leverage humanitarian and development results in recovery, resilience, and peacebuilding while providing life-saving support to the most vulnerable groups through a coordinated effort around the HDP Nexus.

(2) Having a consortium of UN agencies on board can help to achieve more results with limited resources and on limited timeline. The implementation of the UNCF is an example of joint efforts towards the achievement of ambitious outputs and outcomes. The overall UNCF results are attributed to the UNCT and HCT and might be not possible to achieve individually.

(3) Substantive change in attitude and moral thinking in peace, social cohesion, GBV can be made possible by empowering the entire community, including women, men, and youth as well as community leaders in a common space. The adoption of flagship initiatives which targets men, women, and youth, and community leaders allows an enabling environment for people to learn collectively from their common interests and needs, working together for example by sharing responsibilities on how to handle existing challenges.

(4) Community engagement and participation strongly rely on targeting the key agents for change. UNCF made it possible by giving more spaces to women and youths which create positive outcomes at the community and household levels.

(5) Working in a challenging environment like South Sudan requires a lot of patience and flexibility: Adaptive management and coordination mechanisms adopted by the UNCT were key determinants to the achieved results (outputs and outcomes), given the number of working challenges such as ongoing insecurity and COVID-19 which restricted movement and delays in service delivery to beneficiaries.

Case studies

Case studies

CASE STUDY 1
Flagship (5) Governance and access to justice (Building peace and strengthening governance)

Summary

Under the Flagship (5) Governance and access to justice, the UNCT contribution is to strengthen capacity for effective governance and support the judiciary to implement reforms and the provisions of the Revitalized Agreement on the Resolution of the Conflict in South Sudan. UNDP leads the economic governance-related part of this initiative in partnership with the World Bank and African Development Bank, while the justice activities are led by UNDP in partnership with UNMISS, UNFPA and UN Women and in collaboration with the Ministries of Commerce, Industry and Investment; Petroleum and Mining; Finance and Economic Planning; Cabinet Affairs; Parliamentary Affairs; Internal Affairs; Foreign Affairs and International Cooperation; Labour, Public Service and Human Resource Development; and Justice and Constitutional Affairs. The total budget was US$45 million, with US$11.3 million available to launch the flagship. As per 2020 data, the funding received was US$18.7 million in 2019 and US$17 million in 2020. But there is still a need to mobilized more financial resources to cover the gap of about $11.6 million and fully implement this flagship in 2022.

Reconstructed police post in Wau using quick impact funds from UNMIS

Background

As South Sudan recovers from the 2013 political crises and the 2016 civil war, the Government is facing the daunting task of rebuilding a justice sector weakened from conflict and large-scale displacement. While pockets of capacity exist in national institutions, there remain significant resource, coordination, infrastructure, and equipment gaps throughout the system that prevent the justice system from effectively delivering services and creating an environment in which people feel safe, secured, and protected. Those seeking peaceful resolution of disputes, including serious crimes, especially vulnerable groups with financial, cultural, physical, and linguistic barriers often caused by poverty, high illiteracy levels, experience unequal access to quality justice and discrimination in the law and its practice. They often rely on the traditional justice mechanisms that deliver limited fair outcomes due to inconsistencies with procedural safeguards, decision making that discriminates against vulnerable groups and, handling cases in violation of jurisdictional laws and

human rights. To address these challenges, UNCF through the Joint programme on governance and access to justice, employ a comprehensive and sector-wide approach to increase the capacity of national and subnational institutions to deliver justice and security, and empower vulnerable groups to have access to those services.

Key achievements

Up to date, significant progress has been made to support the national Government to fill these critical gaps and to create a more peaceful, and inclusive society. The involvement of specialised agencies, such as UNICEF, UNFPA, UNWOMEN, UNHCR and IOM helps to ensure that engagements mainstream key populations, including children, youth, women, displaced populations, and migrants, who are often left behind.

> **Some legal and institutional frameworks updated**
> - *Legal Reform in compliance with international obligations and harmonization with other domestic laws;*
> - *Supported Law Reform Commission on criminal legal framework (Code of Evidence, Penal Code, Code of Criminal Procedure);*
> - *Electoral legal framework (incl. Political Party Act); NCAC review and amendments to security sector laws (UNMISS-UNDP-UNWOMEN); support MoGCSW to develop National Family Law (UNWOMEN-UNFPA led); Parliamentary Committees and Ministry of Justice Incorporate international crimes into national law.*
> - *Housing, Land and Property Rights mainstreaming (UNMISS-IOM-UNHCR-UN-HABITAT, FAO-UNDP);*
> - *Review/ Update Draft National Land Policy;*
> - *Support to SDSRB to hold workshop on development of foundational SSR documents in R-ARCSS (in coordination with RJMEC and IGAD).*

a. **Reviewing and reforming legal frameworks**

A key progress that can be highlighted is the PFM agenda reform which is ongoing with the support of the World Bank, UNDP, and IMF. Given the institutional structures in place, this initiative is critical in building institutional capacity as it allows transitioning to government led implementation with all the technical support providing to them by UN agencies. A support was provided to ensure women are represented at the National Constitutional Amendment Committee (NCAC) and engaged in high-level policy reforms. As part of the reform agenda, 12 Special Skills Experts were deployed to R-TGoNU Ministries Departments and Agencies (MDAs, 6 in PFM Secretariat) under the VP for Economic cluster to improve performance in revenue. Institutional readiness assessment was also completed. 20 R-TGoNU institutions were assessed for readiness and take-off in Governance, Economic and Service Cluster and baseline assessment of Anti-Corruption Capacity was completed. Support was also provided to oversight bodies for the ratification of United Nations Convention Against Corruption (UNCAC) and African CAC; The Revision of the PFM Act and the National Audit Chamber Act 2012; The Secondment of gender advisors to both RJMEC and IGAD to monitor Gender Equality and **Women's** Empowerment (GEWE) provisions in R-ARCSS; Review of National security sector laws, Police Act 2009, SPLA Act 2009 (SSDPF), National Security Service (NSS) Act 2014, Prisons Act 2011 and Wildlife Act 2011 and GBV Act 2019; establish an Anti-trafficking Taskforce; Engage Interparty Dialogue debate on the urgency of inclusive constitutional making process.

b. **Strengthening civil and criminal justice institutions**

The joint programme support has been remarkable to strengthening the capacities of Police, in term of counselling services, trauma management and Psychosocial Support and in the Establishment of Police Community Relations Committees (PCRCs) to improve local level security and crime. This lead to increase their functional, technical, and professional capacity to provide effective and equitable justice services to the

population and improves the coordination and complementarity with one another. To complement these, the joint programme launched 15 forums to carry legislative actions and policy actions. As a result, 5,414 justice workforce were protected from Covid-19 work related risks; 1,458 (183 F) benefitted from early release due to Covid. The capacity building was extended to Military justice mechanisms which were supported toward accountability for South Sudan People's Defense Forces (SSPDF) (through training and mobile General Court Martials); Security Sector Reform (SSR) Working Group (UNMISS-UNDP) was also established and developed for Housing, Land Policy Resource Library, as best practice.

c. Supporting transitional justice mechanisms

The UNCT trained national Government to establish the transitional justice mechanisms including those established pursuant to the R-ARCSS and support non-governmental and civil society organizations to ensure the effective and meaningful participation of affected communities at every stage of the process. The assistance includes outreach and public information to increase knowledge and awareness on the various processes and mechanisms of transitional justice to enhance citizens' knowledge

> *In collaboration with the Rule of Law actors including legal institutions, UNDP supported capacity building for the local chiefs in Yambio that contributed to understanding key contemporary issues related to adjudicating of cases in the traditional courts as provided in the Local government Act; and issues specifically related to child custody in case of divorce as provided in the Child Act.*

and improve their participation. This support was useful for survivors of human rights abuses and the launch of the process of societal reconciliation healing through transitional Justice and legal aid services.

d. Increasing equitable access to quick and fair justice for the most vulnerable persons

Reconstructed of Bor traditional court funded using Quick impact funds from UNMIS (Traditional Chiefs after the FGD with the evaluation team)

Measures has been taken to remove the barriers that the most vulnerable groups face in securing their legal rights and other unmet legal needs and empower them to exercise their human rights and demand justice through legal aid, awareness campaigns, alternative dispute resolution methods, strong referral systems and deployment of mobile courts. For instance, 8 Mobile Court were deployed in the states (beyond PoC and UNMISS PoC sites) and 50 PCRC were established. These interventions lead to better handling of SGBV cases, investigation and prosecution, women's rights, and trauma management and psychosocial support and GBV

referral pathway establishment and it also upported 5-Year SP for policing As a result, legal representation for GBV survivors became effective; 558 cases of SGBV (82%Female) received judgement in courts; 451 GBV survivors and juveniles gained court access; 2,752 (1,382 Female) persons received legal aid services; 417,564 (57% Female) individuals reached with legal aid; 1,331 (981 Female) SGBV survivors benefitting legal aid; 1,619 received police Emergency Call Center (ECC) response. Directorate Registry, Nationality, Passport, and Immigration also received some support to ensure additional measures to assist vulnerable groups to have the necessary identification documents without which they are unable to secure their legal protection or access justice and other basic services.

Improving law enforcement and community security

Significant support was provided to improve law enforcement and community security by agencies to regain the trust of the population, through increased police-community relationships using a people centred approach to community policing and empower community security mechanisms to reduce inter-communal violence, GBV, housing land and property disputes and promote safety in hotspot areas and country borders.

In Wau, UNFPA and UNMISS works in collaboration with the NGO CEPO on peace building processes through inter-community trust building; shop/marketing creation, and inter-county exchange visits. In the Wau community, these has led to the creation of peace ambassadors who meet once a month. There were street gangs and inter-community fights since the War in 2012, but now things have changed, and the benefits of these activities are seen in the community. Wau is divided into blocks. There are 44 residential areas, and each block represents an area. Today the traditional leaders of the different blocks discuss and interact with each other. In block B with 13 areas, the leaders meet every month. According to a chief of block, these interventions has rallied the chiefs in the community around a peace tour. They have put an end to the phenomenon of street gang and DGs (street dance groups). According to a young survivor of these street gangs, the youth are now ready to change. He worked for the organization of the tournament that was inaugurated by the governor. He explains that they, the youth, were not enrolled in school and now he is a teacher in the elementary school. They have formed a music group because now they are ready to help save the others who continue with the gangs. The community has been raised by building peace through music and culture, building trust among the youth, integrating dialogue versus the tribalism that was prevalent.

Lesson learned

- A multi-dimensional response linking youth activity to lawfulness economic empowerment can minimise youth violence, reduce re-offending and create peace and stability in the country.

- The impact of conflict-related trauma, particularly on survivors of Conflict Related Sexual Violence (CRSV), can prevents them from full recovery, even after legal redress.

- Continued engagement with national counterparts could facilitate dialogue on sensitive governance and justice issues such as transitional justice, peace agreement, SGBV, and other protection challenges.

- There is no overarching "umbrella" under which agencies engage joint programming or joint activities related to rule of law, opportunities to provide common, united UN front (particularly with respect to legal reform efforts).

- There is need for strong, high-level/strategic coordination across the UN-supported interventions related to governance and justice sector.

CASE STUDY 2

Flagship 1: Fighting Gender Based Violence (Empowering women and youth)

Summary

Under the Flagship (1), the UNCT contribution is to reduce GBV by strengthening national capacities to prevent, protect and respond to GBV and improve the legal, policy and community response. UNFPA leads this initiative in partnership with FAO, IOM, UNAIDS, UNDP, UNESCO, UNHCR, UNICEF, UN Women and WHO and in collaboration with the Ministry of Health, Ministry of Gender, Child and Social Welfare, South Sudan Human Rights Commission, and the Ministry of Justice and Constitutional Development. In a Total budget of US$30 million, US$11.7 million has been funded to launch the flagship. Although UNCF have gained significant advances in fighting against GBV, for having done capacity building at institutional and technical level, and for have provided services and adequate support in the population in need, the UNCF objectives towards GBV remains whole regarding the needs. An effort in resource mobilization is still needed to fill the gap of about 40% of expected budget.

Outcome	Tentative resource Need 2021- 2023
Outcome 1	$ 3,540,000 UNFPA
Outcome 2	$ 375,000 UN Women
Outcome 3	$ 750,000 UNDP
Outcome 4	$ 1,125,000 UNICEF

Background

A total of 9647 GBV incidents was reported according to the Gender-Based Violence Information Management System (GBVIMS) 2020 annual report. Regarding the continued high rate of GBV, CRSV and fragility added to the COVID-19 and natural disasters associated secondary impact, UNCT is committed to contributing to the problem at the national and subnational level specifically in Aweil, Bor, Torit, Juba and Wau. By focusing on 4 keys pillars (Table 1), the UNCT through a joint programme succeeded to build a good and sustainable foundation to address GBV in South Sudan. This includes normative support, social services, building assets and technical capacity in way that facilitate the local ownership.

According to the 2021 HRP, 71 % of the reported survivors were adults, while the remaining 29 % were children. Among all child survivors, 83% are adolescents between the age 12-17 years and 42% of the reported incidents occurred in the context of child sexual abuse. Among all survivors, 4% are perpetuated in the context of child marriage.

Table 1. Pillars of the joint programme /Flagship 1

Health and Psycho-Social Support (PSS)	Protection and security	Justice and Rule of Law	Community engagement and social norms
• Access to quality survivor centred health and PSS support services to GBV survivors	• Protection and security sectors are strengthened to prevent and respond to GBV	• A conducive and supportive legal and policy environment for addressing GBV	• Communities in South Sudan take action to prevent GBV and promote positive social norms

key achievements

a. Social services provision

The fighting against GBV process through UNFPA, in partnership with Ministry of Gender, Child and Social Welfare led to a provision of access to quality survivor centre, health, legal and psychosocial support services for survivors of GBV. 102 clinical staff received capacity building support on clinical management of rape. 12/15 Family Protection Centers (FPC) for GBV survivors were established in 8 states and 5 Women and Girls' Friendly Spaces out of 15 planned, were established and maintained to provide GBV services to survivors of GBV.

> **Achievements in numbers**
> - *6252 GBV survivors received GBV response services at the 11 FPC (2017-Dec 2020)*
> - *1262 cases represented at courts; 477 cases received legal convictions in the courts*
> - *259 health, police and social workers received GBV case management training relevant to their tasks*
> - *5479 community members drawn from different groups of women, youth, community leaders and chiefs trained on basic concepts of GBV and established referral pathways.*

These centers allowed the survivors of GBV increase their access to comprehensive and holistic survivor-centered and have appropriate health, psychosocial, legal, and livelihood support services. The centers were also supported by the willingness of the local authorities stated by the resolutions that the states passed and the mechanisms they established to end child marriage.

> *Across five states, 354 men and youth became champions on raising awareness and promoting referrals and access to PSS for GBV survivors, leading events to campaign against child marriage, girl compensation, discriminatory inheritance, and all forms of gender-based violence in their communities for community male engagement.*

b. Protection and security

To further enhance the community's resilience and to prepare the vulnerable groups to respond properly to the GBV, UN Women supports the Protection and Security Sectors for instance the Ministry of Gender, Child and Social Welfare benefit from a technical support to develop country progress report on the implementation of CEDAW. By using a survivor centered approach, the programme improved access to justice and protection. This effort was complemented by institutions and people empowerment to ensure they are strengthened to prevent and respond to GBV by the embedding psychosocial support services in the institutions providing the services and linking them to economic empowerment initiatives which are essential to addressing the full wellbeing of the survivors and the cyclical harm women and girls experience.

c. Community empowerment

The joint programme contribution to GBV through UNICEF relies heavily on building a strong community engagement. This community-oriented approach has enabled the community to developpe the ownership needed to take action to prevent GBV and promote positive social norms. This support was made possible through a grounded and solid institutional support to the MoGCSW, National Disarmament and Demobilization Commission (NDDRC),, Child Protection Area of Responsibility and humanitarian actors. As a result, the Women and Girls Friendly Spaces' (WGFS) Guidelines was developed and launched to improve women and girls' access to information and services in South Sudan; a practical guide for reintegration of girls

formerly associated with armed forces and armed groups- opportunity for adolescent girls programming was launched.

Beyond this, number of actions took place to better address the GBV issue. For example, 110 Community Action Groups (CAG) were established and trained to create awareness in their respective communities in the 10 states; 53 community actions were successfully implemented by these groups in Rumbek, Yei, Bor, Lainya and Aweil. The actions included GBV awareness in churches, schools, door to door campaigns,

Women and girls friendly space building – built using available local materials in Kuajiena county (Wau) by IOM

advocacy at state level including speaking against GBV at public forums and events; and engagement of the local justice system among others.

