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**United Nations Development Programme (UNDP)
South Sudan**

**Mapping of Civil Society Organisations Engaged in
Peacebuilding at National and State Levels in South Sudan**

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**22 March 2016
Juba, South Sudan**

Acronyms

AMDISS	Association of Media Development in South Sudan
BCSSAC	Bureau for Community Security and Small Arms Control
CBOs	Community-Based Organisations
CEPO	Community Empowerment for Progress Organisation
CES	Central Equatoria State
CPA	Comprehensive Peace Agreement
CPAP	Country Programme Action Plan
CPJ	Citizens for Peace and Justice
CSAC	Community Security and Arms Control
CSOs	Civil Society Organisations
EES	Eastern Equatoria State
FBOs	Faith-Based Organisations
FGD	Focus Group Discussion
GBV	Gender Based Violence
GoSS	Government of South Sudan
IDPs	Internally Displaced Persons
INC	Interim National Constitution
INGO	International Non-Governmental Organisation
JS	Jonglei State
KII	Key Informant Interviews
LS	Lakes State
MoJ	Ministry of Justice
NBGS	Northern Bahr el-Ghazal State
NDI	National Democratic Institute
NGOs	Non-Governmental Organizations
NPPR	National Platform for Peace and Reconciliation
RRC	Relief and Rehabilitation Commission
SSCC	South Sudan Council of Churches
SSPRC	South Sudan Peace and Reconciliation Commission
SSUNDE	South Sudan Network for Development and Election
SPLM/A	Sudan's People Liberation Movement/ Army
SPLM-IO	Sudan's People Liberation Movement in Opposition
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNMISS	United Nation Mission in South Sudan
UNS	Upper Nile State
US	Unity State
WBGS	Western Bahr el-Ghazal State
WES	Western Equatoria State
WS	Warrap State

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Acknowledgments

First and foremost, we would like to express our deepest gratitude to all civil society organisations (CSOs) leaders and staff for participating in the mapping exercise, giving the researchers their valuable time, and sharing useful information.

We would like to thank Mr. Lealem Dinku, Team Leader for UNDP Democratic Governance and Stabilization Unit; Mr. Sammy Odolot, acting Project Manager for UNDP Community Security and Arms Control; Ms. Sibusisiwe Ncube, UNDP Chief Technical Advisor on Peace and Development; and Mr. Kennedy Chibvongodze, Team Leader for UNDP Programme and Partnership Support Unit. Special thanks go to Ms. Julia Odumuyiwa, UNDP Peacebuilding Specialist, for facilitating our work, giving us useful technical inputs and providing us the necessary documents. We are also thankful to Mr. Dume Dunno, Mr. Moses Lokiden and Ms. Fatuma Hassan, and UNDP staff, for technical inputs, and administrative and logistical support during the mapping exercise.

Our deepest thanks also go to Honourable Isaiah Chol Aruai, Chairperson of the National Bureau of Statistics (NBS), for providing us all the support we requested from his office. We are greatly indebted to Mr. David Thiang, Head of Economic Statistics Unit of the NBS for facilitating the recruitment of field researchers and providing us administrative support especially in bringing the completed checklists from the states. Our gratitude also goes to Ms. Margaret Labanya, Head of Administration of NBS, for arranging flights for the field researchers. We would also like to thank the ten field researchers and three data cleaning and entry clerks for the job well done.

Finally, we would like to thank Mr. William Ongoro Peter, National Platform for Peace and Reconciliation (NPPR) Coordinator, for providing us logistical support and facilitating key informant interviews and focus group discussions.

1. Executive Summary

This mapping study was commissioned by UNDP South Sudan to identify Civil Society Organisations (CSOs) engaged in peacebuilding activities at national and subnational levels in South Sudan. To conduct the mapping study, the team of consultants adopted a methodology that involved both document review and field research. Thus primary and secondary data were collected through key informant interviews (KIIs), focus group discussions (FGDs) and a checklist.

The emergence of CSOs in South Sudan dates back to the war of independence. During this period, the CSOs were mainly carrying out humanitarian activities because the context was not conducive for activism such as advocacy and lobbying for policy changes, human rights, rule of law, and accountability. After the signing of Comprehensive Peace Agreement (CPA) in 2005, there was a dramatic increase in the number of CSOs operating in South Sudan. Most of these CSOs were mainly engaged by international organisations in service delivery and project implementation activities. Consequently, the crucial activism role of CSOs was given less attention. Moreover, the continuous engagement of CSOs in public service delivery and implementation of development projects undermined state legitimacy as it prompted communities to increasingly rely on non-state actors for support.

CSOs in South Sudan are working in a challenging political and legal environment. The 2014 NGO Bill contains a number of restrictive provisions such as criminalisation of unregistered voluntary or humanitarian work; interference in the internal affairs, autonomy of NGOs; and lack of clarity on the grounds for the refusal or renewal of registration. The 2015 National Security Service Law, which gives the security services broad new powers further, constrains the political space of the civil society in South Sudan. This law allows state security agents to arrest and detain suspects, monitor communications, carry out searches, and seize property². Church leaders have expressed their concern about the “arrests (of citizens) for no reason, security organs acting as if they are above the law, shrinking space for citizens and civil society ...”³.

CSO Profile

At present the civil society sector in South Sudan is extremely fluid embracing a broad range of actors. The Ministry of Justice and Relief and Rehabilitation Commission did not furnish the list of CSOs operating in South Sudan. As a result, the researchers populated a list of 699 CSOs engaged in different activities based on information obtained from UNDP, NGO Forum, NPPR, and other umbrella organisations. From this list, 285 CSOs engaged in peacebuilding were identified prior to the fieldwork. Of the 285 CSOs, the field researchers were able to find only 67 CSOs in their respective states and the remaining were either inactive or have wrong addresses. As a result, the field researchers had to spend the first two days of the field work identifying CSOs engaged in peacebuilding in their respective states. In the end, a total of 290 CSOs engaged in peacebuilding were identified and covered by the mapping exercise. About 20 percent of them are national level CSOs operating in more than one state while the remaining are state level CSOs which are scattered across all the ten states.

The study revealed that 71 percent of the 290 CSOs were created in the period from 2004 to 2013, most likely stimulated by the significant increase in donor funds. Nearly all peacebuilding CSOs (98%) are legally registered at national and state levels as per the government requirements.

1 The Team deployed by SMAP Institute of Training, Education and Consultancy, which is contracted by UNDP to conduct the study, consists of Dr. Amanuel Mehreteab and Ghebremedhin Haile.

2 International Centre for Not-for-Profit Law, NGO Law Monitor, 2 August 2015.

3 South Sudan Council of Churches, Statement of Intent, Church Leaders' Retreat, Kigali, Rwanda, 1st-7th June 2015.

4 state level CSOs are those that operate in one state only.

The civil society sector in South Sudan is fragmented and divided along multiple fault lines. The most salient of these divisions is that of ethnicity⁵. Respondents in CSO focus group discussions concurred that “only a few national CSOs truly represent the cross-section of the society and can rally a multi-ethnic constituency”, support this assertion⁶.

Peacebuilding activities

Peacebuilding activities are designed to address the causes of conflict and promote peace, reconciliation, and healing. The major sources of conflict in South Sudan are poor economic opportunities, political exclusion, and competition over scanty resources (e.g. water and grazing land), and cattle raiding. These sources of conflict often trigger inter- and-intra-tribal fighting and revenge killings. As responses to these sources of conflict, most (71.4%) of the CSOs undertake peace dialogue, followed by peace advocacy and lobbying (70%), reconciliation (49%), peace conference (40%) and peace negotiation and mediation (39%). For example, peace dialogue activities are intensely undertaken by CSOs working in states (e.g. 87% of CSOs in Jonglei State and 84% in Lakes State) most affected by communal violence, cattle raiding and revenge killing.

To a lesser extent, CSOs implemented development projects such as water points, markets, and roads to address underlying causes of conflict and demonstrate to people that development is possible when there is peace. Furthermore, capacity building interventions were conducted by international non-governmental organisations (INGOs) and umbrella organisations to member CSOs through information dissemination, provision of training and sharing of training materials.