Added to this, support to already existing women and girls' friendly spaces was provided to the management of 12 WGFS to offer specialized GBV support and referrals. Staffs from 8 agencies (6 international and 3 national NGOs) were trained on community's care approach to create a pool of trainers on Communities Care Programme (CCP) Model.

> *During a focus group in Yambio, we met with 18 young girl survivors whose fathers were killed. They were abducted and lived for two years in armed groups where they were drugged, repeatedly raped, and abused. They were released following a mediation program under the leadership of UNMISS. Today, they have received training in sewing to rehabilitate themselves. They say they have hope in life again. Although the stigma is still present in the community, UNICEF training program through CMMB has saved them.*
>
> *As they said, they are very happy to participate in this program. They are learning a lot. In addition to learning, they received bicycles. They also received a dignity kit (soap, toiletries, nail clippers, underwear, torch) – for three months - at the beginning of the training in June 2021 and since then, they have not received dignity kits. The center plans to give them a starter kit (sewing kit) at the end but they are worried because they have no place to set up their sewing machine. They are nevertheless happy to be able to invest in a lucrative activity.*

In the prospect of developing a context specific approach to GBV, an assessment finding on beliefs, found that 74% of community discussion participants identified with positive beliefs and attitudes after participating in community discussions. These was also identified in the UNCF 2019-2021 field mission discussion as a very strong basis to build in order to provide sustainable support. As a result, Community Leaders became focal points for community awareness on GBV as well as on COVID 19 through providing factual information and countering myths around the pandemic.

d. Justice and Rule of Law to strengthen and guide efforts towards GBV

To allow a smooth management and monitoring of the effort towards GBV eradication, UNDP led activities create a conducive and supportive legal and policy environment for addressing GBV. South Sudan have therefore established GBV and Juvenile court, which was formally handed over to the Judiciary of South Sudan

in December 2020. Capacity building support was provided and training manuals on the investigation and prosecution of GBV cases were developed**;** justice actors were trained including judges, prosecutors, investigators, social workers and advocates using the manual; Training and sensitization of 482 (92 female) traditional leaders on human rights and substantive principles of law regarding GBV as well as awareness raising to over one million people on GBV, human rights, legal rights and redress mechanisms. Added to this, to promote an institutional anchoring of UNCF intervention in justice and rules of law, MoGCSW and Ministry of Justices and Constitutional Affairs (MoJ) benefit from a normative support provide by UNDP in collaboration with UNFPA.

A technical support was also delivered to enable the government to be operational. 7,000 South Sudan National Police Service (SSNPS) and 7,000 South Sudan Defense Forces (SSDF) action plans against Conflict Related Sexual violence (CRSV) were developed and disseminate in collaboration with UNMISS. The Special Protection Units (SPUs) national coordinating office was launched in 2020. since then, 23 SPUs continued to receive support to report cases as entry points for GBV survivors and the operational capacity of SSNPS forensic department was strengthened. Legal aid was provided through legal representation to 838 (86 percent female) GBV survivors through mobile court deployment in locations with limited or no judicial personnel or facilities across the country

> **Key institutional support /production norms, guidelines & plans completed**
> - *Draft of the Anti GBV Bill.*
> - *Guidelines for Establishment and Management of GBV Shelter in South Sudan*
> - *Strategic National Action Plan to End Child Developed Standard Operating Procedures (SoP) for GBV Prevention, Protection and Response and provide related capacity building of frontline workers;*
> - *SoP for juvenile justice including access to justice for juvenile in conflict with the law involving cases of GBV;*
> - *MoGCSW in the consultation process for the development of a national family law.*

Lesson learned

- GBV interventions required adequate funding support while operating in a fragile and complex environment such as South Sudan. For example, donors' commitment to address GBV were made possible with funding across the four UNCF pillars.

- The fight against GBV requires community champions. The Joint Programme on Gender Based Violence (JPGBV) has encouraged joint implementation /Synergy of various pillar (psychosocial support plus legal component in One stop centre).

CASE STUDY 3
Food and nutrition security (4), Improving food security and recovering local economies (P2)

Summary

Under the Flagship 4, the UNCT contribution is to enhance household food production and strengthen capacities to absorb and adapt to shocks. This initiative aims at providing an effective response to the acute food and livelihood crisis faced by 6.45 million people by reducing dependency on food aid and especially reducing vulnerability of female headed households. FAO leads this initiative in partnership with WFP and in collaboration with the Ministry of Agriculture and Food Security. For a total budget was $115 million, $50 million were funded before the launch of the initiative. The funding delivery ranged from 103M $ in 2019 to 73M $ in 2020 which is less than 50% of the budget estimated in 2020.

Background

In South Sudan, 6.36 million people (53%) are facing severe acute food insecurity, mostly living into catastrophe, emergency and crisis situation, with a high concentration in Jonglei, Unity, Upper Nile, Lakes, Warrap and Northern Bahr

Feeder Road construction to strengthen the livelihood and resilience At Kuajiena - Wau / funding from WFP

el Ghazal states according to IPC analysis results (2020). Interviews and field discussions unanimously point out that the situation is only getting worse due to two main problems: 1/the recurrent climatic anomalies (flood/ drought) with the potential increase in returnees in need of protection, reintegration and resettlement and 2/the insecurity that still prevails in some parts of the country. Added to this, the COVID-19 which impacted the lives and livelihoods of millions has also led to the departure of some donors. According to interviews with line ministries at the national and states levels, UN, and donor actors, - institutional implementation capacity in the agricultural sector is limited – most offices are understaffed or lack relevant capacity, no structured agricultural and food security extension services are in places.

However, the potential of some states such as Western Equatoria (green belt), and the existence of the comprehensive agriculture master plan developed in the Ministry of Agriculture with the support of Japanese represent opportunities to build change in food and nutrition. Regarding the challenges, the UNCT Joint intervention through WFP and FAO specifically target food to eat and food to plant in order to «*give people dignity and no more demanding*».

> «*With the agricultural potential of the Western Equatoria states, it can supply the whole country and even serve the surrounding countries if adequate investments are made*»
>
> A key Informant, Yambio

Key achievements

In alignment with the NDS, this flagship implemented at national and subnational level initiated various efforts toward restoring productive capacities. Keys actions were undertaken to enhance production, increase productivity, and access to markets and support learning, knowledge, and skills development.

Flagship report, 2020
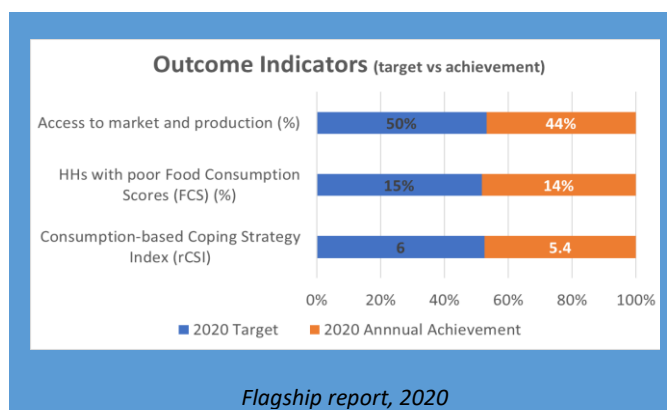
a. **Resilience approach in the flagship**

Led by FAO, a resilience approach was adopted to meet all components of food and nutrition, mitigating the conflicts related to the migration of herders / cattle which creates a lot of conflict. Its focuses on developing sustainable agriculture by strengthening the populations at the cooperative level, modernizing certain agro-pastoral sectors such as beekeeping and providing support to value chains linking producers to the market while providing support with food distribution and non-food items with the collaboration with UNMISS, WFP, UNICEF.

In Wau, 5/10 Cooperatives have been supported in the value chain development. FAO supports the improvement of the fisheries value chain. But Fish die due to old age. 98% of the fish harvested are sun dried and smoked, this reduces the market prices. To address this issue, they provide: Modern coolers / Natural cooler; Motorbike to bring fish to the market; Agri-enterprise – envision linking fishermen to the hotel and restaurant who pays better market; and Vegetable garden- planting garden, feeds and solar power irrigation equipment.

With trainings and facilities' support, 14,642 people accessed markets and production inputs; 166,278 people who benefited from knowledge-based development efforts; about 1 million people received food/cash-based transfers, commodity vouchers/ transfers; 1,329 community or groups received training/technical support; 113 assets built, restored, or maintained, and livelihoods diversified; 37,882 smallholder farmers/households/ cooperatives supported /trained.

b. **Context bound response for food security**

In Wau for example, FAO contributes by providing seeds, inputs and agricultural kits and fish kits to the most vulnerable to have a multiplier effect through various projects. In doing so, they try to provide responses that are adapted as much as possible to the context (Eg. from March to October, they distribute seeds, inputs and plant and fishing kits. In the dry season, they distribute short term plant and vegetable kits). They support Vegetable production to address nutrition by promoting kitchen garden and production of seed, providing solar power. With the help of local partners, about 10,000 people have benefited.

c. **Cash – based assistance**

Under Cash Assistance for Asset (CFA)-Food Security/Livelihoods for Vulnerable Populations, World Vision in collaboration with WFP, FAO, local communities and State Ministry of Agriculture (SMoA) provided Cash

transfers to selected participants for meeting their short-term food needs in a period of 6 months and supporting community and household's level assets creation, communal agricultural systems like the group farms or gardens in Yambio. A total of 3,805 people of which 1842 were female benefited from the support. This initiative intends to meet the short-term food needs of food-insecure households through conditional cash transfer as well as creating functioning community assets that enhance resilience of vulnerable families and communities to future shocks, promote diversified livelihoods, increased agricultural production, and

reduced negative coping mechanisms among vulnerable group. World Vision in partnership with WFP conducted general food distribution and Cash transfer to about 4241 refugees in Makpandu and IDP/returnees and target supplementary feeding of nutrition supplies to moderate acute malnourished mothers as well as under five-years old children in Bangasu Payam. A total of 22.108 metric tons of cereals distributed to 4,211 Refugees (2,204 female) out of the 5406 targets in Makpandu; and 4.841 metric tons of nutrition assorted commodities (TSFB) distributed to 1,450 people in the 9 Nutrition facility sites.

FGD with beneficiaries of WFP safety nets, Food for Assets and Cash transfer activities in Rumbek.

d. Cash-based and food-based assistance in Rumbek

The food assistance is to save lives at high risk, including refugees and disadvantage population and improving on nutrition status of moderate acute malnourished persons by reducing high rate of malnutrition among children 6-9 months, pregnant and lactating women in target areas. In Rumbek, the WFP provides cash-based and food-based assistances to women and youth groups. With the money the women received, they were able to pay for household items and children's school needs. They also had the chance to work with cash for work for the construction of the road.

d. Capacity building activities in Yambio

Skills' transfers were provided men, women and youth groups in Yambio by World Vision in collaboration with WFP, FAO and the State Ministry of Agriculture to enhance households' income, livelihoods, and access to food sources. Provision of Agricultural inputs such as seeds, farming tools, environmental conservation (trees planting/production) and

«This activity helps a lot because they have created with the money from the sale, a system of VSLA which allows to pay the school fees at the beginning of the school year. The savings bank opens in November and allows to prepare the next year».

fish conservation activities. Village Saving and Laon Associations were created, and members were trained by FAO. This aims at improving the skills and knowledge as well as the farmers and local actor's management capacity on traditional credits and loans' mechanisms in Yambio Town, Bazungua, Gangura, Bangasu Payams; Nzara Central, Sakure, Sangua and Basukangbi Payams.

FAO in partnership with Samaritan Touch Organisation (STO) completed 2 trainings under literacy and numeracy programme in Yambio. The initiative aims at providing target group members with improved skills

and ability in basic reading and counting to help them in record keeping as they conduct their economic and livelihood related activities.

Relatively to the vegetable production activities-seed bed management, FAO also conducted three days integrated fishing farming training in Yambio to five fish farm groups with 45 participants comprising 25 females and 20 males. Prepared and planted three seedbeds for foliage seeds in Yabongo area at keneapai

Women Fish Pond in Yambio

group for livestock. The three seedbeds for foliage seeds included cliterea, mong Beams and pharacoas foliage seeds. The seeds were provided to livestock group to plant as pasture for animals, collocating with WFP, Cordaid and the State Ministry of Agriculture.

Lesson learned

- Joint interventions can bring more interesting results in terms of complementarity and addressing problems.

- Direct effects of a flagship on the population are difficult to extract given the complex needs and diverse supports that impact the population in general.

- Joint intervention project most go beyond the instrumental character for resource mobilisation to become a concrete operational tool.

- Donor commitment to address Nutrition and food security issue through joint programming is critical to align with a joint-implementation approach.

<table>
<tr><td align="center">**CASE STUDY 4**</td></tr>
<tr><td align="center">*Flagship 2- Provide Essential Health Services (PEHSP), PRIORITY 3: Strengthening social services*</td></tr>
</table>

Summary

The UNCT contribution under the flagship 2 is to deliver cost-effective, high-impact essential health services to areas that have experienced the strongest effects of conflict in the country and assist in assessing and monitoring the accessibility of health services and service readiness. UNICEF leads the initiative to provide health services in conflict-affected areas in partnership with UNFPA (for provision of family planning commodities), the World Bank and the International Committee of the Red Cross and in collaboration with the Ministry of Health. WHO leads the component related to access to health services and strengthening sector coordination in collaboration with the Ministry of Health and the National Bureau of Statistics. A total budget of $62.7 million were delivered, with about $62.3 million total expenditure. Additional opportunity of fundraising includes the World Bank funding extension and the Malaria Global Fund with the opportunity to integrate/boost malaria interventions into primary health care.
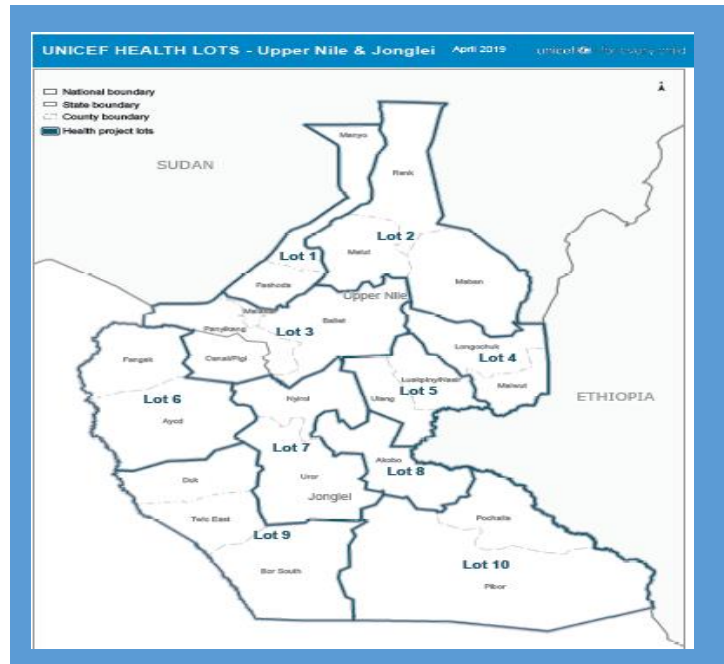
Background

In the health sector, South Sudan is facing many challenges including power vacuum, insecurity, flooding, accessibility to health services. The communities suffering from weak referral systems, with limited capacity to improve within the budget under the project, resulting in complaints from communities, social norms, stigmatization for increased uptake of services. Particularly, health indicators in the Jonglei and Upper Nile are among the direst in the country. In this context, the UNCF purposes through the joint programme to provide essential primary health care services to some of the most vulnerable populations, especially women and girls, while using information on health service availability to guide interventions to make the health system more resilient to face shocks and address some of the key sociocultural determinants of health. The intervention focuses in the Upper Nile and Jonglei states where access to primary health care has been difficult for a large proportion of the vulnerable population, including IDPs and host community populations.

Key achievements

With the financial support of the joint programme, the interventions on service delivery, availability of health services, functionality of health facilities benefits to the 191 health facilities (7 hospitals, 58 Primary Health Care Centre (PHCC), 126 Primary Health Care Unite (PHCU) that were supported and funded.