A critical peacebuilding gap identified by the study is the absence of trauma healing interventions by the CSOs. The vast majority of South Sudanese, both civilians and military, have been traumatised by decades of war of independence and the recent conflict. These conflicts have resulted in human rights abuses, killing, torture, rape, looting, and displacement. Healing these wounds requires massive trauma healing interventions at all levels, vertically and horizontally, targeting different segments of the population (e.g. politicians, military, and civilians).

The study identified two homegrown peacebuilding models namely the “People-to-People Dialogue” and “Peacebuilding Episode: Interactive Radio Talk Show” of the National Platform for Peace and Reconciliation (NPPR). They are selected as good practice models based on their relevance, effectiveness, replicability, and sustainability. The People-to-People dialogue was successfully implemented by the church in close collaboration with local communities including traditional chiefs, women groups and youth representatives. This homegrown conflict transformation mechanism is rooted on solid understanding of local realities and proved to be effective in addressing conflicts affecting communities. However, its potential to generate greater impact at a wider scale has been constrained by capacity limitation on the part of local communities and organisations such as the church.

Target group

CSOs peacebuilding interventions targeted the youth (81%), women (65%), entire communities (51%), and children (28%). The predominantly youthful population of South Sudan⁷ suffer from lack of livelihood opportunities especially in the rural areas. Unemployment and idleness were cited as the main sources of frustration for the youth, eventually driving them into conflict. Women, who constitute 48% of the population⁸, were also targeted so that they can contribute to peace and reconciliation directly through their actions or indirectly through their influence on other family members.

⁵ Building Capacity of South Sudan’s Weak and Divided Civil Society, Macy Johnson, Naime Ozturk Meral, Patrick Pratt, Katelyn Thacker, May 29, 2015.

⁶ Focus Group Discussions conducted with CSO representatives in Central Equatoria State, Western Bahr el-Ghazal State and Lakes State, November 2015.

⁷ 2008 National Census estimated that 73% of the South Sudan population is under 30 years of age.

⁸ South Sudan, Statistical Year Book 2012, Republic of South Sudan, National Bureau of Statistics.

Linkages and coordination

The linkages⁹ of CSOs among each other and with international organisations (UN agencies and donors), umbrella organisations and government are weak. Only 28% of national CSOs work in collaboration with other CSOs. Linkages between INGOs and national CSOs are also limited; only 29% of the national CSOs have linkages with INGOs. Competition for donor funds may partly explain the limited linkages between them. Close to half (49%) of the CSOs have worked in collaboration with UN Agencies to implement projects. This has reduced implementation cost of peacebuilding interventions for international organisations due to the lower operational costs of national CSOs. Linkages of CSOs with other international development partners¹⁰ are also limited (23% of the CSOs) and are focused on financial support granted to CSOs for service delivery.

Two thirds of surveyed CSOs belong to umbrella organisations. Umbrella organisations are associations created by CSOs with common interest to work together towards the realisation of a shared purpose. The study revealed that member CSOs, which have closely worked with umbrella organisations, have benefited from improved access to funds, training support, sharing of information, and access to office facilities. The CSOs have linkages with government bodies either for the purpose of compliance to regulations or serving as a bridge between the government and community.

Communication

Most CSOs (64.1%) claimed to have informed communities about their peacebuilding activities through mass media, youth peace committees (49%), traditional leaders (40%), churches (33%), schools, concerned local government offices and public rallies (30% each), posters and notice boards (20%), and women and youth groups (16.2%).

Capacity

Capacities of CSOs are assessed based on governance and managerial, human resource, administrative and financial capacity indicators. A very high percentage (above 98%) of the CSOs said that they have a constitution, governing board¹¹, organisational structure, strategic and operational plans, though much remains to be desired in terms of improving quality of these documents. Almost all (98.6%) of the CSOs claimed that they prepare annual, bi-annual and quarterly reports.

The 290 CSOs currently employ 9,048 workers comprising of 4,650 (51%) salaried staff and of 4,398 (49%) volunteers. Of the total manpower, women constitute 18% and almost all (99%) are local staff. The educational level of the existing CSO leaders and staff is generally low especially in the states. Only 18% have college degrees. Staff of the CSOs is relatively young with limited work experience and half of them have less than 5 years of work experience.

Almost all CSOs suffer from shortages of administrative capacities including inadequate office space, equipment, communication devices, and transport facilities. All CSOs have bank accounts and the vast majority of the CSOs claimed that they have internal financial regulations. However, a good number of them suffer from critical financial constraints. Less than one-third of the CSOs have reported to have ever managed more than USD 100,000. As the vast majority of them depend on donor funds to survive, their peacebuilding activities are greatly aligned to donor priorities. Besides, the competition among the CSOs for donor fund constrains their potential to collaborate and complement each other's efforts and resources.

⁹ Linkages refer to formal partnerships (MoU or other agreements) established by national CSOs with other organisations.

¹⁰ Other international development partners include embassies and development agencies of foreign governments such as USAID, DFID, GIZ, SIDA, and JICA.

¹¹ A few CSOs such as the South Sudan Council of Churches (SSCC) have Board of Trustees.

The major skill gaps identified were related to: planning and proposal writing, report writing, asset management, financial management, resource mobilisation, human resource management, advocacy, dialogue, mediation, and negotiation. Training manuals and standard internal financial and human resource management regulations are lacking. There is also acute shortage of operational and logistical capacities.

In conclusion, the civil society sector is still at an emerging stage with many CSOs having to deal with a wide range of issues and challenges on a daily basis including shrinking political space, low level of linkages, shortage of financial resources, and critical gap in qualified manpower. Their capacity to effectively undertake their core function of advocacy for policy changes or holding the government and the market accountable is still low.

Recommendations

The recommendations of the study are presented as follows.

A. UNDP and other international organisations

- (i) The current legal and political environment in South Sudan is not conducive for the civil society. There is a need for international development partners of South Sudan to proactively engage with the government to lobby for the review of relevant legislations that constrain the work of the civil society.
- (ii) Strengthen coordination mechanisms (e.g. alliance, forum, umbrella organisations) to facilitate sharing of information and coordination of activities among the CSOs. The existing umbrella organisations lack the requisite capacities to effectively perform their coordination and leadership roles and thus need significant financial and technical support. Encourage linkages among the CSOs by providing funds for common projects jointly implemented by CSOs working at different levels namely national, state and local levels.
- (iii) Identify suitable CSOs to engage in peacebuilding activities using capacity indicators listed in UNDP capacity assessment guidelines. Develop and implement a comprehensive capacity building programme to enhance governance, managerial, reporting, human resource, administrative and financial capacities of CSOs. To this end, it is important for UNDP to identify and closely work with suitable training institutions.
- (iv) Rooting peacebuilding activities on solid understanding of local realities is crucial for successful implementation and improved results. There is a great potential to consolidate local initiatives (e.g. People-to-People Dialogue) to enhance consultative dialogue and mediation to resolve conflicts through the adaptation of local mechanisms. Empower communities and traditional leaders with the requisite support so that they will assume a central role in diagnosing and resolving their problems.
- (v) The long years of conflict in South Sudan have resulted in many people being traumatised especially those who are most affected by violence. After more than two years of conflict, the country is now entering into a new phase (transition period). There will be a need for massive psychosocial counselling and trauma healing interventions in the coming years. It is thus important to support CSOs to get prepared to help a large number of people traumatised by the conflict.
- (vi) Support livelihood interventions to create employment opportunities for the youth outside agriculture and animal husbandry. Livelihood interventions such as construction of roads, water supply, and markets are also expected to bring conflicting communities to work together and coexist peacefully.

B. CSOs

- (i) The civil society sector in South Sudan is presently not diversified and does not draw a multi-ethnic constituency. This has constrained their potential to reach out to each other and coordinate their peacebuilding activities and generate more visible results. It is therefore important for CSOs to broaden their membership base so that they can be more representative of the cross section of the society.