Donated Oxgen machine to Hospital in Bor

a. Extent of joint effort

UNCF provides an effective support and capitalizes to health sector with WHO's extensive outreach across all the health facilities, UNICEF's mandate area of health care for girls and boys, and UNFPA's mandate area of sexual and reproductive health and rights. Even if the achievements in the field show a coordinated effort to respond to the problem of health, much collaboration beyond the joint planning remains to be done to ensure that the partnerships with the Government and other strategic partners demonstrate UN's principle of 'Delivering as One'. For example, in this joint programme on Provide Essential Health Services Programme (PEHSP), WHO worked mainly in providing support on the normative work (e.g. guidelines, policies, etc) to the Ministry of Health. In this context characterized by a weak health system, they were able to provide operational support in emergencies. In this respect, they worked on improving the delivery of child essential health services in health facilities through roll out of Integrated Management of Neonatal Childhood Illness (IMNCI) revised guidelines and in PEHSP communities through Boma Health Initiative (BHI) roll out. Provide training on Surveillance and Rapid Response Team (SRRT) on emergency preparedness and response and Health Services Functionality (HSF) project at national level. In the other hand, UNFPA strengthened family planning services through clinical management of rape training, completed post rape kits distribution, family planning commodities, GBV referral pathways with GBV sub-cluster

b. Increased services delivery

According to the PEHSP, the joint programme registers an increased uptake of health services despite the COVID-19 outbreak. On 29% of the South Sudan target population, over 100% of expected children under five received health services. For children less than 1 year, 103,843 received Penta3 vaccination and 99,001 received measles vaccination (first dose), 20,662 newborns received postnatal visit within two days of birth, and this seems as an important improvement as such practice was not recorded before. About 1,1 million children under 5 received curative consultation, 160,931 children aged 6-59 months received vitamin A. Almost 90% of pregnant women, received health services which wasn't the case before, and births attended by skilled birth personnel two time more than before. Clinical management of rape services was provided to 522 (100% of reported GBV cases) gender-based survivors, which is also an innovation in the health system. These results were the fact of improved availability of health services and the improved functionality of targeted facilities.

4. Improved availability of health services

Impressive efforts towards improving the availability of health services have been made by WHO as shown in the tables below.

Number / % of facilities that provide routine vaccinations			Number / % of facilities that provide antenatal services (ANC)			Number / % of facilities that provide skilled birth attendants (SBA) for normal deliveries		
Target	# HFs	% achievement	Target	# HFs	% achievement	Target	# HFs	% achievement
185	106	57%	185	145	78%	185	81	44%
185	106	57%	185	147	79%	185	74	40%
185	140	76%	185	169	91%	185	81	44%
193	170	88%	193	187	97%	193	101	52%
191	159	83%	191	168	88%	191	119	62%
191	178	93%	191	184	96%	191	105	55%

Number / % of facilities that provide postnatal services (PNC)			Number/% BEmONC facilities (PHCCs & Hospitals) operational on 24/7 basis			Number / % of facilities that provide family planning methods & counselling			Number / % of facilities that provide Clinical Management of Rape (CMR)		
Target	# HFs	% achievement	Target	# HFs	% achievement	Target	# HFs	% achievement	Target	# HFs	% achievement
185	130	70%	62	37	60%	185	44	24%	62	35	56%
185	117	63%	62	41	66%	185	53	29%	62	30	48%
185	141	76%	62	41	66%	185	73	39%	62	39	63%
193	153	79%	65	53	82%	193	86	45%	65	51	78%
191	154	81%	65	43	66%	191	136	71%	65	53	82%
191	167	87%	65	51	78%	191	113	59%	65	55	85%

* No data for Uror and Akobo HF in Q3 2020 - Source: WHO HSF Oct- Dec 2020

5. Improved functionality of health facilities

At least 50 percent of the health facilities was supported and became functional, with services available to the needy people deprived of health services due to outright unavailability or suboptimal functional levels in these two states. They are now able to receive health services that are up to the norm in terms of the quality and content of the Basic Package of Health services (BPHS). This contributes to the '*leaving no one behind'* principle, thus contributing to universal health coverage and the SDGs. The free delivery of services at the point of use is therefore contributing to alleviating the financial burden for the most vulnerable users.

Despite all these progress and the deliberate effort of UNCT for harmonization and synergy to better draw from the comparative advantages of the agencies, there is still a need to build on the gains recorded to further consolidate the quality and scope of services as well as integrate a capacity building component targeted at the Ministry of Health mid-level cadre at the central level with the intention of creating the right conditions for a future transition of the oversight of interventions from the UN agencies in the near future. The work of the steering committee will provide the required forum for the participating agencies and government at the state and national level to refine planning and review regular implementation and progress.

Table 5. Classification of functionality status for different levels of health facility.

Status	Designation	PHCU	PHCC	Hospital	Mobile clinic / backpacker
0	Not functional				
1	Open, minimally functional	Offers only one BPHNS service -OR- Offers more than one BPHNS service, but is open less than 5 days a week	Offers only one BPHNS service -OR- Offers more than one BPHNS service, but is open less than 5 days a week	Offers only one BPHNS service -OR- Offers more than one BPHNS service, but is not open 24h/7d	Offers only one BPHNS service and is open less than 5 days a week
2	Open, moderately functional	Open 5 days/week -AND- Offers more than one BPHNS service, but less than the full package	Open at least 5 days/week -AND- Offers more than one BPHNS service, but less than the full package	Open 24h/7d -AND- Offers more than one BPHNS service, but less than the full package	Travels with population or at least weekly visits -AND- Offers more than one BPHNS service, but not both OPD and ANC
3	Open, highly functional	Open 5 days/week -AND- Offers all of the following BPHNS services: OPD EPI ANC PNC SBA FP	Open 24h/7d -AND- Offers all BPHNS services from PHCU level, plus: BEmONC LAB PMTCT ART OTP or TSFP SGBV NCD	Open 24h/7d -AND- Offers all BPHNS services from PHCU & PHCC levels, plus: CEmONC PAED GEN SURG SC TB MHPSS	Travels with population or at least weekly visits -AND- Offers all of the following BPHNS services: OPD and ANC

Source: WHO HSF database

Lessons learned

- Intense capacity building/coaching of IPs and frontline health care workers is essential to have a strong health HR staffing

- Realistic targets/objectives under operational constraints could steady progress on health service delivery, functionality of facilities, and availability health services.

- Lack of infrastructure could drastically impact service delivery if adequate funding for rehabilitation and, construction of wash infrastructures is missing.

Appendices

Appendices
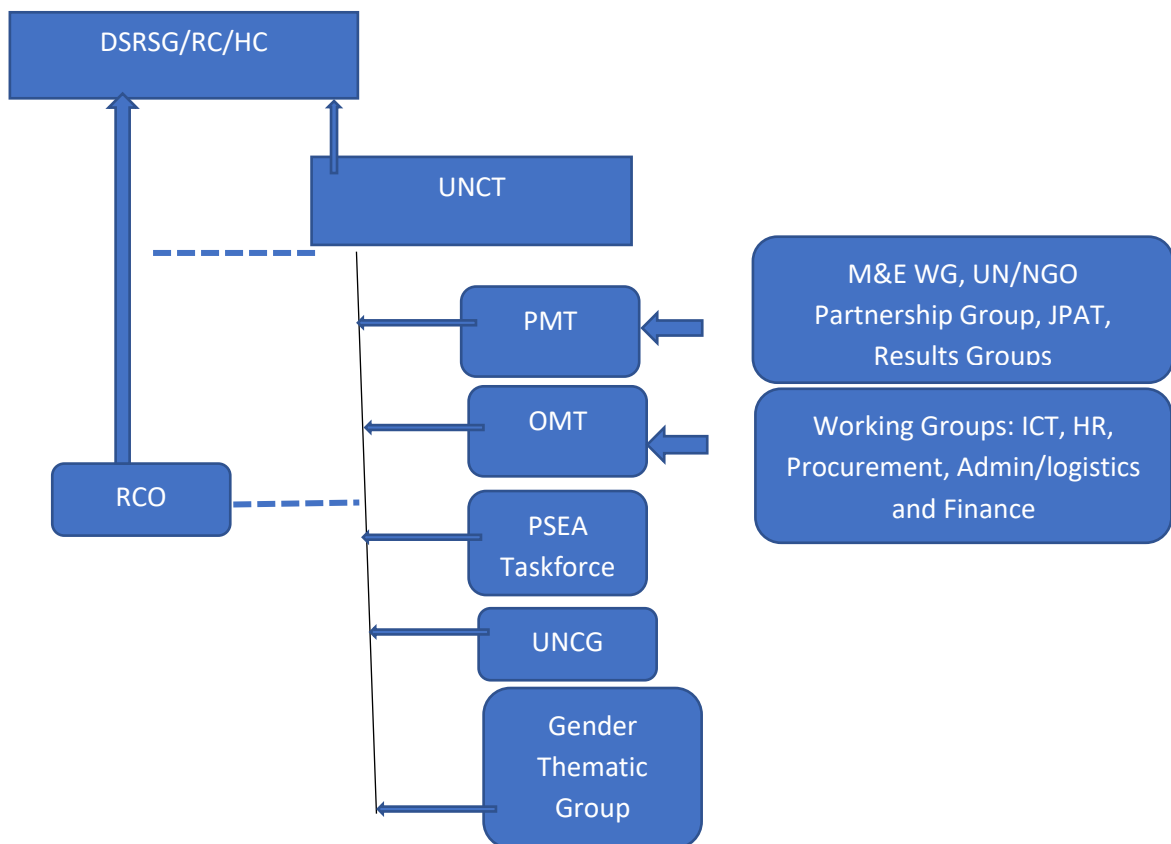
Appendix 1: Evaluation Terms of Reference

ToR -South Sudan
_2019-2022 UNCF Ev

Appendix 2: 2019-2021 UNCF Results and resources framework

2019-2021_UNCF
Results and Resourc

Appendix 3: UNCT Coordination

Appendix 4: Priority areas, outcomes and expected outputs of the UNCF

Priority area **1 - Building Peace and Strengthening Governance**		
Priority SDG: SDG 16 Peace, Justice and strong institutions – Identified in consultations as the fundamental priority SDG for South Sudan that will function as an enabler for other SDGs		
Outputs	**Outcome 1 -** The South Sudanese population, particularly the most vulnerable, benefit from strengthened peace infrastructures and accountable governance at the national, state, and local levels.	
	1.1	Political Governance Processes and Transitional Institutions and Mechanisms supported for effective, transparent, and responsive governance.
	1.2	Public Administration strengthened through institution building and reform
	1.3	Mechanisms for conflict management, community security and social cohesion strengthened
	1.4	Access to Justice, Rule of Law, Transitional Justice and Human Rights protection supported
	1.5	Support CSOs/Media to promote peace, reconciliation, democratic governance, rule of law and human rights
Priority Area **2 - Improving Food Security and Recovering Local Economies**		
Priority SDGs: SDG 2 - Zero hunger as crucial to South Sudan and an urgent priority with strong 'enabling' potential to unlock broader progress in other areas. And SDG 8 - Decent work and economic growth		
Outputs	**Outcome 2 -** Local economies are recovered and conditions and coping strategies are improved for vulnerable communities to end severe food insecurity.	
	2.1	Vulnerable communities engage in development of and benefit from functional and accountable policy, legislative frameworks, and natural resource management practices to improve the enabling environment and the right to adequate food.
	2.2	Vulnerable communities are supported to enhance production, increase productivity, access, and linkages to markets to strengthen resilience
	2.3	Vulnerable communities and partners benefit from learning, knowledge, agricultural practices, and skills development to improve their resilience.
	2.4	Vulnerable communities have access to competitive and enabling private sector led initiatives and trade opportunities to increase production and promote markets integration.
Priority area **3 – Strengthening Social Services**		
Priority SDGs: SDG 4 – Quality education SDG 3 – Good health and wellbeing SDG 6 – Clean Water and Sanitation		
Outputs	**Outcome 3 -** Most vulnerable populations including women and children increasingly use improved basic healthcare, nutrition, education, and WASH services in South Sudan.	
	3.1	People in South Sudan, particularly children, women, youth, and people living with chronic illnesses have increased access to and utilization of quality essential health services
	3.2	Population in South Sudan particularly youth, key population and people living with HIV have increased access to and utilization of quality HIV services
	3.3	Nutrition - Girls and boys under age five, adolescent girls and women in South Sudan increasingly access more equitable and better-quality nutrition services by 2021
	3.4	Vulnerable and emergency-affected people in South Sudan including children and women have access to basic drinking water, sanitation facilities and increased the capacity for effective emergency preparedness, response and recovery for WASH services.
	3.5	Children, adolescents, youth and adults have increased and equitable access to lifesaving quality education with improved learning outcomes and essential life skills.
Priority area **4 – Empowering Women and Youth**		
Priority SDG: SDG 5 – Gender Equality (Consultations on SDG 5 to act as enabler for progress in other areas)		
Ou	**Outcome 4 -** Participation and leadership in decision-making, and protection against gender-based violence for women and youth enhanced.	

	4.1	Strengthened capacities of women of all ages to participate, engage and lead in political, governance, social and economic institutions at national and state level.
	4.2	Strengthened capacities of multi-sectoral services providers and community-based support to prevent and respond to gender-based violence (GBV) including violence against women & girls (VAWG), harmful practices and child marriage.
	4.3	Youth and young women are empowered and informed to participate in humanitarian – development and peace nexuses planning, programming, implementation, and evaluation.
	4.4	The government of South Sudan and partners are capacitated to systematically assess progress on implementation of CEDAW, Beijing Platform for Action, UNSCR 1325, UNSCR 2250, Maputo Plan of Action and SDGs.

Source: Adapted from the UNCF results and resources framework (Annex 2).

Appendix 5: Reconstructed Theory of Change

Impact

Consolidation of peace and stabilization of the economy

Outcomes

NDS Outcome 1 - Consolidate peace: return the displaced, enforce the law, silence the guns; Stabilize and revitalize the national economy

NDS Outcome 2 - Secure food, improved food security and livelihoods

Outcome 1 - South Sudanese population, particularly the most vulnerable, benefit from strengthened peace infrastructures and accountable governance at all levels

Outcome 4 - Participation and leadership in decision-making, and protection against gender-based violence for women and youth enhanced

Outcome 3 - Most vulnerable populations including women and children increasingly use improved basic healthcare, nutrition, education, and WASH services in South Sudan

Outcome 2 - Local economies are recovered, and conditions and coping strategies are improved for vulnerable communities to end severe food insecurity

Outputs

NDS Priorities

Priority area 1 :
Five progress outputs on SDG 16 (Peace, Justice, and strong Institutions)

Priority area 4
Four progress outputs on SDG 5 (Gender equality

Priority area 3 (Five progress outputs)
• SDG 4 (Quality education)
• SDG 3 (Good health and wellbeing)
• SDG 6 (Clean water and sanitation)

Priority area 2
• Four progress outputs on
• SDG 2 (Zero hunger) and
• SDG 8 (Decent work and economic growth)

Inputs

| Capacity development Plans of strategic partners | Operational and technical support programmes | Coordination, synergies, mechanisms and partnerships | Expertises, Human and Financial resources | Advoacy, knowledge management and communication | UNCT mission, core role and strategies |

Risks/Barriers
• *Weak political transition and domestic political will*
• *Low investment in human resources and donors' engagement*
• *Security situation allows free movement of goods and services*
• *Deepened social and political fragmentation and gender inequality*
• *Economic crisis and lack of services*
• *Persistent conflict and fragility*
• *Recurrent shocks and stresses*

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Appendix 7: UNCF Stakeholders' mapping

The list of stakeholders is available here:

Rev_List_Potential
stakeholders_ 2019-

Groups	Stakeholders	Roles / Responsibilities
United Nations Mission /UN Agencies[44]/OCHA	DSRG/RC/HC	- Coordination, planning and M&E - Engage the political leadership of R-TGoNU on the peace process and broader humanitarian, recovery, and development issues.
	UNMISS	- Contributes to UNCF priority area of building peace and strengthening governance as part of the Mission's mandate. - Enhances the role of the United Nations as a partner for peace and development, and the ability of the United Nations to build on and strengthen local and national ownership.
	UNCT	- Strengthening the collaboration with the R-TgoNU - Provide support to national development priorities through the Cooperation Framework - Support dialogue with all relevant national, regional, and international stakeholders including civil society, women's organizations, and non-governmental organizations. - Work with a range of government and non-government partners and emphasize people- and community-focused engagement at the local level. - Promoting learning and knowledge transfer through South-South and Triangular opportunities will also be an important partnership objective. - Ensure synergy and complementarity across the humanitarian- development nexus and operationalize the New Way of Working - Leverage existing partnership mechanisms and build new ones with humanitarian partners both within and outside the UN system
	Programme Management Team (PMT) and Operations Management Team (OMT)	- Provide the platform for inclusive and participatory national planning, budgeting processes and development coordination - Ensure strong accountability and regular reporting on progress from the PMT; and ensure Monitoring and Evaluation - Provide Business Operations Strategy - Undertake various assessment, planning and coordination mechanisms of the UNCT, and co-chair the UN Task Force on the support to the National Dialogue
	UN Communication Group (UNCG)	- Ensure joint communications and the implementation of the communications strategy for ensuring that stakeholders are equipped to engage with UN partners based on sound information on the work of the UNCT and its results.
	FAO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, IFAD, ILO, UNMAS, UN WOMEN, UNOPS, WFP, UN-HABITAT & WHO.	- Implementing agencies: Contributing to the UNCF priority areas 1, 2, 3 and 4 - Joint activities between the UNCT and their humanitarian partners also involve continuous identification and mapping of new entry points for collaboration across mandate areas, among different actors and in different parts of the country - Report to UNCT on achieved progress as well as on challenges
	OCHA	- Coordinate the humanitarian response through the Humanitarian Response Plan.