- (ii) The CSOs in South Sudan are highly dependent on donor funds and that makes them highly vulnerable and unsustainable. Their peacebuilding activities are greatly influenced by donor requirements rather than the situation on the ground. Look inward and adopt asset-based community development approaches with the aim of mobilising local resources (local knowledge, skills and life experiences) that can be utilised to undertake peacebuilding activities.
- (iii) The youth, who constitute 73 percent of the population of South Sudan, have practically limited job opportunities outside agriculture and animal husbandry. Deprived of the basic means of livelihood, they get involved in violence. The CSOs should thus advocate for employment opportunities of the youth so that they can live in peace.

2. Introduction to the Mapping Study

2.1. Introduction

As of November 2015, there were hundreds of civil society organisations (CSOs) in South Sudan engaged in a wide range of activities such as peacebuilding, food security, environment, gender, health, education, water and livelihood. They differ in their scope of work, years of operation, target groups, constituencies, capacities, geographical coverage, and thematic areas. There is limited knowledge and information about their activities, scope of operations, organisation, coordination and level of capacities.

UNDP's Community Security and Arms Control (CSAC) project commissioned this mapping study to gather relevant information about CSOs engaged in peacebuilding. The CSAC project intends to engage the civil society in amplifying the voices of community members and engendering social cohesion. The mapping study is aimed to inform UNDP's identification of suitable partners with which to establish lasting relationships in the area of peacebuilding.

This report presents the results of the mapping study. It has five parts. The first part provides a summary of the main findings, conclusion and recommendations. The second part deals with the purpose, objectives, methodology and limitations of the study. Part three provides conceptual and historical overview while part four discusses the findings of the mapping exercise in terms of CSOs profiles, peacebuilding activities, linkages and capacity. Part five presents conclusions and recommendations. Other detailed information that readers may need is annexed to the report.

2.2. Purpose and Objectives of the Mapping Study

Purpose of the mapping exercise is to identify CSOs, institutions and individuals engaged in specialised peacebuilding activities to communities at national and state levels across the country.

Specific objectives of the mapping exercise are to:

1. Establish which civil society organisations, institutions and individuals engaged in peacebuilding activities, presenting this information for the national level and for each state;
2. Identify the specific peacebuilding activities these organisations provide, their geographical scope and target beneficiaries;
3. Identify existing and potential linkages between the different CSOs, institutions and how they can be improved upon and sustained, and how ordinary men and women can be made aware of these interventions;
4. Setting out good practice model of peacebuilding interventions at national and state levels for community members in a conflict context, including how these institutions should coordinate and collaborate, and how synergies can be developed and maintained

- over time; and
5. Identify capacity gaps of these institutions in regard to peacebuilding interventions¹².

2.3. Methodology of the Mapping Study

The research methodology employed for conducting the mapping study comprises both document review and field research. Here is a brief description of the methodology.

A. Data collection

Primary and secondary data were collected through review of relevant documents and by conducting a field study.

- (i) **Document review:** This involved an extensive review of existing documents obtained from UNDP and other sources (Please see Annex One for list of references). The focus of the document review was on collecting information related to peacebuilding, CSOs doing peacebuilding in South Sudan, and capacity assessment tools.
- (ii) **Field study:** The field study was conducted at national and state levels. Both primary and secondary data were collected from a variety of sources through KIIs, FGDs and a checklist. These data collection methods are described as follows.

Key Informant Interviews were conducted to gather information from CSOs engaged in peacebuilding by administering open-ended questionnaires. The key informants include leaders and staff of CSOs, UN Agencies staff, religious leaders, relevant government officials at national and state levels, and other knowledgeable individuals.

Focus Group Discussions (FDGs) were conducted with different peace actors such as leaders, staff and members of CSOs, local government staff, women groups and youth representatives. Research guides were administered to facilitate FGDs. The consultants have conducted FGDs and KIIs in addition to their quality assurance task.

Checklist: A checklist was administered to develop the profiles of the CSOs that are engaged in peacebuilding and identify their capacity gaps. The checklist has generated information with regard to CSOs' legal status; peacebuilding activities; their geographic focus area; target groups; linkages; and governance, human resource, administrative and financial capacities.

The checklist was administered to 290 CSOs engaged in peacebuilding at national and state levels. In addition 33 key informants and 15 focus group discussions were conducted at national and state levels, involving a total of 99 respondents. (Please see Annex Two for list of persons met and CSOs covered).

B. Data entry and analysis

The completed checklists were reviewed and data entered in a census and survey processing system (CSPPro version 6.1). Data was cleaned for consistency and analysed using SPSS 20. Both analytical and descriptive analyses were carried out, including the production of cross tabulation of variables.

¹² Specific objective No. 5 is revised during the inception period and it was agreed to drop the task of "designing appropriate strategies to these CSOs" from the ToR.

C. Limitations of the study

The study has the following limitations.

1. The mapping study targets CSOs working in peacebuilding in South Sudan. At the start of the assignment, it was assumed that a complete list of all registered CSOs would be secured from the Ministry of Justice (MoJ) and the Relief and Rehabilitation Commission (RRC). Unfortunately, both organisations did not provide the required list. As a result, valuable time was lost to prepare a list of CSOs engaged in peacebuilding.
2. At the beginning of the study, the research team populated a list of 699 CSOs engaged in a range of activities (e.g. health, education, agriculture, livelihood, environment) based on information obtained from different sources (e.g. UNDP and NGO Forum). From this list, 285 CSOs engaged in peacebuilding activities at national and state levels were identified prior to the training of field researchers. This list was prepared to serve as an entry point for the field researchers who were given the task of populating the list of CSOs engaged in peacebuilding activities in their respective states. However, when the field researchers went with this list to their respective states and checked existence of the CSOs on the ground, they were able to find only 67 (or 24%) of the 285 CSOs. The remaining CSOs were either inactive or their addresses were wrong. As a result, the field researchers had to spend the first two days of the field work populating a new list which finally generated a list of the 290 CSOs (comprising of the 67 CSOs and additional 223 CSOs identified by the field researchers). The mapping exercise covered the 290 CSOs.
3. The major limitation of the study is time constraint. The ten days allocated for the fieldwork at state level was inadequate. The fieldwork took more days due to uncontrollable factors such as difficulties in getting exact address of CSOs, heavy rain in some states, and logistical problems. The research team solved this problem by adding an average of four extra days to the field staff. Besides, as data entry was not envisioned at the beginning of the study, no time was allocated for that purpose. SMAP hired two data entry operators and an IT expert for five days to carry out data entry and data cleaning. Due to logistical problems, bringing the completed questionnaires to Juba took more time than expected and this has extended the finalization of the report.

As SMAP addressed the time constraints by allocating additional days for data collection, data entry and data cleaning because it believes in quality work. Thus the above limitations did not affect the results and findings of the mapping study.

3. Conceptual and Historical Overview

3.1. CSOs and Peacebuilding: Concepts and Definitions

CSOs

All development organisations and academic institutions universally do not have an agreed definition of civil society. For the purpose of this study, UNDP's definition of civil society organisations is adopted. UNDP defines civil society as "an arena of voluntary collective actions around shared interests, purposes and values distinct from families, state and profit-seeking institutions. The term civil society includes the full range of formal and informal organizations that are outside the state and the market"¹³. It includes non-governmental organisations (NGOs), faith-based organisations (FBOs), and community-based organizations (CBOs).

Civil society is a milieu where people can meet, discuss, and be socialised into a democratic and participatory behaviour.¹⁴ It is an environment where attitudes and values are formed,

¹³ Voice and Accountability for Human Development: A UNDP Global Strategy to Strengthen Civil Society and Civic Engagement, UNDP

¹⁴ Kaderi Noagah Bukari Reginald Tang Guuroh, 2013

and in terms of peacebuilding it is a place to inspire a “culture of peace”.¹⁵

Peacebuilding role of CSOs

Peacebuilding strives to address issues related to security, which provide the foundation for socio-economic development and long-term peace. Since the 1990s, building peace during and after conflict has been moving away from the conference tables of diplomats to informal settings created by local NGOs¹⁶. In peacebuilding practice, the concept of civil society is often reduced to refer to NGOs. This may be at the expense of locally more meaningful organisations like churches, trade unions, community organisations and traditional leadership institutions.¹⁷ The greatest comparative advantage CSOs possess in peacebuilding is local knowledge and deep contextual understanding of barriers, limitation and opportunities to making peace at the local level¹⁸.

Peacebuilding initiatives involve a range of measures targeted to reduce the risk of lapsing or relapsing into conflict by strengthening national capacities at all levels for conflict prevention and mitigation, and laying the foundations for sustainable peace and development. Peacebuilding includes activities such as advocacy, promoting dialogue and reconciliation, social healing, protection, monitoring human rights violations, and the promotion of participatory government.

3.2. Historical Background of CSOs in South Sudan

The emergence of modern CSOs in Sudan dates back to mid-1920s and early 1930s. Social organizations were established to promote issues of education and other social services, to defend the rights of the newly emerging Sudanese working class and to advocate for the rights of Sudan for independence.¹⁹ By late 1950s, structured formal NGOs were established following the ratification of the first Voluntary Work Law in 1957 (other laws issued include laws of voluntary work 1991 and 2007).

In South Sudan, however, the concept of civil society is a new undertaking. It came to the scene during the liberation era. At that time, the only known CSOs were the church and a few other organisations formed in the diaspora mainly in western countries including USA, UK, and Australia. They primarily focused on charity work because the situation was not conducive for CSO activism.

An exception to this was the church, which in addition to relief works, conducted peacebuilding activities to resolve communal conflicts. This was done through people-to-people dialogue whereby conflicting communities were brought together to discuss and agree on how to resolve problems in a non-violent way. In doing so, the church consulted local communities including traditional chiefs, women groups, youth representatives and other stakeholders on how best to resolve conflicts. A glaring example of such interventions shepherded by the church is the peace conference held to resolve the conflict between the Dinka and Nuer who were fighting each other following the SPLM/A split into two factions in 1991.

After the war, a new breed of CSOs came to South Sudan and started to work more like contractors assuming service delivery role and were mainly engaged by international organisations to implement projects (e.g. water, health, agriculture, livelihood, and road). The activism element of the role of CSOs such as advocacy and lobbying for policy changes, human rights, rule of law and accountability was given less attention. Moreover, after the signing of the Comprehensive Peace Agreement (CPA) in 2005, a lot of the experienced civil

15 Paffenholz and Spurk 2010

16 Mathijs van Leeuwen in 2001

17 Hulme & Goodhand, 2000

18 Stephen J. Stedman, Danald S. Rothchild, Elizabeth M. Cousins, 2002

19 UNDP, 2009

society leaders joined the government, weakening the capacities of civil society to raise their voice against administrative and financial malpractices of the state.

Some of the resources that the international community allocated to South Sudan in the post CPA period were directly channelled to CSOs. As a result, CSOs were given access to a large sum of money, which has stimulated the creation of many local CSOs (CSOs growth was highest from 2004 to 2010). Moreover, the growing engagement of CSOs in public service delivery tends to undermine State legitimacy as it encourages communities to look for support from non-state actors.

As their access to donor funds increased, some of the CSOs failed to deliver services and account for resources taken. Besides, the CSOs wrongly assumed that donor money will keep on flowing, and were seriously affected when donors diverted their resources from development to humanitarian activities following the 2013 conflict. Some even went to the extent of closing their offices while others survived by drastically scaling down their operations. In brief, the survival of the CSOs, both large and small, greatly hinged on donor money, which left them vulnerable and fragile.

When the latest conflict erupted in December 2013, different parties from within and outside the country called for an immediate halt of the conflict. Civil society groups in South Sudan added their voice to this individually and as a group. The Inter-Governmental Agency for Development (IGAD) invited the CSOs to participate in the peace process in Addis Ababa, Ethiopia. However, rather than coming with a unified position on the most urgent, important and contentious issues, and consulting their constituencies in South Sudan and elsewhere,²⁰ CSOs started to compete for space and resources and have, as a result, played a less active role in the ongoing peace process.

3.3. Political and Legal Context

Political Context

South Sudan's society is made up of more than sixty-four cultural and linguistic ethnic groups. All have stronger ties with their local, tribal, and/or religious organisations than to national government.²¹ The only historical unifier that these different ethnic groups had was 'collective opposition towards Sudan Government'.

The signing of the CPA in 2005 marked the formal ending of a civil war that had ravaged Southern Sudan since 1955. Unfortunately issues triggering conflicts were not properly addressed during the armed struggle or CPA period.²² It had excluded other political and military opposition groups both in North and South Sudan.²³ In the following years many Southern militias were absorbed into the SPLM/A, which is commonly known as 'big tent' after 2006 Juba declaration.²⁴ But the union of variety of forces never forged joint platforms, which represents their diverse membership.²⁵ This has created resentments among rank and file of SPLM/A.²⁶

When the recent conflict started in December 2013 due to dispute within the SPLM, different groups quickly emerged and several alliances were formed. Ethnic targeting and communal mobilisation had spiraled violence quickly led to appalling levels of brutality against civilians, including deliberate killings inside churches and hospitals.²⁷ The SPLM and its

²⁰ Interview with Bishop Enock 30 October 2015, Juba

²¹ 2011, United States Institute of Peace, Special Report: Diversity, Unity and Nation Building in South Sudan (Washington, DC: USIP, October 2011),

²² Elizabeth Lacey, 2013 Elizabeth Lacey, 2013

²³ International Crisis Group Africa Report N°172, 2011

²⁴ Douglas Johnson, 2003

²⁵ Mareike Schomerus and Tim Allen

²⁶ Discussion with key informant who wants to remain anonymous 21 October 2015 in Eastern Equatoria, Torit

²⁷ UNMISS Human Right report 2014

army (SPLA) quickly split along unaddressed faulty lines. This incidence resulted in the creation of the SPLM in opposition (SPLM-IO).

The current conflict has divided people along ethnic, religious or regional lines, and eroded the social ties, which served for generations as a bridge to connect different groups and effectively weakened social ties. The social capital is irreparably damaged because societies, neighbours and even families are now divided by the civil war.

Legal Environment

Sudan, and now South Sudan Government is signatory to the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights and is, therefore, bound by international commitments to uphold the rights of freedom of association and freedom of expression.²⁸ Article 22/1 of the Covenant states *'Every individual has the right of associating with others, including the right of establishing trade unions and joining them for the protection of his or her interests.'*

Constitutional framework

The freedom of assembly and association is enshrined in the Transitional Constitution of the Republic of South Sudan, which came into effect on July 9, 2011. The Transitional Constitution guarantees freedom of expression in Article 24 and the Bill of Rights upholds general rights and freedoms. Article 25 states that *"The right to peaceful assembly is recognized and guaranteed; every person shall have the right to freedom of association with others, including the right to form or join political parties, associations and trade or professional unions for the protection of his or her interests."*

The right to information is also guaranteed in Article 32 of the Transitional Constitution. The Transitional constitution states, *"Every citizen has the right of access to official information and records, including electronic records in the possession of any level of government or any organ or agency thereof, except where the release of such information is likely to prejudice public security or the right to privacy of any other person"*.²⁹ The Article thus stipulates that information may be restricted or denied on the grounds of public security and the right to privacy, but fails at providing clear definitions for these, necessary for effective enforcement of the law.

NGO Bill, 2014

The 2014 NGO Bill was approved by the Parliament in May 2015 and was then presented to the President for endorsement. But, the President did not approve it and has returned it back to the Parliament for more consultation. Consequently, there is lack of clarity in relation to the regulatory framework governing CSOs.

The Bill defines civil society as *"a non-governmental and a non-profit organisation that has presence in the public life, expressing the interests and values of their members or others, based on ethical, cultural, scientific, religious or philanthropic considerations."*³⁰

The NGO Bill remains controversial with a number of restrictive provisions that concern the CSOs. The major concerns, among others, are³¹:

- (i) **Criminalisation of unregistered voluntary or humanitarian work:** The Bill states that *"NGO that performs any voluntary or humanitarian work in South Sudan when there is not in effect in relation to that organisation, a valid registration certificate issued under the bill, commits an offence and is liable on conviction to a fine of ten thousand South Sudanese Pounds"*.
- (ii) **Interference in the internal affairs and autonomy of NGOs:** the Bill empowers the Board to *"prepare and publish code of conduct for self-regulation of NGOs and their activities in South Sudan"*.