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[44] UN agencies are co-chairing the different sectors with government and donors

Donors and partners	(World Bank, Multi-Partner Trust Funds, Peacebuilding Fund, AfDB, and Country donors)	- Provide capacity support to the Aid Coordination Unit at MoFP to strengthen development coordination. - Provide support on public financial management and macro-economic reform (eg. agriculture, infrastructure, and transport sectors, imperative to find useful areas of convergence with its new Country Engagement Note). - Supporters of the budget or providers of the core contribution for recovery and resilience.
	Bilateral and multilateral partners	- Help to obtain buy in and support for UNCT activities and mobilize resource for in specific thematic areas. - Help address challenges pertaining to funding for government activities, and concerns about potential misuse or allocating of funds to the security sector.
National Government and state authorities	Ministry of Finance and planning and Sectoral ministries	- Provide the platform for inclusive and participatory national planning, budgeting processes and development coordination - Enhance Government ownership which is crucial to long-term results and sustainable development and peace. - Build capacity of both central and local government structures, and wherever it exists, while ensuring a balance between the two.
	Sector Working Groups (SWGs)	
	State governments (Governors, County Commissioners, other state officials)	- Engaged with community meetings and consultations. - Monitoring the endorsement of community decisions. - Under the Local Governance Act (LGA), responsible for service delivery. - Supporting the planning and implementation of local development initiatives under semi-formal community institutions
Group beneficiaries (Community members)	Women and girls, youths, Vulnerable households and peoples with disabilities; Returnees and IDPs,	- Endline beneficiaries (also include female-headed households, households headed by persons with disabilities, and households headed by children) - Youth could contribute significantly to stability and economic prosperity
	Local religious leaders	Facilitators: Often have substantial moral and other authority in their communities
Implementing Partners (CSOs / NGO / Private sector)	International and National NGOs	Support services/Implement the UNCT interventions as executing partners on the field
	Civil society organizations	Engage and advocate for improving governance, accountability, justice law and order, and implementation of the peace agreement.
	Private sector	Resources and services / deliveries
Others (Academic/ Think Tank)	University of Juba, the University of Rumbek, the National Transformational Leadership Institute (NTLI), and Stockholm International Peace Research Institute (SIPRI)	Resources and service deliveries

Appendix 8: Evaluation matrix

Sub-questions	Indicators	Data sources	Data collection methods	Data analysis methods
2. Relevance (including coherence, coverage, and connectedness)				
1. Has the UN system supported achievement of national development goals and targets, in alignment to relevant national plans, strategies and frameworks?	- Degree of alignment to national development goals and targets - Alignment to national plans and priorities	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO)	- Desk review - KIIs - Field observations	- Content analysis - Analysis of coherence - Triangulation
2. Has the UN system interventions remained relevant to the needs and priorities of the country and people and responsive to emerging and unforeseen needs of the country and the people, especially the most vulnerable groups and those farthest behind?"	- Degree of relevance of UNCF interventions to the needs and priorities of peoples - Relevance of the UNCF to the needs and priorities of most vulnerable groups (largely for women and youth)	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO) - Beneficiaries	- Desk review - KIIs - FGs - Case study - Field observations	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Contribution analysis - Triangulation
3. To what extent did the UNCT and HCT apply a Resilience and Nexus approach in their programing-- linking prevention, preparedness response and early recovery with national capacity building?	- Adequation between humanitarian and development counterparts - Degree of preparedness responses for recovery and resilience building - Alignment of capacity building agenda to existing national needs	- UNCF reports - UNCT/UN agencies - Government staffs - Donors - Implementing partners (CSO & NGO)	- Desk review - KIIs - Field observations	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Funding Analysis - Contribution analysis - Triangulation
3. Effectiveness				
1. What progress has been made towards the realization of UNCF outcomes (collective outcomes) as a contribution to the national recovery and development process and in terms of indicators as reflected in the UNCF framework?	- Degree of progress towards the achievement of priority areas indicators - Extent to which the achieved outcomes contribute to the collective outcomes - Degree of prioritisation of both PfRR and non-PfRR for country support locally	- UNCF reports - UNCT/UN agencies - Government staffs - Donors	- Desk review - KIIs - Case study - Field observations	- Content analysis - Analysis of coherence - Funding Analysis - Contribution analysis - Triangulation
2. Which are the main factors that contributed positively or negatively to the progresses towards the UNCF outcomes and National Development Strategy Goals and development process?	- Existence of positive factors and their contribution to the achieved outputs & outcomes - Alignment of the achieved outcomes to the UNCF results and resources framework - Level of existing challenges and nature of mitigation strategies developed by UNCT	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO) - Beneficiaries	- Desk review - KIIs - FGs - Case study - Field observations	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Contribution analysis

				- Triangulation
3. To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and actors?	- Extent to which UNCF promote national expertise and actors - Alignment of achieved outcomes to the national development programmes	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO)	- Desk review - KIIs - Case study - Field observations	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Contribution analysis - Triangulation
4. To what extent did the UNCF succeed in strengthening national capacities for resilience and recovery, building partnerships, the realization of human rights and promoting gender equity and equality?	- Degree of UNCF achievements for capacity building of national and sub-national staffs along the four priority areas - Degree of UNCF achievements for capacity building of CSOs and national NGOs along the four priority areas	- UNCF reports - UNCT/UN agencies - Government staffs - Donors - Implementing partners (CSO & NGO)	- Desk review - KIIs - Case study - Field observations	- Content analysis - Strategic comparative advantage analysis - Funding Analysis - Contribution analysis - Triangulation
5. To what extent did the UNCF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?	- Extent to which UNCF promote human rights and gender equality in the achieved outputs and outcomes - Extent to which UNCF involved an inclusive participation of all beneficiaries' groups and most vulnerable actors in the achieved goal	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO) - Beneficiaries	- Desk review - KIIs - FGs - Case study - Field observations	- Content analysis - Analysis of coherence - Funding Analysis - Contribution analysis - Triangulation
4. Efficiency				
1. To what extent and in what way has the UNCF contributed to a reduction of transaction costs for the government and for each of the UN agencies?	- Extent to which UNCF performed a comprehensive monitoring of coordination and programming - Extent to which UNCF support collaborative, coherent and complementary actions across the four priority areas	- UNCF reports - UNCT/UN agencies	- Desk review - KIIs	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Funding Analysis - Triangulation
2. In what ways could transaction costs be further reduced?	- Availability and positive factors for a reduction of transaction costs - Nature of coordination mechanism and functioning pathways - Existence of synergy of actions between UNCT and government entities towards the achievement of planned results	- UNCF reports - UNCT/UN agencies	- Desk review - KIIs	- Content analysis - Strategic comparative advantage analysis - Triangulation
3. To what extent have the organizations harmonized procedures in order to reduce transaction cost and to enhance results?	- Extent to which UNCT revised the admins, policies, and procedures for least cost delivery of results - Extent to which UNCF performed a comprehensive monitoring of coordination and programming	- UNCF reports - UNCT/UN agencies - Government staffs - Donors	- Desk review - KIIs - FGs	- Content analysis - Strategic comparative advantage analysis - Funding Analysis

	- Performance of the reporting timeline (respect of timing and communication)			- Triangulation
5. Sustainability				
1. To what extent did the UNCF respond to challenges of national capacity development, and did it promote national ownership of the development process and institution-building and institution-strengthening in government?	- Extent to which UNCF develop coping mechanisms to identified challenges - Extent to which UNCF promote national ownership on the development process - Existence of exit strategy and extent to which they can support the achieved results for the institutional level (govt)	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO)	- Desk review - KIIs - Case study - Field observations	- Content analysis - Analysis of coherence - Funding Analysis - Triangulation
2. To what extent did the UNCF respond to challenges of national capacity development, and did it promote national ownership of the development process and institution-building and institution-strengthening in civil society and NGOs?	- Extent to which UNCF develop coping mechanisms to identified challenges - Extent to which UNCF promote national ownership on the development process - Existence of exit strategy and extent to which they can support the achieved results for the CSO level	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO)	- Desk review - KIIs - Case study - Field observations	- Content analysis - Analysis of coherence - Funding Analysis - Contribution analysis - Triangulation
3. Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results of donor intervention in the country?	- Extent to which existing synergies and collaboration fostered by UNCF have contributed to the sustainability of achieved results funded by donors - Existence and extent to which complementarities fostered by UNCF have contributed to the achieved results funded by donors	- UNCF reports - UNCT/UN agencies - Government staffs - Donors	- Desk review - KIIs	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Funding Analysis - Contribution analysis - Triangulation
4. Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results government intervention in the country?	- Extent to which existing synergies and collaboration fostered by UNCF have contributed to the sustainability of achieved results funded by government - Existence and extent to which complementarities fostered by UNCF have contributed to the achieved results funded by government	- UNCF reports - UNCT/UN agencies - Government staffs - Implementing partners (CSO & NGO)	- Desk review - KIIs - Field observations	- Content analysis - Analysis of coherence - Strategic comparative advantage analysis - Triangulation

Appendix 9: Explanation of Sampling and proposed samples

Proposed Sample	Purpose/Objective	Sampling Criteria	Population/ Sampling Frame	Sampling Unit	Sample Size	Sampling Design/Method	Limitations
Sampling for desk review							
UNCF documents and related materials (external reports relevant to the project)	To utilize secondary data as evidence stream	Relevant to the UNCF in South Sudan	All project/programmes related materials	Individual materials	Number of project/ programmes materials available and related to UNCF	Census	Quality of some materials and reliability of some data may be an issue
Sampling for Key informant interviews							
Sample of stakeholders in South Sudan and abroad (out of the country)	To capture qualitative primary data related to evaluation questions quantitative data could be captured as well	Specifically named stakeholders in each group to be identified in collaboration with UNCF, and partners	All individuals and partner organisations identified (but the exact sampling frame isn't known)	Individuals in Juba, Wau, Rumbek, Yambio and Bor with credible knowledge of the UNCF	Total = 225 (79.5% men and 20.5 % Women), 64 virtually (28 women & 36 men) and 161 in South Sudan (18 women & 143 men)	Purposive and non-random sampling	Confidence intervals not applicable; subject to bias
Sampling for Focus-group discussions							
Sample of group beneficiaries in South Sudan (Women, men, and youth groups)	To capture qualitative and quantitative primary data related to evaluation questions	Specifically named stakeholders in each group to be identified in collaboration with UNCT and ESC	All beneficiary groups identified	Beneficiary groups in Juba, Wau, Rumbek, Yambio and Bor with credible knowledge of the UNCF interventions	Total: 24 FGDs such as 3 Mixed, 8 youths, 4 men and 9 women groups (6 in Wau, 11 in Rumbek., 5 in Yambio, and 2 in Bor).	Systematic sampling	Confidence intervals not applicable
Sampling for field observation							
Sample of the UNCF projects' partners locations in South Sudan	To capture additional qualitative primary data related to evaluation questions which have been raised or missing and serve as physical evidence to data collected	Specifically list of key achievements (mostly physical achievements) identified in UNCF annual/final reports	All physical achievements identified (sampling frame can be known)	Each physical achievement in the UNCF projects' partners locations in South Sudan	Total = 5 counties in 5 states	Purposive and random sampling	Can be too subjective and time consuming

Appendix 10: Description of the Methodology

- *Sampling for sites and field work strategy*

The sample frame for key informant interviews and Focus-group discussions covers stakeholders and beneficiaries from a mix of PfRR areas (Yambio and Wau) and non-PfRR areas (Bor, Rumbek and Juba). The following criteria was used by the evaluators to consider the final sample frame for site visits (table 3): i) Coverage of at least 2 priority areas; ii) Insecurity issue currently observed in the whole country; iii) Distance between locations; iv) Timeline for site visits to be covered within 21 days plus days for briefing and debriefing meetings, excluding international travel days; v) Travel times which have been estimated for a day to some location (Western Bar el Ghazal and Jonglei); vi) balanced distribution between PfRR and non-PfRR coverage areas; vii) Road conditions; and vii) Frequency of the UNMISS flights to Western Equatoria, Bahr el Ghazal, Jonglei, and Lakes at least four times a week[45].

Table 13: Selected locations and conveyance for site visits in South Sudan

States	Counties	Conveyance
Western Bahr el Ghazal (WBG)	Wau	Flight from Juba
Lakes	Rumbek	Flight from Wau
Western Equatoria	Yambio	Flight from Juba
Jonglei	Bor	Flight from Juba
Central Equatoria (CEQ)	Juba	Remotely by car

Source: The evaluation team

The strategy of field work plan has taken into consideration various limitations such as the time and security concerns in each of the UNCF implementation areas. The field work activities were done during a four-week period, including online KIIs and in Juba. Work activities in the field were carried out based on a six-day work week while working around community ceremonies and obligations. Efforts were taken to inform group beneficiaries at least two days beforehand to avoid work delays in their respective fields, and to schedule those group interviews at a convenient time. Figure 3 provides the strategy for fieldwork and site visits with evaluation activities, and the evaluation timeline is available in appendix 14.

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[45] As per the UNMISS flights in South Sudan, file:///C:/Users/seyak/Downloads/Revised%20WRFS%2001%20sept%20-%2031%20Dec%202021%20(1).pdf (Revised on 30 September 2021).

Figure 3: Evaluation Field workplan strategy
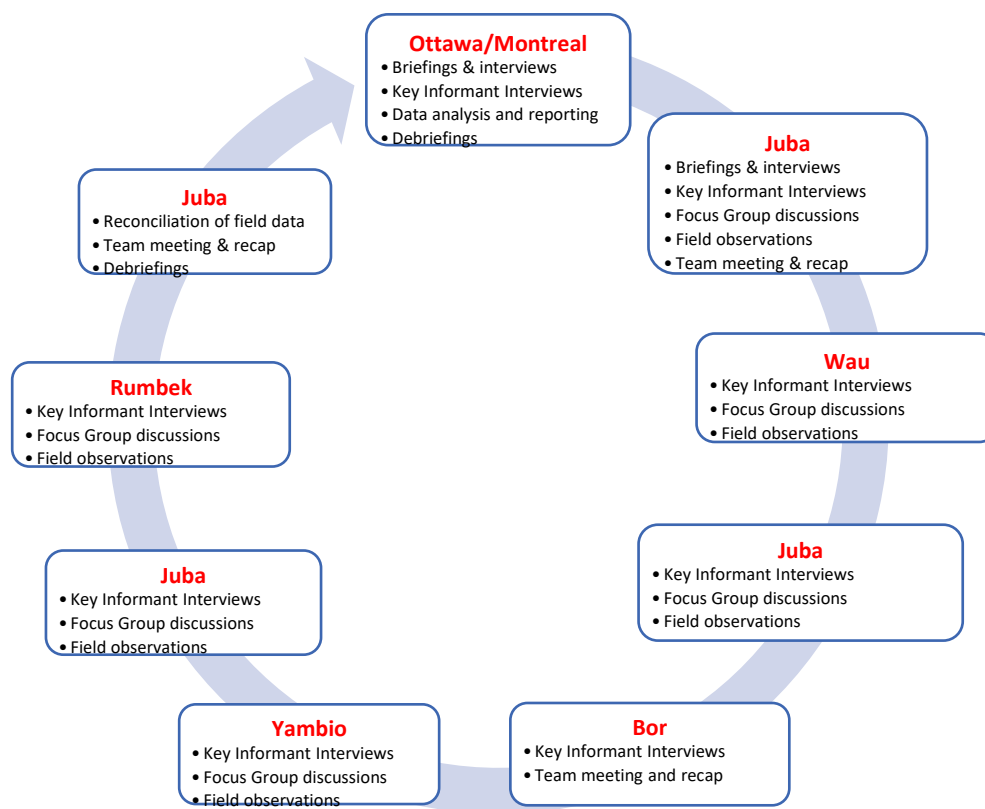
Source: The evaluation Team

- *Sampling and sources for Document review, and analysis*

The document review included a range of relevant and available documents both internally provided from the UNCF as well as external documents collected from Google search. Annex 4 provides the list of relevant documents consulted for this evaluation. A census sampling approach was used for document review and all relevant documents were included in the sampling frame. All documents were compiled in the UNRCO SharePoint and made available to the evaluators.

Content analysis was used to glean key information and emerging themes. A systematic review of available documentation was developed by the evaluators. Using content analysis method, the evaluators have been able to reconstruct the UNCF logic, develop an understanding of the context of UNCF design, implementation of its activities, the utilization of the results and resources framework, and search for evidence of progress made towards the expected outcomes, management of challenges, and initial lessons prior to field visits to South Sudan. Furthermore, the review has provided background information, and the list of primary stakeholders relevant for the UNCF implementation. Finally, it has been a learning opportunity to identify additional documents which comprise reports from UN agencies, the United Nations Mission in South Sudan (UNMISS), who are supporting the implementation of the four priority areas in South Sudan. The evaluators also gather additional documents and review them during field visits, analysis, and reporting phases.

- *Sampling and Sources for Key Informants Interviews, and analysis*

People met by the evaluators for KIIs were individuals who were involved in appropriately related roles and responsibilities either in the design, and/or the implementation of the nine high impact flagship initiatives. A purposive and non-random sampling technique with maximum variation[46] was used to obtain a list of KIIs. These are specifically named stakeholders in each organisation identified in collaboration with the RCO. Although the sample frame is unknown, interviews were done with individuals based in Juba, Wau, Bor, Yambio, Rumbek, and/or their respective locations (home-based) given the constraint imposed by the COVID-19 pandemic, who have credible knowledge of the UNCF. Appendix 13 provides the list of Key informants (KIs) that were interviewed, and the type of interview conducted. Using an interview guide, most of them were one-on-one and face-to-face. The evaluators used phone (whatsapp), Teams, and Zoom calls to interview those KIs who were not available to be met face-to-face.

The evaluators acknowledged that purposive sampling is prone to expert bias. However, guidance was provided by the evaluators to the RCO to complete the full list of people to meet based on additional criteria such as: primary beneficiary group and/or representative of key stakeholder group; likely availability, position/role of the individual, sex for gender balance; and geographic location given the insecurity issue in the working context of South Sudan. Therefore, bias was limited, as KIs were free to provide key information as the primary aim was to gather their opinion of the UNCF performance as well as on the future programming. The actual list of KIs met is available in Appendix 11.1. This list is disaggregated by location, gender, and per the different groups of KIs.

Following the approval of the workplan, all data collection methods (e.g. interview protocols) were explicitly linked to the specific criteria and questions in the evaluation matrix to ensure that all questions are adequately addressed and that the criteria and each question have multiple and diverse data sources. During each individual or group interview, there was an audio recording[47] of the questions and responses with the permission of participants while a team member manually notes responses on the response forms. Each form was organized according to selected classification codes related to the type of actors, geographic area, thematic activities, and gender. WFP and UNICEF facilitate the data collection process in-country by introducing the team members in each site but do not take part in the discussion with stakeholders. Each KII takes about 45-60 minutes. Fieldwork for data collection was scheduled in October which is almost at the end of the raining season. The evaluators maximise travel by flights from Juba to each State and back, to minimize long distance travel by road and road conditions which are bad during raining season.

- *Sampling and sources for Focus Group Discussions (FGDs)*

People met in FGDs were beneficiary groups of men, women, and youths (girls and boys). A convenience sampling technique was used to obtain a list of FGDs. FGD participants in each men's, women's and youths' group were purposively and specifically sampled by the evaluation team. Although the sample frame is known and made of by all beneficiary groups, interviews were done with the three beneficiary groups in Wau, Bor, Yambio, and Rumbek. There was therefore no bias with a systematic sampling of concerned participants in a

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[46] De Vaus D. 2001. Research Design in Social Research. Sage Publication, London (Ltd). 148p.
[47] The audio recordings will be used either to cross-check missing information for better understanding (extra detail or translations) and for the UNCT library to be used when needed even by partners.

research/evaluation. Individual men, women, and youths (girls and/or boys) from each group were free to express their opinions.

The following criteria were applied to the selection of group beneficiaries: i) All types of trainings and awareness, provision of inputs and other farming services around peace building, food security, availability and access to social services (for education, health, water and sanitation, hygiene, etc), women and youth empowerment activities; ii) Security issues in the targeted regions that might prohibit or impede access; iii) The distance and time constraints between counties and payams to be covered within maximum 10 km from the county capital; iv) The accessibility of the targeted counties/villages due to poor roads or flooding; and v) Gender distribution within beneficiaries' organizations. Travels (flight[48]) between the selected sites out of Juba will take about a day averagely. The actual list of FGDs completed using a semi-structured interview guide is available in Appendix 11.2. This list is disaggregated by location, gender, and per the different beneficiary groups.

Each FGD has a minimum 4 participants and some FGDs basically with women gathered up to 15-22 peoples. FGDs were done outdoors with the respect of physical distancing as preventive measures against Covid-19. Respondents include women, youth (girl and boys), and men groups in each of the counties which have been purposively selected. Each FGD takes about 60 - 120 minutes with a maximum. Given the time constraint to complete some KIIs and FGDs under conflicting calendar, the evaluators divided most often in two sub-groups to cover scheduled meetings in each of the five sites.

- *Sampling and sources for site visits*

In each location, a site visit was conducted by the evaluators simultaneously after FGDs and/or KIIs using a structure checklist. These sites were purposively sampled, with the objective of capturing additional primary data related to evaluation questions that were raised or missing and serve as physical evidence of data collected. The sample frame was made of by the list of key achievements (mostly physical investments and equipment given to beneficiaries) selected from project annual reports. Field observations were done using photographs with the assistance of community members in Wau, Bor, Yambio, and Rumbek. While site visits were time consuming, they were a critical part of the evaluation methodology, particularly as they were very helpful to identify and compare, e.g. types of physical equipment and infrastructure provided by any UN agency or jointly to beneficiary groups in the targeted communities. Photographs of these materials serve as evidence of either the quality of asset infrastructure or to confirm the existence of subsistence level of tools and/or livelihoods in each community.

The site selection process was informed by security information provided by UNMISS, given the fragile context of work in South Sudan. Locations for site visits were therefore randomly selected based on the following criteria: i) Security context in each State; ii) Staff availability and project modalities; iii) Timeline for site visits to be covered within 24 days plus days for briefing and debriefing meetings; iv) Travel times by flights and

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[48] This depends on the routing for each day as the UNMISS flight connects from one destination to another dropping passengers. Traveling can take a day to each location depending on the availability of flights.

over land by car; v) Frequency of the UNMISS flight times a week[49], and vi) Gender distribution within beneficiary groups to include women, men, and youths.

- *Case studies*

The evaluation team completes four case studies one per priority area to determine what works and what has not. Joint programmes serve as entry points for these case studies. Below are the four-case studies list:

(1) **Case study 1 -** Flagship 5: Governance and access to justice (PRIORITY 1: Building peace and strengthening governance)
(2) **Case study 2 -** Flagship 1: Fighting Gender Based Violence (PRIORITY 4: Empowering women and youth)
(3) **Case study 3** – Flagship 4: Food and nutrition security (PRIORITY 2: Improving food security and recovering local economies)
(4) **Case study 4**: Flagship 2- Provide essential health services (PRIORITY 3: Strengthening social services)

There explore practices and representations of different actors, deepen knowledge on the nature of the intervention, thus, makes it possible to obtain observations on the UNCF contribution and provide contextual knowledge that is highly relevant to UNCF. Therefore, the case study ultimately makes it possible to increase the validity of the evaluation results and to draw solid conclusions and recommendations. Information for case studies were obtained through reviewing documents and interviews using storytelling process with representatives of selected group beneficiaries, and site visits. However, attention was paid to contribution story that expresses why it is reasonable to assume that the actions of the UNCF have contributed (in some fashion) to the observed outcomes. The evaluators assess how credible are the stories, and if the pattern of results observed validate the results chain.

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[49] As per the UNMISS flights in South Sudan. Flight from Bor to Juba was delayed with no negative implication on the field mission.

Appendix 11: Actual numbers of Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs)

Appendice 11.1: Actual number of Key Informant Interviews

Stakeholders	Virtual		Juba		Wau		Bor		Yambio		Rumbek		Total (sex)		Grand total	% (M/F)	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F		M	F
UN Agencies	18	25	17	3	16	0	8	4	6	1	8	0	73	33	106	68.9	31.1
Governments	1	0	8	0	0	0	1	0	1	0	1	0	12	0	12	100	0
Donors	17	3	0	0	0	0	0	0	0	0	0	0	17	3	19	84.2	15.8
Ministries	0	0	0	0	7	1	5	1	1	2	9	1	22	5	27	81.5	18.5
Community leaders	0	0	0	0	7	0	12	0	2	0	0	0	21	0	21	100	0
Implementing partners	0	0	1	0	7	2	12	1	6	2	8	0	34	5	39	87.2	12.8
Total (M/F)	36	28	26	3	37	3	38	6	16	5	26	1	179	46	225	79.5	20.5
Total	64		29		40		44		21		27		225		225	100	

Source: The evaluation Team

Legend: **F** = Female **M** = Male

Appendix 11.2: Actual number of Focus Group Discussions (FGDs)

Locations	Safety Nets T (G)	F	M	Cash/Food for assets T (G)	F	M	TVET T (G)	F	M	Community access Road T (G)	F	M	Teaching Staffs T (G)	F	M	Governance T (G)	F	M	Women groups T (G)	F	M	Grand total	Total by sex F	M	% (F/M) F	M
Wau	0	0	0	1	1	7	2	4	8	0	0	0	0	0	0	2	10	4	1	22	0	56	37	19	66.1	33.9
Bor	1	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	0	12	11	1	91.6	8.4
Yambio	1	5	0	0	0	0	3	13	9	0	0	0	0	0	0	0	0	0	1	4	0	31	22	9	71	29
Rumbek	1	0	7	2	14	5	3	23	14	3	13	19	1	1	6	0	0	0	1	15	0	117	66	51	56.4	43.6
T (M/F)	0	11	8	0	15	12	0	40	31	0	13	19	0	1	6	0	10	4	0	46	0	216	136	80	63	37
Total	3	19		3	27		8	71		3	32		1	7		2	14		4	46		216	216		100	

Source: The evaluation team.

Legend: T (G) = Total number of FGDs   **F** = Female   **M** = Male   **TVET =** Technical and Vocational Education and Training

A. Informed concern form

Interview protocol (Should preceed each interview for informed concern)

The United Nations Country Team in South Sudan through the UN Resident Coordinator's Office has engaged a Team of Consultants to conduct the summative evaluation of its UN engagement framework in the country on recovery and development: **South Sudan 2019-2022 UNCF** *Cooperation Framework*.

The primary purpose of this evaluation is to understand and learn lessons from the implementation of the framework and to see what worked best and what did not work so well. The evaluation is not interested in pointing fingers or blaming people. As someone familiar with this work and given your outstanding experience, we would appreciate your input into the evaluation. The interview will take about a half an hour.

Your participation in this is totally voluntary. If you do not want to participate in this, you can say no. Although I will record notes, nothing you say will be attributed to your name in any public report produced by this evaluation. It is part of my job as credentialed evaluator to protect the confidentiality of this interview. I won't connect what you say to your name when I write the evaluation report. Your name will be listed in the inception report, but your input will not be attributed to you.

Do you agree to participate in the interview and the information you provide to be used in the evaluation?

☐   Yes
      No – explore conditions under which she/he would be comfortable participating. If she/he still does not consent, thank him/her for his/her consideration.

B. Interview guide

Date: _____

State: _____   County: _____

Name: _____   Affiliation: _____

Position: _____   Contact: _____

(The list of all Key Informants will be recorded and inserted as annex of the final evaluation report. The concerned Key Informant category is marked with an "x")

Themes for interview	UNCT/UN agencies	Government	Implementing partners (CSOs & NGOs)	Donors
1. Relevance (including coherence, coverage, and connectedness)				
1.1. Has the UN system supported achievement of national development goals and targets, in alignment to relevant national plans, strategies and frameworks?	X	X	X	X
1.2. Has the UN system interventions remained relevant to the needs and priorities of the country and people and responsive to emerging and unforeseen needs of the country and the people, especially the most vulnerable groups and those farthest behind?"	X	X	X	
1.3. To what extent did the UNCT and HCT apply a Resilience and Nexus approach in their programing-- linking prevention, preparedness response and early recovery with national capacity building?	X	X	X	X
2. Effectiveness				
2.1. What progress has been made towards the realization of UNCF outcomes (collective outcomes) as a contribution to the national recovery and development process and in terms of indicators as reflected in the UNCF framework?	X	X		X
2.2. Which are the main factors that contributed positively or negatively to the progresses towards the UNCF outcomes and National Development Strategy Goals and development process?	X	X	X	
2.3. To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and actors?	X	X	X	
2.4. To what extent did the UNCF succeed in strengthening national capacities for resilience and recovery, building partnerships, the realization of human rights and promoting gender equity and equality?	X	X	X	X

2.5. To what extent did the UNCF make use of and promote human rights and gender equality standards and principles (e.g. participation, non-discrimination, accountability, etc.) to achieve its goal?	X	X	X	
3. Efficiency				
3.1. To what extent and in what way has the UNCF contributed to a reduction of transaction costs for the government and for each of the UN agencies?	X			
3.2. In what ways could transaction costs be further reduced?	X			
3.3. To what extent have the organizations harmonized procedures in order to reduce transaction cost and to enhance results?	X	X	X	
4. Sustainability				
4.1. To what extent did the UNCF respond to challenges of national capacity development, and did it promote national ownership of the development process and institution-building and institution- strengthening in government?	X	X	X	
4.2. To what extent did the UNCF respond to challenges of national capacity development, and did it promote national ownership of the development process and institution-building and institution- strengthening in civil society and NGOs?	X	X	X	
4.3. Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results of donor intervention in the country?	X	X		X
4.4. Have complementarities, collaboration and /or synergies fostered by UNCF contributed to greater sustainability of development results government intervention in the country?	X	X	X	

C. Focus Group guide (Women, men, and youth)

(NB: This guide will be also applied to the leaders of beneficiaries' groups).

Date: _____ Type of groups (Women/Men/Mixed): _____

State: _____ County: _____

NB: List of participants to be provided separately (Name, affiliation, and position)

Introduction

   i.   What are the most living challenges the community encounter? Eg. For women, men, and children, and youth

  ii.   Who are the most vulnerable and why?

 iii.   How have these challenges changed over the past three years?

 iv.   Which type of supports have you received over the past three years? By whom?

  v.   Who control resources in your community? And why?

 vi.   Are there cultural barriers for change?

Effectiveness/Relevance/sustainability/Gender equality and Governance

1) Given your collaboration with UN project (type of project could be identified), what activities have been more successful in reaching the most vulnerable? Please tell us how do these works? (Participants, content/type of activities, providers, etc)
2) What have changed in your life after receiving these activities?
3) Do you think that your primary needs have been met? If yes, how? If no, why? What might be the new activities or improvement of existing activities you would like to see?
4) Which activities were found more important to your needs?
5) Are there people in your community that would meet the project's targeting criteria who have been excluded?
6) How are you collaborating with government to promote peace?
7) Who else is involved and how does it work?
8) To what extent did the project support and provide more agriculture-based economic opportunities to women as compared to men?
9) In what ways do you report intra-household relations to have changed (access and control over resources, services, and marketing facilities)?
10) How could the project better target and address the needs of vulnerable people?

<u>Thanks for your participation!</u>

Checklist for field observation

Date: _____

State: _____   County: _____

(Observations will be made with videos and photographs where necessary)

Ob1.   Types of existing facilities

Ob2.   Types of Improved Agricultural Technologies Practice

Ob3.   Types and nature of Extension Services and Source of Inputs

Ob4.   Types of health services in the community

Ob5.   Number of household members accessing financial services by state/county/village

Ob6.   Saving history for cash transfers (notebooks for each group category)

Ob7.   Number of individuals who have access, owned and controlled resources (eg. Land)

Ob8.   Number of women and men operating viable income generating activity

Ob9.   Types of education services and infrastructures

Ob10.   List of Food Security Coping Strategies

Ob11.   List of working equitable and inclusive agriculture and protection policies, services and structure, particularly for women and marginalized populations

Ob12.   Existing Forms of gender-based violence experienced in the community

Ob13.   Number of individuals (women) who have access, owned and control resources

Ob 14.   Number of women leading community-structures or groups.