28 UNDP, 2009

29 The Transitional Constitution of the Republic of South Sudan Article 32, 2011

30 Non-Governmental Organisations Bill, 2014, Page 7.

31 International Center for Not-for-Profit, NGO Law Monitor, 2 August 2015.

- (iii) **Lack of clarity on the grounds for the refusal or renewal of registration:** The Bill empowers the registrar to “*refuse registration or renewal of any NGO if its intended activities appear to contravene the principles set out in section 6*”. The problem with this article is however that the principles set out in section 6 are vaguely stated (e.g. “*fairness in selection of geographical areas for allocation of projects,*”; “*accountability to beneficiaries, donors and relevant public institutions responsible for delivery of services in the areas, and other entities to be specified in the regulations*”).
- (iv) **Employment restriction:** the Bill puts employment restriction by stating, “*any NGO so hiring shall ensure that not less than 80 percent of the total number of staff employed in the organisation are South Sudan nationals*”.

National Security Service Law, 2015

The 2015 National Security Service Law, which gives the security services broad new powers, further constrains the political space of the civil society in South Sudan. This law allows state security agents to arrest and detain suspects, monitor communications, carry out searches, and seize property³². Church leaders have expressed their concerns about the “...arrests (of citizens) for no reason, security organs acting as if they are above the law, shrinking space for citizens and civil society ...”³³.

4. Mapping Results

4.1. Introduction

This part of the report is prepared to present the results of the mapping study. It includes the profile of the CSOs in terms of type of organization, registration, geographic distribution, establishment, constituency and objectives. This is followed by the discussion on type and geographic focus of peacebuilding activities of the CSOs along with their target groups. Linkages of the CSOs with other CSOs, umbrella organisations, international organisations and the government are presented. In this part, good practices of peacebuilding interventions are also discussed. The final part of this section deals with capacity assessment of CSOs and the result of the SWOT Analysis.

4.2. CSOs Profile

Types of CSOs

At present the civil society sector in South Sudan is extremely fluid embracing a broad range of actors that involve charity groups; non-governmental organisations, community-based organizations; self-help groups; women's organizations; children, youth and disabled groups; faith-based organizations; professional associations; trade unions; business associations; cultural groups; geographic and ethnic-based associations; coalitions and advocacy groups; and political activists groups.

As mentioned earlier, the study populated a list of 699 CSOs engaged in different humanitarian and developmental activities (e.g. health, education, agriculture, environment, peacebuilding) in South Sudan. Of these CSOs, the study specifically focused on CSOs engaged in peacebuilding. The mapping study has identified 290 CSOs engaged in peacebuilding at national and state levels in South Sudan. They are comprised of 6 umbrella organisations, 81 non-governmental organisations (NGOs), 175 community-based organisations (CBOs) and 28 faith-based organisations (FBOs).

³² Ibid

³³ South Sudan Council of Churches, Statement of Intent, Church Leaders' Retreat, Kigali, Rwanda, 1st-7th June 2015.

Table 1: Type of organisation

S. No.	Type of organisation	Number of organisations
1	Umbrella Organisations	7
2	NGOs	81
3	CBOs	175
4	FBOs	27
Total		290

Umbrella organisations

An umbrella organisation is an association of CSOs formed by organisations with a common interest and purpose. They are established at national and state levels to facilitate coordination and collaboration among member CSOs with the objective of realising the common objectives. The organizations are established along thematic and geographical focus areas. Umbrella organisations that are engaged in peacebuilding includes Association of Media Development in South Sudan (AMDISS), National Platform for Peace and Reconciliation (NPPR)³⁴, South Sudan Alliance of Civil Society (SSACS), NGO Forum, South Sudan Network for Democracy and Election (SSUNDE), Citizens for Peace and Justice (CPJ), and the South Sudan Council of Churches³⁵.

Community-Based Organisations (CBOs) *“means a public or private, non-profit organisation including religious entities, that is representative of a community or a significant segment of a community, and is engaged in meeting humanitarian, educational, environmental or public safety community needs.”*³⁶. They are formal and informal (unregistered) need-based organisations that are formed through local based initiatives. CBOs play important role in conflict prevention and mitigation across the country especially in the rural areas.

Faith-Based Organisations (FBOs) comprises civil society organisations from the two main religious denominations of South Sudan. The main FBOs are the South Sudan Council of Churches and Islamic council. However, the FBOs especially the church does not consider itself as a civil society organisation. The South Sudan Council of Churches comprises of the Catholic, Episcopal, Presbyterian, Evangelical, Sudan Pentecostal and Sudan Interior churches. The FBOs are represented all over the country (national, regional, state, county, payam and boma levels).

CBOs and FBOs are very instrumental in the resolution of conflicts.³⁷ For example, the role of the church in South Sudan is particularly unique since parties in conflict see them as neutral.³⁸ They mediate to end conflicts, build capacity for peace processes, and provide funds for peace activities and help in conflict prevention.

Non-Governmental Organisation (NGOs) means, *“A non-for-profit voluntary organisation formed by two or more persons, not being public bodies, with the intention to undertake voluntary or humanitarian projects”*. The Bill defines voluntary or humanitarian work as *“any voluntary activity carried out by a non-governmental organisation individually or with a state government or with other organisations in the field of welfare, social research, health, relief, agriculture, education, civic*

34 NPPR is not an Umbrella Organization per se but since it is giving space for more than 22 CSOs it is included.

35 Representatives of other umbrella organisations had difficulties giving figures on membership size. For example, leaders of SSACS have said that they have 200 member CSOs but were unable to substantiate their claim with a list. State Peace Actors Forums are not established as separate umbrella organisations but loose coalitions formed to serve as a mechanism to facilitate sharing of information among CSOs operating in a state.

36 NGO Bill, 2014

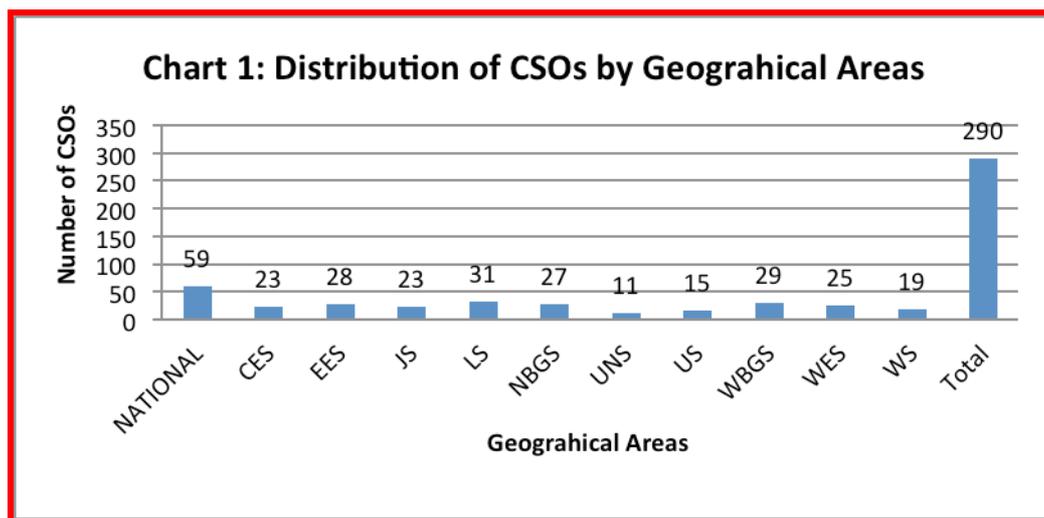
37 Interview with director of AMDIS 29 October 2015 Juba

38 Marchetti and Tocci, 2009

education, human rights, good governance, industry, the supply of amenities or any other similar field, including reconciliation, rehabilitation and resettlement".³⁹

Geographic distribution of CSOs

One-fifth of the 290 CSOs engaged in peacebuilding activities are national level CSOs while the remaining four-fifth are scattered across the ten states. For the purpose of this study, state level CSOs are those that operate only in one state. The number of CSOs engaged in peacebuilding at state level ranges from as high as 31 in Lakes State to as low as 11 in Upper Nile State. The two 'Red States' namely Upper Nile (11) and Unity states (15) have reported the lowest number of CSOs engaged in peacebuilding partly because of the conflict, which resulted in CSO displacement.