Ob15.   Any other specific observation (To be completed in-country)

- Contracts
- Other relevant observations

Comments on observations: _____

Appendix 13: List of people met for KIIs and FGDs

South Sudan 2019-2022 UNCF Evaluation

*List of people met for Key Informant Interviews (*KIIs*)*

Virtually (Under Teams and Zoom)

No	Names	Organizations	Positions	Gender (M/F)
1.	Matthew Hollingworth	WFP	Resident Coordinator	M
2.	Grace Makhalira		M&E WG	F
3.	William.Nall		M&E WG	F
4.	Sujin PAK		M&E WG	M
5.	Vishal Gupta	UNMISS	M&E WG	F
6.	Toshimi Hisamura		Strategic Planning Unit, Office of the Chief of Staff	F
7.	Annette Hearns	OCHA	Deputy Head of Office	F
8.	Hyun Hee Ban	UNICEF (from India)	Chief, Social Policy, Monitoring & Evaluation (SPME)	F
9.	Dr Mary Otieno	UNFPA Juba	UNFPA Representative	F
10.	Dr. Abiodun Chris Oyeyipo		Deputy Representative & PMT Co-Chair	M
11.	Baga Catherine		Programme Analyst-GBViE	F
12.	Francis Tukwasibwe		PM&E Specialist	M
13.	Shruti Upadhyay		Gender Specialist	F
14.	Paul Makwinga		International Operations Manager	M
15.	Gillian Buttes-Garnett		Midwifery Specialist	F
16.	Jacqueline Bernhard		Midwifery Specialist	F
17.	Hamida Ramadhani	UNICEF	Representative	F
18.	Jesper Moller		Deputy Representative	M
19.	Benjamin Kilonzo		Deputy Representative to OMT (Co-Chairs)	M
20.	Jay Barral-Guerin		Chief of Supply and Logistics and OiC Deputy Representative (Operations)	M
21.	Mads Oyen		Chief of Field Operations	M

22.	Modi Charles Victor		Monitoring and Evaluation	M
23.	Sevara Hamzaeva		Evaluation Specialist Programme and Planning (Regional Office)	F
24.	Amanda Martín		Child Protection Specialist and OiC Chief of Child Protection (South Sudan)	F
25.	Solla Asea		Child Protection Specialist (South Sudan)	F
26.	Aamer Khan		M&E WG	M
27.	Mwango Mainda		Program Officer	F
28.	Natalie Kapinga	FAO	M&E WG	F
29.	Danvers Omolo		M&E WG	M
30.	Malo, Meshack		Representative	M
31.	Dzvurumi, Felix		Deputy Representative	M
32.	Judy Wakahiu	UNDP	M&E WG	F
33.	Christy Ahenkora		Deputy Representative, Program Specialist, PMT Co-Chair	F
34.	Grace Nyoka	UN-Habitat	Program Officer, M&E WG	F
35.	Mutinta Munyati		Programme Management Specialist	F
36.	Ishaku Maitumbi		Officer in Charge/Head of Programmes for UN-HABITAT	M
37.	Alex Koech		Technical Cooperation's Support	M
38.	Arop Nuoi	Ministry of Finance and Planning	Director Sectoral Planning	M
39.	Van Der Auweraert Peter	IOM	IOM Representative	M
40.	Fran O'Grady	UNMAS	Chief of Mine Action	M
41.	Esther Tess BRESNAN		Deputy Programme Manager	F
42.	Soares Da Gama, Flavio A.	African Development Bank (AfDB)	Principal Economist	M
43.	Anthony "Tony" Kolb	USAID	Acting Director, Office of Democracy and Governance	M

44.	Brian Hilton		Resilience Advisor	M
45.	Julius Egbeyemi	Global Affairs Canada	Program and head of Cooperation	M
46.	Poni Ladu	RCO	Communication Officer, UNCG Member	F
47.	Doreen Loboka	UNESCO	UNCG Member	F
48.	Mohammedberhan Ebrahim Jemila	WHO	UNCG Member	F
49.	Smet, Michiel	Dutch Embassy	Program Manager	M
50.	F Raad		Country Manager	M
51.	Z. Haile	World Bank	Chief of Program	F
52.	Daniel Balke		Strategy and Operations Officer	M
53.	Petter Meirik	SIDA	Head of Unit	M
54.	Marina Muenchenbach	Swiss Embassy	Program Manager	F
55.	Yamanaka Yoshifumi	Japan Embassy (JICA)	Chief of Program, Office of Jaica	M
56.	Sagara Fuyuki		Chief Representative	M
57.	Zoe Hensby			F
58.	Malcolm Smart		Economist	M
59.	James Smart	UK		M
60.	Andre Koelln			M
61.	Mustafa Kemal Akbulut	Embassy of Turkey	Political Officer	M
62.	Wim Vandenbroucke			M
63.	Rashko Dorosiev	EU		M
64.	Dionyz Hochel			M

Juba- KII- United Nations

No	Name	Organization	Position	Gender (M/F)
65.	George Otoo	UNRCO	Head RCO, Strategic Planner	M
66.	Alumai Godfrey		Monitoring and Evaluation Officer	M
67.	Marco		Resilience Coordinator	M
68.	Stephano Wieu		Partnership Officer	M
69.	Jose Pedrosa		Economist	M
70.	Umar Farooq		Data Base Manager	M
71.	Poini Allan Ladu		Communication and Advocacy officer	F
72.	Arafat Jamal	UNHCR	Resident Coordinator	M
73.	Lord Dartey	UNAIDS	UNAIDS Country Director	M
74.	RAHMAN, Mahboob Aminur		Strategic Advisor	M
75.	GWODI JOHN, Betty Arab		Community Support Advisor	F
76.	Wuni David Wuntah	UNMISS	Deputy Field Security Coordinator Officer	M
77.	PANT, Tap Raj	UNESCO	Head of Education Unit-Education Program Specialist	M
78.	Julius Banda		Head, and UNESCO Representative	M
79.	MWANIKI, David			M
80.	Samuel G Doe	UNDP	UNDP Representative	M
81.	Joy Kolok		Executive Assistant	F
82.	Wuni David Wuntah	UNMISS	Deputy Field Security Coordinator Officer	M
83.	Argata Guracha	WHO	Acting head of office	M
84.	Moses Ongom		Health System Advisor	M

Juba - Implementing Partners

No	Name	Organization	Position	Gender (M/F)
85.	Julius Busiri	AMREF	Program Officer	M

Juba - Government Official

No	Names	Organisations	Positions	Gender (M/F)
86.	Isaiah Chol	National Bureau of Statistics (NBS)	Chairperson	M
87.	David Chan Thiang		Chief, Economic Statistics	M
88.	Hon Pia Philip Michael	Ministry of Peace Building	Undersecretary	M
89.	Ocum Karlo	Ministry of Finance and Planning	Undersecretary	M
90.	Emmanuel Ladu Parmenas Lupai	Ministry of Water Resources and Irrigation	Undersecretary	M
91.	Peter Mahal Dhieu		Director General	M
92.	John Kanisio Lefuk	Ministry of Agriculture and Food Security	Undersecretary	M
93.	Angelo Joseph Lemor		Senior Inspector General	M

Wau – KIIs

UN Agency

No	Name	Organization	Position	Gender (M/F)
94.	Endalkachew Alamnew Bayou	WFP	Head of Office	M
95.	James ONESIMO		Program Policy Office- Head of Programs	M
96.	Felix Andi		SNR Engineer	M
97.	Peter Bay		Program Office	M
98.	Thomas Gamyiza		Program Office	M
99.	Raymond Lagos		FFA Food program	M
100.	RIAD Marrow	IOM	HEAD	M
101.	Lisok moses		Protection	M
102.	Ater Bar Thon		Heath	M
103.	Justin Sanirive		Health and Protection	M
104.	Muhammad Maaji		Protection cluster	M
105.	Emmanuel Agwale	UNFPA	Protection	M
106.	Tesfatsion Shiweredo	UNICEF	Head of Field Office	M

107.	Norbert Niyondusenga	UNMISS	Officer in Charge	M
108.	Joseph Matere	FAO	Head of Field Office	M
109.	Peter M Awuga Wata	UNOCHA	National Field Officer	M

WAU - Implementing Partners

No	Name	Organization	Position	Gender (M/F)
110.	William Deng Dut	Johanniter-Unfall-Hilfe	Program Manager	M
111.	Grace John Kenyi	Rural Community Development Initiative (RCDI)	Head of Office	F
112.	Valantino Mgbara	AFOD	Miyen Officer	M
113.	Denis Gama		Project Officer	M
114.	Lemona Hissen	NRC	Field Extension Officer	F
115.	Bol Angonny LISPA		Field Extension Officer	M
116.	David Amol Akol		Acting Area Manager	M
117.	William Anei Malual	ACTED	Coordinator	M
118.	Rami Nicola AL Natour		Area Coordinator	M

WAU - Local State Government

No	Name	Organization	Position	Gender (M/F)
119.	Barsham Musa	Local Government	RRC Chairperson- Western Bahr el Ghazal	M
120.	James Ambroseucin		Director General South Sudan Ministry of Health	M
121.	Luciano Albert		Director General- Education	M
122.	Sebit Bernardo Bakhiet		Director General- Agriculture	M
123.	Leon Arkangelo	SRRC	Coordination	M
124.	William Awet	Local Government	RRC Representative Kuajina	M
125.	James Awet Awet	Community Hospital Buma-Kenjina	Registered midwife	M
126.	Tereza Paulino	Community Hospital Buma-Kejina	Community Midwife	F

Kuajina (Wau) - Community Leaders

No	Name	Position	Gender (M/F)
127.	John Baden Ugali	Chief	M

128.	Natalie Ausgtion	Chief	M
129.	Juma Suleiman Ramdam	Chief	M
130.	Nyinyino Awet	Chief	M
131.	Peter Kon Konggor	Payam Administrator Representative	M
132.	Joseph Unguec	Ex- Chief	M
133.	Dinin Pinyi	Sultan	M

Bor – KIIs

United Nations

No	Name	Organization	Position	Gender (M/F)
134.	Gilbert Nantsa	UNMISS	Transition and re-integration	M
135.	Jolene Quinn		Human Rights Division	F
136.	Tara Sadasiuan		Human Rights Division	F
137.	Idiodre Boutchue		Head of Firlf Ofiice	M
138.	Samuel Sarpong		Civil Affairs Division	M
139.	Philiphs	WFP	Field Officer	M
140.	Lawrence Peter		RSTRTF Project cooedinator	M
141.	Simon Sinyong Moses	FAO	Deputy head of field Office	M
142.	Noel Wani	IOM	IOPS Assistance	M
143.	Iddy Sibomana	UNHCR	Assistant Protection Officer	M
144.	Stella Ajwang	UNOCHA	Field Coordiator	F
145.	Kmhyang KU	UNMAS	Field Coordantor	F

Implementing Partners

No	Name	Organization	Position	Gender (M/F)
146.	Mayom Biar	Humanitarian and Development Consortium	Area Manager	M
147.	Fatima Musa Elijak	Jongolei Women Ass	Exective Director	F
148.	Onzi Mistafa	Acted	Acting Area Manager	M
149.	Ayiik Chol Deng	PECO (Peace Initiative in South Sudan Organization)	Director	M
150.	Abraham Deng Bol	HAGT	Focal Point Person	M
151.	Michael Mabil Bol	Idea South Sudan (Initiative for Development and emergency Action	Director	M

152.	Gai Moses Mading	Idea South Sudan	Program Manager	M
153.	Akect Samuel Reech	KLF	Coordinator	M
154.	Manal Kuot Deng	CSI	Program Officer	M
155.	Daniel Matiop Ngyang	CHIEF	Director	M
156.	Abraham Malul Ateny	Abii Development Program	Executive Director	M
157.	Bol Deng Bol	INTERPID South Sudan	Director	M
158.	Aduonh Chol	CMD	Project Manager	M

Government Official

No	Name	Organization	Position	Gender (M/F)
159.1	Simon Hoth Duol	Jonglei State Ministry	Acting Governor and, Minister Of Local Government	M
160.	Hoh John Chuol Malow	Jonglei State Ministry	Minster of Agriculture	M
161.	Atong Kuol Manyang	Jonglei State Ministry	Minster of Health	F
162.	Tuor Majok Guech	The Relief and Rehabilitation Commission	Chairperson	M
163.	De. Bol Chaw	Bor State Hospital	Medical Director	M
164.	Dan Ayuah Dwot	Bor State Hospital	Deputy Director for Administration	M

Community Leaders

No	Name	Locations	Gender (M/F)
165.	Philiph Deng Majah	Bor	M
166.	Manut Daniel Alier	Anyidi Payam	M
167.	Isaac Malack Ayuen	Baidith Payam	M
168.	Gordon Anon Akol	Baidith Payam	M
169.	Michael MaKer Deng	Makuach Payam	M
170.	John Thon Adior	Jalle Payam	M
171.	John Garang Athiek	Kilinyang Payam	M
172.	Nyok Garang Pach	Kilinyang Payam	M
173.	Matok Nyueny Deng	Anyichi	M
174.	Nhial Anyang Nhial	Baidit Payam	M

				M
175.	Maker Atem Jok	Jalle Payam		M
176.	Noah Panchol Machok	Makuach Payam		M

Yambio - KIIs

United Nations

No	Name	Organization	Position	Gender (M/F)
177.	Clement Mbiko	UNICEF	Program Management Specialist	M
178.	Joseph Adiomo		Emergency Officer	M
179.	Margaret Yamaha	UNOCHA	Program Analyst	F
180.	Tahiru Ibrahim	UNMISS	RRR Officer	M
181.	Christopher Muchiri Murenga		Head of field Office	M
182.	Mathor Abraham	FAO	Deputy Head of Field office	M
183.	Russom Habte Gabriel	WFP	Head of Field Office	M

Implementing Partner

No	Name	Organization	Position	Gender (M/F)
184.	Benson Wakoli	CMMB	Program Director	M
185.	Juilet Oleyo		Case Management Officer	F
186.	Mbarote Alison		Social worker	M
187.	Abdulai Khamis Sarawa	Yambio Training school	Head of school	M
188.	Simanga B Ndebele	World Vision	Zonal Program Manager	M
189.	Ngbaanisa David	Catholic Organization for Development and Peace	Acting Director	M
190.	Re. Fr Birandukwao Emmanuel Gbator	Catholic Diocese for Tambura and Yambio	Diocesan Coordinator	M
191.	Johana James	Kodapai Mixed Fishpond	Chairperson	F

State Government

No	Name	Institution	Gender (M/F)
192.	Ms. Rose Obede	Director General -Ministry of Health	F
193.	Hon. Grace Apollo	Minister of Education	F
194.	Hon. Alison Baranaba	Minister of Agriculture	M

Community Leaders

No	Name	Institution	Gender (M/F)
195.	Eward Arminio	Yambio Town Council	Male
196.	Sebit Juma	Yambio Town Council	Male

Rumbek - KIIs

United Nations

No	Name	Organization	Position	Gender (M/F)
197.	Dr Jiel Jiee	WHO	EPI Officer	M
198.	Willy NGAMBI		Acting Head of Field Office	M
199.	David Lugeron	WFP	Policy Officer	M
200.	Maluk Akoon Deng		Monitoring Assistant	M
201.	Angu Edward	UNMISS	Program Officer	M
202.	Dhaal Mapuor	UNICEF	Education Officer	M
203.	Doi Raj Bhausal	UNDP	Field Coordinator	M
204.	Jasper Okidi	FAO	Head of Field office	M

Implementing Partners

No	Name	Organization	Position	Gender (M/F)
205.	Majier Majok	Oxfam	Governance Office	M
206.	John Garang	Plan	Commodity Tracking Officer	M
207.	Gabriel Majak Ater		FFE field Supervisor	M
208.	James Madit	HAGI	Project Manager	M
209.	James Mayol Aleng	NPA	Team Leader	M
210.	Peter Benn Mwangi	GAIS	Program Coordinator	M
211.	Rachal Sharan		Program Manager	M
212.	Moses Gum Degur	AVSI	Project Manager (FSL)	M

Local State Government

No	Name	Position	Gender (M/F)
213.	Hon Poth Madit Dut	Deputy Governor/Acting Governor	M
214.	Hon Dut Malual Chahoch	RRC Chairperson	M

215.	Adhum Achol Geu	Deputy RRC chair	M
216.	Philip Taban	Minister Coop & Rural Development	M
217.	Dr Hakim Goi	Acting. State Minister of Health	M
218.	Angelina Mario	Minister Gender, and social welfare	F
219.	Kangor Deng Kangor	Minster of General Education	M
220.	Majok Anhiem Dhal	Minister of Finance, Planning, and Investment-caretaker Agriculture	M
221.	Hon WilliamKofi Kinjok	Minster Culture Youth and Sports	M
222.	Beny Matur Mathiang	Minster of Peace Building	M
223.	Stephen Mathiang Deng	Minister of Cabinet Affairs	M

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List of participants met for Focus group discussions

WAU

Youth - Technical and Vocational Education and Training (TVET), Mixed group

No	Name	Position/Course	Gender (M/F)
1.	Edward Tabn	Welding	Male
2.	Bakhita Abus	Solar	Female
3.	Hakima Atim	Auto-mechanic	Female
4.	Gisma Luka	Carpentry	Female
5.	Gabriel Arkangelo	Building	Male
6.	Bakhita Gabriel	Electrical	Female
7.	Octavio Rudolfo	Electrical	Male