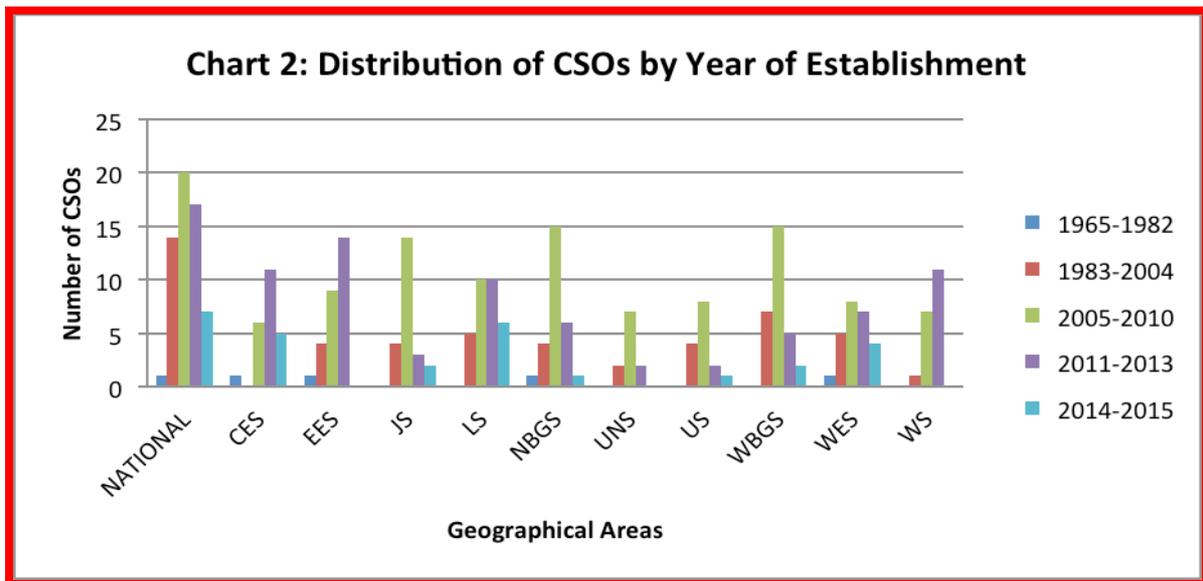
The CSOs were established for a wide range of purposes and under different circumstances. Some were created with the purpose of filling a gap created due to inability of the state to provide services. The problems of unemployment and economic stagnation, and the huge population of idle youth without adequate education has also necessitated the creation of a large number of organisations dealing with women and youth – the two groups most affected by the poor economy.⁴⁰ Poverty and unemployment together with dependency on foreign donors have also altered the culture of voluntarism, with civil society work becoming an economic opportunity for many. As a result, some of them exist only in name; they are briefcase CSOs with no office, staff, membership and board. Since the checklist was administered in the premises of the CSOs, almost all CSOs included in this study have office space (owned or rented) and skeleton staff/volunteers (Please see section 3.5 for details).

Establishment

The number of CSOs established in South Sudan increased dramatically after the signing of the Comprehensive Peace Agreement in 2005. The study revealed that 71% of the 290 CSOs were established during the period 2005 to 2013. This can be partly attributed to the considerable increase in financial support to South Sudan by donors, improved security, and greater need for peacebuilding activities across the country. In contrast, only 1% of the CSOs were created during 1965-1982, 17% during 1983-2004, and 10% since 2014.

³⁹ NGO Bill, 2014, Page 8.

⁴⁰ Focus group discussion with the Upper Nile team, 31 October 2015 Juba



Registration

According to the 2014 NGO Bill, the CSOs operating in South Sudan are obligated to fulfil specific requirements. These include registration with the Ministry of Justice and the Relief and Rehabilitation Commission at national level. At state level, CSOs are registered with the Ministry of Gender and Social Development. This requirement is fulfilled by almost all the CSOs (98 percent of the 290 CSOs) engaged in peacebuilding. The South Sudan Council of Churches (SSCC), for example, decided not to register with the government so that it can maintain its neutrality and avoid government interference in its activities.

To facilitate promotion and coordination of peacebuilding activities, the Government has established a Peace Commission in 2011 by Presidential Decree number 62/2011. The Peace Commission has been calling all peace actors to register where they are working. The main aim is to obtain information regarding their activities including what type of peacebuilding activities they undertake, where they operate, their staffing levels, and source of fund. However, only a few have positively responded to its call mainly due to the fear of opening a door for the Peace Commission to interfere in their affairs.⁴¹

Constituency

A major shortcoming of the civil society sector in South Sudan is its fragmentation. The majority of CSOs are largely organised along tribal lines and as a result cannot rally across South Sudanese's faulty lines. *"There are very few national CSO that truly represent multi-ethnic constituency. There is lack of social cohesion, as people tend to think in terms of their own tribe first. As a result, it has been difficult for many CSOs to cross their local territories and reach out to communities across divides"*⁴². There are however some exceptions to this such as the South Sudan Council of Churches which is believed to have no tribal affiliation. Its constituency consists of all churches in South Sudan.

An overwhelming majority (97.2%) of the surveyed CSOs claimed to have membership records. Key informant interviews have revealed that their membership base is small and in most cases, the members of the CSOs serve both as the board and executive, blurring the distinction between these two. This violates the basic governance principle of separation of powers between the board (policy making and oversight body) and the executive (implementing body).

⁴¹ Discussion with the leadership of Peace Commission, 17 November 2015

⁴² Key informant from CES, October 2015

More than 80% of the surveyed CSOs claimed to represent the youth and women, though they could not clearly explain how they link to them. From the interviews, it was clear that communities including women and youth are viewed by the CSOs as service beneficiaries rather than constituency. As a result, the CSOs do not feel that they have any obligation to report to them. To the CSOs, their only obligation is to account to the donors for money granted to them.

4.3. Peacebuilding Activities

Peacebuilding activities undertaken by the CSOs in South Sudan vary depending on the cause of conflicts they are intended to address. The conflicts that occur in South Sudan are of different nature. Some are complex affecting the entire country (e.g. December 2013 conflict) while others are localised inter- or intra-tribal or clan or sub-clan conflicts taking place between communities living in a limited geographical area of the same or different state/county/payam.

The mandate and intervention areas of the CSOs keep on evolving in response to new issues occurring on the ground and priorities of international organisations, which provide funds for their activities. For example, CSOs have cited the December 2013 conflict as an incident, which triggered expansion of mandate and objectives on the part of some CSOs to allow the inclusion of peacebuilding as one of their intervention areas. Results of the mapping study support this assertion, as 36% of the CSOs, which are now engaged in peacebuilding, did not have peacebuilding as part of their objective. The board of SSuNDE has, for example, resolved to expand its objectives to include peacebuilding, reconciliation and healing in response to the recent conflict.

Table 2: Main causes of conflicts, peacebuilding activities and target groups

Main causes of conflict	Main peacebuilding activities	Main target groups
Political conflicts	<ul style="list-style-type: none"> Peace dialogue and consultations Peace advocacy and lobbying Peace conferences 	<ul style="list-style-type: none"> Politicians Local authorities Traditional leaders Local communities
Economic exclusion	<ul style="list-style-type: none"> Livelihood skills training Policy advocacy 	<ul style="list-style-type: none"> Youth groups Politicians Government officials
Scarcity of resources (e.g. water for human and animals and grazing land)	<ul style="list-style-type: none"> Peacebuilding projects (bore holes, haffir, and market place) Intercommunity peace dialogue and consultations Peace conferences Training on conflict prevention and management 	<ul style="list-style-type: none"> Local authorities Traditional leaders Women groups Youth groups Communities
Cattle raiding	<ul style="list-style-type: none"> Intercommunity dialogue Peace awareness and sensitization 	<ul style="list-style-type: none"> Traditional leaders Community leaders Youth in the cattle camps Women groups
Governance issues	<ul style="list-style-type: none"> Advocacy Intercommunity dialogue Peace conferences 	<ul style="list-style-type: none"> Commissioners Traditional chiefs Cattle camp leaders Youth groups Women groups
Tribalism	<ul style="list-style-type: none"> Peace conferences and reconciliation Peace promotion events Training support 	<ul style="list-style-type: none"> Traditional leaders Youth groups Children Women groups

(i) Main sources of conflicts

Peacebuilding activities are designed to address situations that cause conflict. The major sources of conflict in South Sudan are political conflicts, poor economic opportunities, and competition over scarce resources (e.g. water, grazing land, fishing grounds, land grabbing), governance issues (e.g. weak government presence, unresolved border issues, and weak law enforcement system), cattle raiding and tribalism. These sources of conflict often trigger inter- and intra-tribal fighting and revenge killings.

At the core of these conflicts is poverty and unemployment. The vast majority of the youth do not have access to employment and income. In some states, the youth have even lost their traditional means of livelihood (e.g. agriculture, selling charcoal and fire wood) due to insecurity. Apparently, there is lack of sustained livelihood activities in the country particularly in the rural areas. Idleness and hopelessness drives the youth into violent acts. This was attested by key informants who said, 'most of the communal conflicts are planned and executed during the dry season when people are idle'.⁴³ 'The youth have the energy to go to far places to engage in violent acts more than any other section of the society.'

One of the main causes and manifestations of conflicts as elaborated by respondent is revenge killing. It is rampant in the rural areas in some states (e.g. Lakes State), which has become one of the biggest challenges for communities at the grassroots. Revenge is common even if the killing happened long time ago. Interference by politicians to obstruct due process of law in order to give cover to someone who committed crime has been a cause of revenge killings in different states. The feeling of families, relatives or clan of a deceased person that justice is not done and the culprit is set free usually triggers revenge.

Cattle are also at the centre of many of the conflicts that occur at the community level. This is mainly due to the high social and cultural values (e.g. dowry payments and social status) attached to cattle by the society. Thus, the youth get engaged in cattle rustling to improve their economic and social status, triggering raids and counter raids, which intensify local conflicts.

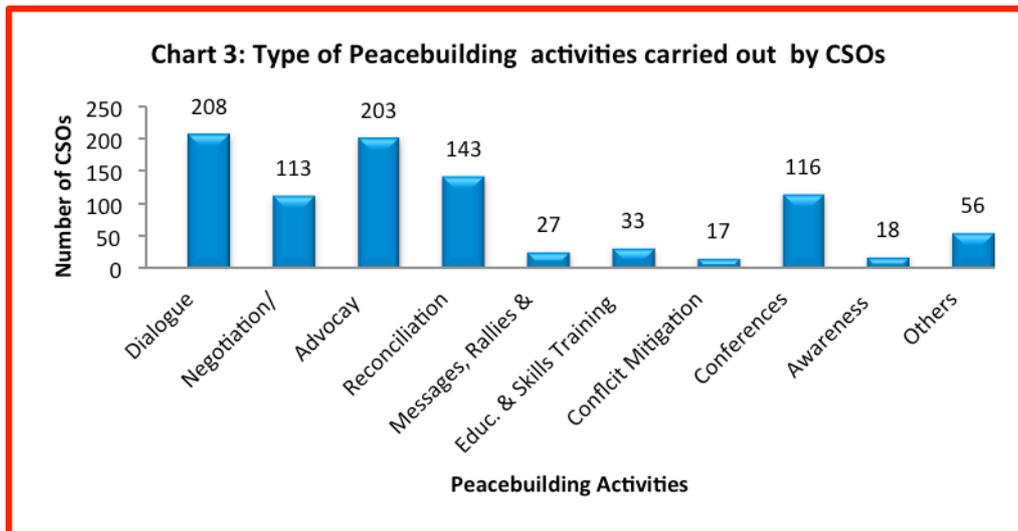
To a lesser extent, tribal rivalries and animosities were also identified as one of the causes of conflicts, which were often exploited by politicians for their own end. Intercommunal conflicts happen when politicians try to maintain power by fighting through their proxies at the grassroots level.

(ii) Main peacebuilding activities

Peacebuilding interventions of the CSOs operating at national and state levels are thus aimed to respond to these causes of conflicts so that they can be resolved. As per the mapping exercise, most CSOs (71.4%) were engaged in peace dialogue, followed by peace advocacy (70%), reconciliation (49%), peace conference (40%) and peace negotiation and mediation (39%).⁴⁴

⁴³ Key informant from Lakes state 22 October 2015

⁴⁴ Note that the total of the percentage given is more than 100% because one CSO can provide multiple services. The same applies to other tables/graphs showing percentages.



The major peacebuilding interventions are discussed as follows.

a) Peace dialogue and consultations

The CSOs have conducted peace dialogues and consultations throughout the country and at all levels to identify the causes of conflicts and define how to resolve or settle them. These involved consultations with a variety of stakeholders at grass root levels. For example, intercommunity peace dialogue has been conducted to bring together different parties including traditional chiefs, local government commissioners, women, youth leaders, cattle camp leaders, and the police to discuss how to achieve peaceful coexistence. Consultations and dialogues were conducted to help communities resolve their conflicts and coexist peacefully. Community consultations are part of a long-term endeavour of creating an enabling environment within communities by extending state authority to the grass roots.⁴⁵

Community dialogue has mostly been used as a tool to address issues related to competition over scarce resources, revenge killings and cattle raiding, which are fuelled by the wide proliferation of guns. Unity Cultural and Development Centre (UCDC) in WBG, for example, has initiated a peace dialogue to resolve the conflict between the agriculturalists (Balanda Diem Zubeir community) and nomadic pastoralists (Ambororo community).

As indicated earlier, at the core of revenge killing rests the lack of justice. People cannot live in peace without justice, particularly restorative justice. CSOs, and especially the church, advocate for restorative justice, whereby the culprit faces justice before being rehabilitated through a healing process and restored back to the community.

Constituency dialogue was conducted by some CSOs (e.g. SSUNDE) to bring parliamentarians face-to-face with their constituencies to discuss problems that cause conflicts and explore how they can be resolved. This community-centred dialogue with parliamentarians was aimed to instil a 'culture of accountability' within the participants.

b) Advocacy

Peace advocacy is at the centre of the peacebuilding activities of many CSOs. Despite the huge political, legal and security challenges prevailing in the country, CSOs have continued to amplify the call for peace and reconciliation. After the eruption of the current crisis, civil society activists felt it was wrong to simply wait for the government to take responsibility

⁴⁵ Key informant from Central Equatoria 19 October 2015 Juba

for ending the conflict.⁴⁶ In response, they began calling for an immediate end to the killing of innocent civilians and unconditional humanitarian access to those in need.

In order to galvanise civil society responses, which had become fragmented by the outbreak of conflict in South Sudan, multiple efforts have been initiated, from within the country and by those residing in the diaspora. One such example is Citizen for Peace and Justice (CPJ), a coalition established specifically to respond to the December 2013 political crisis, with the aim: (i) to advocate for civil society's participation in the peace process, (ii) to thematically establish issues to be tackled through advocacy and lobbying, and (iii) to develop and endorse modalities for civil society engagement at the local, regional and international levels. As a result of these initiatives, the CSOs were given the opportunity to participate in the Addis Ababa peace process.