FGD- Rule of law Governance Mixed Group

No	Name	Organization	Position	Gender (M/F)
8.	Stephen Rabo		Regional Coordinator	M
9.	Franco John		Program Coordinator	M
10.	Mafaw	Community Empowerment for Progress Organization (CEPO)	Gender and Youth	F
11.	Saida Selim Haroun		Woman Leader	F
12.	Eva Batistei Ali		Protection	F
13.	Akol Akol Longua		Peace Building	M
14.	Santino Magut		Communication	M

FGD- Youth (Boys) Group: Youth Union

No	Names	Position	Gender (M/F)
15.	Nelson Mandella	Secretary	M
16.	John Khamis Suleiman	Secretary	M
17.	Emmanuel Mariano	Youth mentor	M

| 18. | Joseph Pinyi Makue | Youth | M |
| 19. | Arkangelo David Mboro | Secretary Education | M |

Women Vegetable production group - Don Bosco

No	Name	Position	Gender (M/F)
20.	Abuk Wol	Chairperson	F
21.	Nyanut Ding	Finance	F
22.	Kalada Ali	Member	F
23.	Agness Dominico	Member	F

Women Governance working Group Kajina (Wau)

No	Name	Gender (M/F)
24.	Mary Nyibol Uraya	Female
25.	Akumu Diel Ajaka	Female
26.	Akella Kon Nyiank	Female
27.	Mary Anguec Mabuol	Female
28.	Cilia Aker Kang	Female
29.	Monica Abuk Madut	Female
30.	Abuk Deng Dut	Female

Community Assets Food for asset - Kuajena (Mixed group)

No	Name	Gender (M/F)
31.	Andrew Akuar Kaggor	M
32.	Publino Aken Awac	M
33.	Ubany Makchw Wol	M
34.	Angelo Buolla Madut	M
35.	Dut Awet Nyinuo	M
36.	Albino Ukam Kon	M

37.	John Angak Kon	M
38.	Mary Ajang Kon	F

Kajina Women SGBV Group

No	Name	Gender (M/F)
39.	Amang Pinyi Udam	Female
40.	Alul Upech Adel	Female
41.	Mainca Akau Abany	Female
42.	Achalla Ugak Kot	Female
43.	Bauk Uchalla Nyimo	Female
44.	Raya Anguei Tank	Female
45.	Akum Adeny Uchalla	Female
46.	Akeim Thaujang Kanya	Female
47.	Acho Kany Ayak	Female
48.	Mainca Ayat Ugak	Female
49.	Arac Umah Madet	Female
50.	Alith Mawein Laul	Female
51.	Mary Abaut Agany	Female
52.	Akec Thaujang Anei	Female
53.	Ader jaein wol	Female
54.	Abuk dor uray	Female
55.	Anguec kang uchan	Female
56.	Auk Nyiul Umeh	Female
57.	Anglino ala Thar	Female
58.	Assaut Alaub alau	Female
59.	Tarc Atang Uchalla	Female
60.	Rose Ading Ungec	Female

BOR FIELD MISSION

Jonglei Youth Group Union (Mixed Girls and boys)

No	Name	Position	Gender (M/F)
61.	William Deng Akuei	Secretary for Culture	M
62.	Chuol Deng Michael	General secretary	M
63.	Badbuol Steven Nuor	Secretary for Finance	M
64.	Wal Alier Jokoy	Chairperson	M
65.	Amuor Tabitha Kuol	Deputy Secretary Health	F
66.	Deng Bol Wuol	Advisor	M
67.	Dut Maren Nyok	Member	M

Jonglei State Women Association in Bor

No	NAMES	POSITIONS	Gender (M/F)
68.	Tatima Musa Elijak	Executive Director	F
69.	Awur Piech Biah	Deputy Executive Director	F
70.	Kenya Mach Ayol	Finance	F
71.	Akur Susan Achiek	Gender and Protection	F
72.	Poibe Anyiec Nyok	Member	F

Yambio

Technical and Vocational Education and Training (TVET)- Tailoring training for Abducted girls

No	Name	Gender (M/F)
73.	Paite Elia Appolo	F
74.	Suzan Daniel Bakpe	F
75.	Suzan Justin Badista	F
76.	Uzana Justin Micheal	F
77.	Jackline Justin Martin	F

Technical and Vocational Education and Training (TVET) – Youths (Boys)

No	Name	Position/Course	Gender (M/F)
78.	Clement Elisama Kornalio	Carpentry	Male
79.	John Faustino Juma	Carpentry	Male
80.	Alson Anhgelo Mark	Carpentry	Male
81.	Ambito Moses Cornoilous	Carpentry	Male
82.	Malish Moses Victor	Electricity	Male
83.	Agbia Justine Louis	Electricity	Male
84.	Kinako Luka Maikali	Wiring	Male
85.	Moses Mariano Bisisi	Welding	Male
86.	John Gumete Peter	Building	Male

Technical and Vocational Education and Training (TVET)- Yambio Tailoring for Abducted girls

No	Name	Gender (M/F)
87.	Paite Elia Appolo	Female
88.	Suzan Daniel Bakpe	Female
89.	Suzan Justin Badista	Female
90.	Uzana Justin Micheal	Female
91.	Jackline Justin Martin	Female
92.	Amidane Mariiam	Female
93.	Sunday Michael Mangin	Female
94.	Ninagu Margreth Elisama	Female

Kodapai Women Fishpond

No	Names	Gender (M/F)
95.	Joana James (Chairperson)	F
96.	Amidane Mariiam	F
97.	Sunday Michael Mangin	F
98.	Ninagu Margreth Elisama	F

FGDs – RUMBEK FIELD OPERATIONS

Women Gamuoi I (Farmer's group)

No	Name	Gender (M/F)
99.	Monia Ajak Meen	Female
100.	Martha Aamakou Mayom	Female
101.	Rebecca Ayor Mayor	Female
102.	Hellen Achol Machuol	Female
103.	Abak Them Kon	Female
104.	Martha Amakeu Machuol	Female
105.	Mary Yom Maper	Female
106.	Mary Nyikor Mabor	Female
107.	Debora Amakou ARAMDAN	Female
108.	Teresa Ajang Achan	Female
109.	Martha Ayen Madol	Female
110.	Hellena Agulla Mading	Female
111.	Mary Agok Makoi	Female
112.	Mary Arun Malou	Female
113.	Maru Achol Poth	Female

Women Gamuoi II (Cash for Assets)

No	Names	Gender (M/F)
114.	Mary Ayar Makur	Female
115.	Martha Ayen Mabor	Female
116.	Monica Yar Akurngok	Female
117.	Kawaja Makur Mading	Female
118.	Mary Ayen Makueth	Female
119.	Hellena Nyandoc Kumbai	Female
120.	Elisabeth Kaumick Baranaba	Female
121.	Perisila Awut Majak	Female
122.	Aluel Agok Madong	Female
123.	Ayen Mading Madong	Female

124.	Perisila Akot Thaanda	Female
125.	Rebecca Achol Gaak	Female
126.	Tebitha Ding Deng	Female
127.	Hellena Nyanyir Maluok	Female

Women Gamuoi III (TVET For Returnees)

No	Names	Gender (M/F)
128.	Hellena Agok Huel	Female
129.	Mary Adeng Rortoc	Female
130.	Rebecca Aluei Ayii	Female
131.	Rebecca Ding Nhuak	Female
132.	Mary Aluel Makoi	Female
133.	Mary Amakou Machar	Female
134.	Hellena Ayeu Mapuor	Female
135.	Mary Achol Mabor	Female
136.	Suta Akot Maker	Female
137.	Kamisa Sunday Kamisa	Female
138.	Kara Akuong Malual	Female
139.	Perisila Sabur Maker	Female

Youths (Boys) - Eldersly (TVET)

No	Name	Gender (M/F)
140.	Marila Malual Nyuol	Male
141.	Marial Majok Yuol	Male
142.	Majuec Mabor Gai	Male
143.	Michael Mabor Gai	Male
144.	Majak Nyt Ater	Male
145.	Peter Makur Maluk	Male
146.	Mayek Cadhor Dau	Male

147.	Makmach Ater Gak	Male
148.	Makol Makol Matooc	Male
149.	Mabor Kau Nyaak	Male
150.	Mabak Ater Gol	Male
151.	James Makuer Majak	Male
152.	Mabor Ajok Rumbai	Male
153.	Akon Deng Akeu	Male

Community Access Road group for the Eldersly Cipuoumat

No	Name	Position	Gender (M/F)
154.	Marila Malual Nyuol	Chairperson	Male
155.	Marial Majok Yuol	Seccretary	Male
156.	Majuec Mabor Gai	Finance	Male
157.	Michael Mabor Gai	Member	Male
158.	Majak Nyt Ater	Member	Male
159.	Peter Makur Maluk	Member	Male
160.	Mayek Cadhor Dau	Member	Male

Safety Needs working Group for the Elderly Cipuoumat

161.	Makmach Ater Gak	Member	Male
162.	Makol Makol Matooc	Member	Male
163.	Mabor Kau Nyaak	Member	Male
164.	Mabak Ater Gol	Member	Male
165.	James Makuer Majak	Member	Male
166.	Mabor Ajok Rumbai	Member	Male
167.	Akon Deng Akeu	Member	Male

Cipuoumat Youth Cash for Work

No	Name	Position	Gender (M/F)

168.	John Madol Meen	Chairperson	Male
169.	Daniel Machar Ahienm	Vice Chairperson	Male
170.	Barnaba Manluak Mading	Secretary	Male
171.	Samuel Mapuor Ajok	Finance	Male
172.	Matur Ater Rui	Community Mobilizer	Male

Mixed Men and Women – Cipuoumat (Community Road access)

No	Name	Gender (M/F)
173.	John Madol Meen	M
174.	Daniel Machar Ahienm	M
175.	Barnaba Manluak Mading	M
176.	Samuel Mapuor Ajok	M
177.	Matur Ater Rui	M
178.	Moses Maker Beny	M
179.	Marko Majur Wede	M
180.	Deng Marial Dominic	M
181.	Moses Majak Kuc	M
182.	Paul Sawet Marial	M
183.	Baranabas Bol Mabor	M
184.	Thon Makoi Dhel	M
185.	Amilia Sunday Khamis	F
186.	Susana Alweny Maker	F
187.	Geoffery Malual Sarah	F

Women Gamluoi – Community Access Road

No	Names	Position	Gender (M/F)
188.	Teresa Ajang Achan	Chairperson	Female
189.	Martha Ayen Madol	Finance	Female
190.	Hellena Agulla Mading	Mobiliser	Female

191.	Mary Agok Makoi	Member	Female
192.	Mary Arun Malou	Chairperson	Female
193.	Maru Achol Poth	Vice/Chairperson	Female
194.	Mary Ayar Makur	Finance	Female
195.	Martha Ayen Mabor	Secretary	Female
196.	Monica Yar Akurngok	Women Mobiliser	Female
197.	Kawaja Makur Mading	Member	Female

Rumbek – Mixed Teacher Primary School (Girls and Boys)

No	Name	Position	Gender (M/F)
198.	Riak Matueny Kuoc	Caretaker	M
199.	Tensons Muong Kou	Teacher	M
200.	Samuel Malok Mabon	Teacher	M
201.	Albino Ater Kuol	Teacher	M
202.	Peter Machot Nyitur	Teacher	M
203.	Susana Abuol Bol	Teacher	F
204.	Johnson Maruel Keuyang	Secretary	M

Rumbek – Youths (Girls) Primary School project Beneficiaries – Pupil

No	Name	Gender (M/F)
205.	Mary Nyimal Majok	Female
206.	Priscila Alek Gai	Female
207.	Mary Nyanadong Manyang	Female
208.	Toma Manyang	Female
209.	Monica Nyandor Dut	Female
210.	Mary Akuotgol Malith	Female
211.	Rose Nunu Deng	Female
212.	Rejoice Atong Ater	Female
213.	Araai Thomas Dut	Female

214.	Rebecca Ajok Matur	Female
215.	Athiei Machuei Maker	Female

Appendix 14: Field Work Schedule

Day and Date (2021)	Location	Activities
September		
Monday 13 to Thursday 31	Home-based	Desk review, KIIs, Inception report and preparation for travel to Juba
October		
Saturday 02 to Sunday 03	Ottawa/Juba	International travel of the TL and the DTL
Monday 04	Juba	Briefing meeting and completion of admins issues
Tuesday 05	Juba	Initial interviews (KIIs)
Wednesday 06	Juba	KIIs
Thursday 07	Juba/Wau	Travel to Wau from Juba by UNMISS flight KIIs, FGDs and site visits (FO)
Friday 08	Wau	KIIs, FGDs and site visits (FO)
Saturday 09	Wau	KIIs, FGDs and site visits (FO)
Sunday 10	Wau	Team meeting and recap
Monday 11	Wau/Juba	Travel to Juba from Wau by UNMISS flight
	Juba	KIIs, FGDs and site visits (FO)
Tuesday 12	Juba/Bor	Travel to Bor from Juba by UNMISS flight KIIs, FGDs and site visits (FO)
Wednesday 13	Bor	KIIs, FGDs and site visits (FO)
Thursday 14	Bor Juba	KIIs, FGDs and site visits (FO) Travel to Juba from Bor by UNMISS flight KIIs in Juba
Friday 15	Juba Yambio	Travel to Yambio from Juba by UNMISS flight KIIs, FGDs and site visits (FO)
Saturday 16	Yambio	KIIs, FGDs and site visits (FO)
Sunday 17	Yambio	Team meeting and recap
Monday 18	Yambio Juba	Travel to Juba from Yambio by UNHAS flight Team meeting and recap
Tuesday 19	Juba	KIIs in Juba
Wednesday 20	Juba Rumbek	Travel to Rumbek from Juba by UNMISS flight KIIs, FGDs and site visits (FO)
Thursday 21	Rumbek	KIIs, FGDs and site visits (FO) Reconciliation of findings, preliminary analysis, and preparation of the debriefing meeting
Friday 22	Rumbek Juba	Travel to Juba from Rumbek by UNMISS flight KIIs in Juba Debriefing meeting of preliminary findings at the UNHCR Office
Saturday 23	Juba	Team meeting and recap
Monday 25	Juba/Ottawa	Return flight of the TL & DTL to Ottawa, end of fieldwork

Appendix 15: Evaluation management

The evaluation Team

Person/role	Responsibilities
Serge Eric YAKEU DJIAM Team Leader, Coordination, and management of the evaluation team (Contact person), Lead of the "*Food security and recovering local economies, and strengthening social services*" priority areas	• Coordinate the evaluation mission, maintain contact and provide updates as necessary to the Evaluation Focal Point (UNCT) • Conduct the evaluation in accordance with the approved work plan; • Lead desk review on food security and recovery local economies, strengthening social services, • Lead field data collection and data analysis • Analyze findings conclusions and recommendations to respond fully to evaluation questions • Integrate findings, conclusions and recommendations by region and across the two regions • Serve as lead writer and as a technical reviewer of deliverables • Prepare and submit all deliverables for revision and approval; • Ensuring the quality assurance of all deliverables; • Manage the Team members; and all aspects of the evaluation; • Prepare and conduct a workshop to present the findings, conclusions, recommendations and lessons of the evaluation.
Elisabeth BASEMEG KIHEL Deputy Team Leader, Lead of the Priority area focused on "Building peace and strengthening governance"	• Assist the team leader in the development of workplan, Team planning meeting, data analysis • Document review on "Building peace and strengthening governance", Conduct with TL the field mission in South Sudan • Supervise key informant interviews and focus group discussions • Supervise field visits with photographs as additional data validation • Participate to the data analysis, Draft and refine briefings • Participate in the design and writing of evaluation report • Participate in briefings and debriefings for UNCT and ESC • Review presentation of preliminary findings, conclusions and recommendations
Zakaria KEITA International Expert, Lead of the "*Empowering women and youth*" priority area	• Assist the team leader in the development of workplan, Team planning meeting, data analysis • Document review on "Empowering women and youth" and any other related priority areas • Participate to the home-based data collection and analysis, Draft and refine briefings on the selected priority areas • Participate in the design and writing of evaluation report • Participate in briefings and debriefings for UNCT and ESC • Review presentation of preliminary findings, conclusions and recommendations
Richard OJARA	• Facilitate communication prior to the arrival of the Evaluation Team in Juba

National Consultant, Lead of the country context for the evaluation (will also provide translation services when needed)	- Participate in team planning meeting and fieldwork - Desk review and contribution on work plan - Accompany the team during field data collection - Conduct field visits with photographs as additional data validation - Provide translation, facilitate and participate in Key informant interview and Focus Group Discussion - Provide input for data analysis during the reporting phase - Provide inputs to pending issues during the reporting phase - Provide any other input upon request by the TL.

Quality assurance and technical support

The RCO and ESC responsibilities include:

- Ensure effective scheduling of KIIs, FGDs, site visits and timely access.
- Identify, and facilitate access to, documentation and people deemed of importance to the evaluation process.
- Share deliverables with key stakeholders;
- Collect and consolidate into a single matrix for ease of reference by the consultant, all relevant stakeholder comments on the draft report;
- Collect and consolidate into the UN shared point link all relevant files and documents as needed by the evaluators;
- Prepare and include the management response to the evaluation report that documents their response to the recommendations and establishes how each organization will (or will not) follow-up on the recommendations.
- Assess the overall performance of the Consultant for the present mandate;
- Disseminate the evaluation report after it has been completed and for ensuring that the executive summary is made available to all stakeholders.

Timelines for all deliverables

Deliverables	Proposed deadline
Draft Inception Report incl. evaluation matrix	24/09/2021
Inception workshop	28/092021
Final Inception report	04/10/2021
Evaluation field mission	22/10/2021
PowerPoint presentation of primary findings) and debriefing workshop	
Final PPT of primary findings	25/10/2021
Draft UNCF evaluation report	15/11/2021
Validation workshop of the draft evaluation report	25/11/2021
Final UNCF evaluation report	13/12/2021

Appendix 16: UNCF budget and expenditures 2019-2021 (USD million).

Priority areas	2019		2020		2021		Total	Total for the UNCF 2019-2020[50]		%
	B	A	B	A	B	A	B	B	A	A
Building Peace and Strengthening governance	31,01	34,42	56,74	20,67	49,54	-	137,29	87,75	55,09	62,78
Improving food security and recovering local economies	116,76	103,03	171,91	73,11	94,71	-	383,38	288,67	176,14	61,01
Strengthening Social Services	95,88	61,04	94,25	104,64	200,4	-	390,53	190,13	165,68	87,14
Empowering Women and Youth	28,41	14,87	9,46	4,49	16,67	-	54,54	37,87	19,36	51,12
Total	**272,12**	**213,36**	**332,35**	**202,92**	**361,32**	-	**965,79**	**604,47**	**416,27**	**68,86**

Source: Adapted from the UNCF and annual reports (2019 - 2021)
Legend: B = Budget   A = Actual

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[50] The actual figures cover only the budget for 2019 and 2020. The actual budget for 2021 will be available after the annual review.
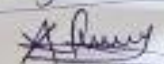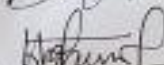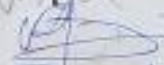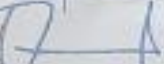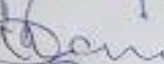
Appendix 17: Government Institutions by Cluster

SN	CLUSTER	SECTOR
1	GOVERNANCE	**1. Public Administration** 1. Ministry of Presidential Affairs 2. Ministry of Cabinet Affairs 3. Ministry of Foreign Affairs and IC 4. Ministry of Parliamentary Affairs 5. Ministry of Federal Affairs 6. Ministry of East African Community 7. Ministry of Information, Communication, Technology and Postal Services 8. Ministry of Peace Building 9. Local Government Board 10. National Election Commission 11. Northern Corridor Implementation Authority 12. Parliamentary Service Commission 13. Council of States 14. National Legislation Assembly 15. Refugee Commission 16. Access to Information Commission 17. Media Authority 18. National Communication Authority 19. South Sudan Broadcasting Commission 20. Ministry of Public Service and HRD 21. Ministry of Labour 22. Civil Service Commission 23. Employee Justice Chamber 24. Public Grievances Chamber 25. Salaries and Renumeration Commission*
		2. Rule of Law 1. Ministry of Interior 2. Ministry of Justice and Constitutional Affairs 3. National Constitution Review Commission 4. Law Review Commission 5. Human Right Commission 6. Judiciary 7. Bureau of Community and Small Arms Commission
		3. Security 1. Ministry of National Security 2. Ministry of Defence and Veteran Affairs 3. National Demining Authority 4. Disarmament, Demobilization and Reintegration Commission
		4. Accountability 1. Anticorruption Commission 2. Audit Chamber 3. National Bureau of Statistics 4. Fiscal, Financial Allocation and Monitoring Commission 5. Reconstruction and Development Fund*
2	ECONOMIC	**5. Economic Functions** 1. Ministry of Finance and Planning 2. Ministry of Petroleum

		3. Ministry of Trade and Industry 4. Ministry of Energy and Dams 5. Ministry of Water Resources and Irrigation 6. National Revenue Authority 7. Ministry of Mining 8. Ministry of Lands, Housing and Urban Development 9. South Sudan Land Commission 10. Bank of South Sudan 11. Petroleum and Gas Commission 12. Ministry of Investment 13. Urban Water Corporation 14. National Bureau of Standard 15. Public Procurement and Assets Disposal* 16. Private Sector (Bankers Association, Chamber of Commerce, Business Forum) 17. Committee on Economy & Finance (NTLA) 18. Relevant CSOs
		6. Natural Resources 1. Ministry of Agriculture and Food Security 2. Ministry of Livestock and Fisheries 3. Ministry of Environment and Forestry 4. Ministry of Wildlife Conservation and Tourism 5. Environmental management Authority (EMA)
3	INFRASTRUCTURE	**7. Infrastructure** 1. Ministry of Energy and Dams 2. Ministry of Transport 3. Ministry of Roads and Bridges 4. South Sudan Road Authority 5. South Sudan Civil Aviation 6. Electricity Corporation
4	SERVICE	8. Education 1. Ministry of Higher Education, Science and Technology 2. Ministry of General Education and Instructions 3. National Examination Council 4. Research and Development Centres; Natural Disasters, Strategic Studies and Scientific Research* 5. Student Support Fund*
		9. Health 1. Ministry of Health 2. HIV/AIDS 3. Drug and Food Authority 4. Health Care Support Fund*
5	GENDER & YOUTH	10. Social and Humanitarian 1. Ministry of Humanitarian Affairs and Disaster management 2. Ministry of Gender, Child and Social Welfare 3. Ministry of Culture, and National Museums 4. Relief and Rehabilitation Commission 5. War Disabled, Widows and Orphans 6. Ministry of Youth and Sport

Appendix 18: List of participants to the debriefing workshop in Juba

DEBRIEFING MEETING, UNCF EVALUATION
List of Participants, 22/10/2020
UNHCH, JUBA

No	Names	Position	Organisation	Signature
1	Alumai Geoffrey	M&E	RCO	
2	Solomon Yiman	M&E	UNOP	
3	STEPHANO WIEU	Partnership Officer	RLO	
4	Marco Kirschbaum	Triple Nexus adviser	RCO	
5	Kristele Younes	HoO	OCHA	
6	Arafat Jamal	HC/RCai		
7	WILSON Kaikai	Head, M&E	WFP	
8	William Nall	Head of RAM	WFP	
9	Modi Charles	M&E Specialist	UNFCCP	
10	Num Penduel	Coord Officer	ODSRSG/HC/RC UNMISS	
11	Jose Pedrosa	Economist	RCO	
12	Serge Eric YAKEU	Team Leader	Consultant	
13				
14				
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21				

Appendix 19: Short bio of the Evaluation team members

Serge Eric Yakeu Djiam, B.Sc., Ir., M.Sc., CE

Bilingual (French & English), Serge Eric is a Credentialed Evaluator (CE). His is the Chair of EvalIndigenous, the Vice-President of the International Development Evaluation Association (IDEAS), and Former President of the African Evaluation Association (AfrEA). His background covers mostly Education and Rural development, Evaluation Capacity development, Project design and Planning, Participatory Monitoring & Evaluation, Outcome mapping and Impact Assessment, Food Security, Livelihoods Management, Rural finance and Institutional Analysis, Agricultural economics research, Environmental economics, and Development evaluation. He spent the 15+ years conducting evaluations in Africa (21 countries), Europe (7), North America, Middle East (2), and Asia (3). He works with stakeholders at multiple levels including community-based organisations, donors/funders (AfDB, EU, Global Affairs Canada, GIZ), governments, partners' and UN agencies such UNICEF, ILO, UNIDO, OHCHR, UN Country Offices, UNDP, UNESCO, IFAD, FAO, UN Women, and WFP.

Serge Eric led the design and implementation of over 120 country research worldwide and within complex and humanitarian environments either as individual or in team setting in various locations including very remote areas. Most work required very strong cultural sensitivity. With his ability to manage participatory approaches in addition to his knowledge and leadership skills, he adapts readily to different cultural environments. His has an excellent command of both qualitative and quantitative research methodologies and statistics, outstanding knowledge, and experience of statistical analysis software such as SPSS, R, CESPRO, SNARP – SURVEY and other new technologies.

He is also a Visiting Professor with various universities such as Quebec University in Montreal (UQAM), the Faculty of Agriculture and Food Consumption of the United Arabs Emirates University, University of Constantine II in Algeria, and served as "Senior Lecturer" for the Institute of Environmental Sciences in Cameroon. Serge Eric is very active as adviser for youth empowerment and as a Mentor for EvalYouth Mentorship programme. Furthermore, he is currently serving as international resource specialist to chair workshop/conferences, for scientific reviews with evaluation journals, research and evaluation networks worldwide. His bilingual communication skills are outstanding with an excellent public speaking facility with various types of audience. He's pretty talented and swift in the design and production of high-quality reports in English and French, which could bear both technical and policy-oriented styles. He is also a Member of the Canadian Evaluation Society (CES), Cameroon Development Evaluation Association (CaDEA), and the Canadian Association of International Development Professionals (CAIDP).

With regards to his qualification, Mr. Yakeu has a Double International M.Sc. in Rural development (Belgium), A Master Degree in Research Methodologies and Statistics (Wageningen, Netherlands), M.Sc. in Environmental Economics (Humboldt, Germany), an Engineer Diploma (M.Sc.) in Agricultural economics and Rural Sociology, a B.Sc. in Human Nutrition (Cameroon). He also has several international certificates in Participatory M&E and Results-Based Management, in Equity-Focused Evaluation, in Planning and Development Evaluation (IPDET), in Development Cooperation (Belgium). He finally completed the Advanced Security In The Field (ASITF) and the Basic Security In The Field (BSITF II) Certificates of the United Nations Department of Safety and Security. For more details, please looks at: https://www.linkedin.com/in/serge-eric-yakeu-djiam-1ab15140/

Elisabeth Basemeg Kihel, Ir., M.Sc., PhD

Elisabeth is an experienced multiple task manager with a strong leadership and analytical ability to support public / private organization in achieving a superior level of performance with professionalism and integrity. She has more than 15 years professional experience on the field in different environmental settings from post-crisis, to development, humanitarian and transition with UN and INGO. She worked as early recovery and peace building specialist, resilience and recovery specialist, technical advisor a.i. conflict prevention and recovery. She has experiences both at the national and regional levels while also managing field offices as a head of office. She successfully designed and managed the implementation of peacebuilding, resilience, durable solutions, socio-economic recovery, livelihood support, governance, local governance programs and portfolio.

Holder of a PhD degree in public administration, specialized in public policy analysis and management (ENAP, Montreal/Canada) she also owns a Master's degree in International development specialized in political, economic and social sciences (Catholic university of Louvain UCL/ Belgium), a Master's degree in Biology and environmental sciences (UYI Yaounde/Cameroon) and a Bachelor degree in engineering/agricultural economics (UDs Dschang/Cameroon).

She is a changing and innovating actor providing her expertise to bring out sustainable solution in crises-responses, resilience, livelihood, governance, and peace building. She has solid competences and play a pivotal role in planning, strategic thinking, advice, management, research/analysis and evaluation of organizations, programs, and projects. She also has significant experience with impactful role in representation, partnering /networking development, resources mobilization, training, and knowledge building. Her field of expertise comprises:

Research (quantitative & qualitative)/Policy analysis and Evaluation: As public organization management and complex project design and implementation lecturer and research assistant in the university (ENAP/Montreal Canada), international consultant and regional coordinator for UNDP (DRC, Regional office Dakar/Senegal, Regional office Addis Abeba/ Ethiopia), she successfully planned and implemented evaluation research activities on various public policies/programs cycle analysis, using appropriate quantitative and qualitative assessment methodology, methods and tools.

Strategic Thinking/Advice, planning and program development: She designed and implemented strategic direction/oversight of office and strategies in several sectorial policies areas. She provided advice in public administration reform and management, policy development, follow-up and coordination including aid and fight against poverty policies, humanitarian, and development nexus transitional planning. She ensured quality control, risk & result based management of programs in development, transitional and post-conflict situations. These includes programs related to crisis responses and poverty reduction such as early recovery, peace building / consolidation, stabilization, development, and resilience within United nations development program (UNDP) poverty, governance, recovery and resilience programmatic unit. Ensured direction and coordination of office administrative areas.

Monitoring and Evaluation/Knowledge Building/Sharing: She provided oversight, quality control and assurance in program implementation based on continuous monitoring and analysis and she provided expertise in leading achievement of expected result, effective application of tools and ensuring integrity of financial system. She established and managed community networks to promote and improve sharing knowledge and capacity building leading to good development performance indicator at local and national level. She watched the inter-sectoral linkage and coordinate external evaluation in overall UNDP program in the area. She promoted identification and reporting of best practices and lessons learnt for organizational sharing and learning.

https://www.linkedin.com/in/elisabeth-basemeg-kihel-phd-44564666/

Zakaria Keita, B.Sc., M.Sc.

With over 18 years of proven international experience including over 12 years with the United Nations and regional and sub-regional organizations, Zakaria worked in conflict and/or emerging countries. He is an expert in program planning and evaluation, and specialist in livelihoods, resilience, community stabilization and human security. During recent years, he has developed skills and expertise in the issues of (Recovery, Cluster coordination, Human Security, Nutrition, Food Security, Emergency aid, Gender based Violence, Women's Empowerment, Gender Parity, Health, Education, Social Protection, Sustainable Development, Inclusive Finance, etc.).

Zakaria had increased knowledge in the coordination of the RCO at country level, civil-military coordination in the field, results-based management, resource administration, inter-agency collaboration, transition strategies, development and implementation of Resilience and Community Stabilization, Mediation, Social Cohesion and Peacebuilding Projects in Africa. During the last five years 2016-2019), Zakaria worked for the UNDP respectively as advisor and specialist in livelihoods and community stabilization and coordinator of Human Security project in CAR. In his practice as an international consultant, Zakaria has participated in the evaluation of several international projects and programs with partners and development agencies on various themes in Africa and Europe (AFRISTAT, ECOWAS, UEMOA, UN, CANADEM, USAID, EU, ADB, JAPAN, CANADA, etc.).

Zakaria holds a Master of Public Administration (Program Evaluation) from ENAP, University of Quebec in Montreal (CANADA), Graduate certificate in Public Administration, with emphasis on Public Sector Financial Management, and bachelor's degree in Sociology from the University of Geneva (Switzerland). Beyond his academic training, he obtained several professional certificates with the United Nations, schools and university and applied research centers. Zakaria is a member of the following academic associations and corporations (GERFI, ADENAP, Theory based Evaluation Group, COP-MDFR Africa-francophone, APEM-Mali, CRÉE, CRIEVAT etc.).

Zakaria is bilingual and speaks several languages and dialects in West and Central Africa (French, English, Bambara, Mandinka, Creole, Sango, etc.). Zakaria has accumulated over 15 years of fieldwork in Mali, Sierra Leone, Central Africa Republic, Burkina Faso, Guinea, Mauritania, Nigeria, Benin, Togo, Switzerland, Canada, etc.

Richard Ojara, B.Sc., M.Sc

Richard has over ten years of experience implementing, deigning, and evaluating development programs, in the East Africa region including South Sudan, and Ethiopia. Richard has worked as program specialist and Evaluation Specialist with USAID/South Sudan for over six years. Prior to that, Richard provided extensive support to USAID Sudan and South Sudan through Management System International on monitoring, and evaluation. Through an attachment by Center of Excellence on Democracy, Human Rights and Governance, Richard participated in the design of an impact evaluation program on security peace building, small arms, community resilience and development program for USAID West Bank and Gaya.

Between 2019 and 2021, Richard led a range of evaluations in Uganda and South Sudan for organizations including but not limited to Welthungerhilfe, United Nations Industrial Development Organization, Southern and Eastern Africa Trade Information and Negotiations Institute, and others to assess programs funded by USAID, BMZ, Canada, and the Democratic Governance Facility. Richard has extensive experience in managing project evaluation, planning and design, developing evaluation Scope of works and protocols for performance and impact evaluations.

Richard has a Master's Degree in Human Rights, a Post Graduate Diploma in Monitoring and Evaluation, a Post Graduate Diploma in Social Justice, a BA in Social Sciences and currently finalizing a thesis for Master's in Research and Public Policy from Uganda Christian University Mukono.

Expertise includes: governance and Human Rights, Capacity needs assessment, Conflict Management, Food security and nutrition, Gender & Equity-focused evaluation, Planning and project/program management, Humanitarian assistance, Vulnerability assessment and resilience building, Peace building and transition initiatives, Community development, Environmental economics and natural resource management.