CSOs have also conducted advocacy and lobbying activities to promote the formulation of conflict-sensitive policies so that communities can peacefully coexist. They claimed to have lobbied for alternative livelihoods especially for the youth as they have seen direct link between youth redundancy and the rise of conflict. Livelihood activities (e.g. forming cooperatives in different livelihoods such as soap making, fishing, handcrafts, etc.) are suggested by the CSOs to keep the youth away from conflicts.

c) Peace Conferences

The CSOs have organised conferences about peace and reconciliation to educate communities on how to co-exist peacefully (e.g. peace conference between Dinka and Fertit communities in WBGs to resolve conflicts over cultivation and grazing lands). Peacebuilding workshops and seminars were conducted to sensitise the youth about the evils of revenge killing, cattle raiding and inter-communal conflicts. Peace workshops were organised by CSOs to sensitise communities on how to organise dialogues as a means to resolve their problems. The CSOs have claimed that people are responding positively to these messages.

d) Peace Promotion

The CSOs have organised peace promotion events, which involved youth from different tribes and clans in peacebuilding activities. The peace promotion events comprise sport, traditional dance and music, peace marches, and public rallies during market days or public gatherings. The Community Peace Club Programme is initiated to promote intergroup contact through both activities, directly linked to football and activities indirectly related to football like wrestling. Focus group participants positively affirmed that the various football and non-football activities (e.g. wrestling, running and dancing) built trust and confidence between the divided groups.⁴⁷ Sports-based peace-support initiatives have been implemented by leading humanitarian INGOs such as Mercy Corps and World Vision, and by specialists in sport development such as Right To Play.

Peace promotion events were aimed to fight tribalism and create unity and solidarity among the youth belonging to different tribes and clans who were affected by inter communal conflicts. For example, the programme of ADCORD aims to promote positive interaction between divided communities through the medium of children's grassroots football (generally for children between the ages of seven and fourteen).⁴⁸ Peace promotion events were also aimed to bridge the gap between different tribes. It was done with the hope that the youth who participate in peace promotion events can take the message home and influence their parents.

Generally, sport constitutes a key component of social life, which directly engages

⁴⁶ Justice Africa South Sudan Office, 2014

⁴⁷ Kidd 2011

⁴⁸ Interview with Director of ADCORD on 22 October 2015 Juba

communities. It brings people together in a participatory way to nurture the damaged social capital. Sport interventions should however be sensitive to the local context and seek to develop networks and relations with the communities in which they are embedded.⁴⁹ Wrestling competitions hold deep traditional significance for some groups in South Sudan,⁵⁰ providing an opportunity to bring traditions into the new national identity as well as foster healthy interaction and competition between communities. It helps create social relationships, build connections and improve communication between individuals and groups. But its potential to contribute to social capital has been limited by a lack of a national structure for recreational sports.⁵¹

CSOs have also worked to sensitise people about the importance of peace for development. The message is: “No development takes place in areas affected by conflict”. The awareness creation campaigns were aimed to sensitise people that when there is peace, the government would be able to redirect its resources from security to developmental activities and as a result people would enjoy peace dividends.

Awareness raising campaigns were conducted by CSOs to educate people that the current conflict is a political conflict within the SPLM and therefore separate from relations between ordinary men and women. Moreover, sensitisation and awareness creation activities were conducted among communities on peaceful coexistence, justice, reconciliation, healing, human rights, and restoration of trust. Awareness raising interventions on Gender Based-Violence (GBV) were also undertaken at national and state levels in communities and Protection of Civilian Camps (POC).

e) Development projects

CSOs have implemented development projects (e.g. boreholes, marketplaces, roads) to address underlying causes of conflict (e.g. competition over scarce resources) and demonstrated to people that development is possible when there is peace. This approach was also used by CSOs when there was a need to support peace agreements with development projects that contribute to peaceful coexistence.

f) Capacity building

Capacity building interventions were undertaken by INGOs and umbrella organisations to build the human and institutional capacities of member CSOs through information dissemination, training and sharing training materials on governance, financial management, conflict management, etc.

(iii) Geographic focus of peacebuilding interventions

Obviously, the geographic focus of the peacebuilding responses of national level CSOs is wider compared to those of state level CSOs. Their peacebuilding activities target national institutions and politicians who can play a crucial role in resolving conflicts that occur at different levels. These include national dialogue, advocacy and lobbying for peace, justice, reconciliation and healing. However, their role in peace processes initiated by international mediators (e.g. Comprehensive Peace Agreement) has so far been limited and peripheral.

On the other hand, peacebuilding activities of state level CSOs focus on inter communal dialogue, peace conferences and peace promotion to resolve conflicts affecting local communities. Despite officially experienced ‘peace’ since 2005, internal and external dynamics have been such that inter communal relations still remain in a state brewing protracted social conflict because issues were not resolved. Amongst others, these conflicts include inter- or intra-tribal or inter- or intra-clan conflicts, revenge killings and cattle raiding. Due to their geographic proximity, close links to local communities and better

49 Dorokhina et al 2011

50 Focus group discussion in Bor 27 October 2015

51 Focus group interview with women group in Bor 27 October 2015

knowledge of local realities, state level CSOs tend to focus on resolving these types of conflicts. The aim of the CBOs and FBOs is to transform social fabric characterised by prejudice and security dilemmas to one of reconciliation and cohesion. This is often done through peace dialogue, peace conference, and peace promotion events, including engaging the youth in sport and other cultural activities.

Table 3: Geographic Focus of Peacebuilding Interventions at National and State Levels

Type of peacebuilding activity	GEOGRAPHICAL AREAS												Total	%
	(Number of CSOs undertaking specific type of peacebuilding activity at national and state levels)													
	National	CES	EES	JS	LS	NBGS	UNS	US	WBGS	WES	WS			
Peace Dialogue	42	13	14	20	26	19	9	12	22	17	14	208	72%	
Peace Advocacy	46	16	25	18	16	17	11	4	26	19	5	203	70%	
Reconciliation	27	6	17	16	24	12	3	11	12	13	2	143	49%	
Peacebuilding Conferences	17	0	15	13	21	14	3	9	19	5	0	116	40%	
Negotiation & Mediation	23	5	5	18	19	11	2	10	12	7	1	113	39%	
Peace Education & Skills Training for Youth	7	4	2	9	3	0	2	1	0	4	1	33	11%	
Peace Messages, Rallies & Songs	6	4	0	7	0	1	0	0	0	9	0	27	9%	
Conflict Mitigation	3	2	0	4	2	1	1	1	0	3	0	17	6%	
Peace Awareness & Sensitisation	4	1	0	3	2	1	1	2	0	3	1	18	6%	
Others	10	1	4	17	4	2	2	3	1	8	4	56	19%	
Total No. of CSOs at national & state levels	59	23	28	23	31	27	11	15	29	25	19	290	100%	

The level of engagement of the CSOs in peacebuilding varies among urban/rural areas and between the states. For example, in areas where there is relatively less conflict such as Northern Bahr El Gazal state, the CSOs involvement in peacebuilding is limited. Their peace-building role is constrained by the nature of the conflict and the resolution mechanisms that have already been put in place by the Government and its international partners (e.g. the conflict between the Misseriya and Dinka communities in NBGS) to prevent or mitigate the conflict. Moreover, local government institutions also handle the land issues that arise between returnees and host communities.

However, this does not mean that the local CSOs have no role to play at all in peacebuilding. There is a lot to be done in other peacebuilding areas such as sensitisation communities about conflict prevention and mitigation, political/civic engagement, GBV, etc. Some CSOs have already started conducting sensitization and awareness activities towards educating the society on the Compromised Peace Agreement. On rights issues, some CSOs are active on women's rights, child rights and constitutional rights.

Some of the national level CSOs has been working with and through state level CSOs to implement peace-building activities at the grassroots level. The South Sudan Council of Churches, for example, works through its Inter-Church Committees established at regional, state, county, payam and boma levels to implement peace-building activities.⁵² This arrangement has proved more effective and less costly for national level CSOs targeting the grassroots. Moreover, collaboration among the CSOs working at different levels is highly crucial as communities would be more inclined to listen to them when they deliver impactful peacebuilding interventions rather than coming with fragmented activities that bring no concrete solution to their problems. The effectiveness of such working relations however greatly hinges on how well the national and state level CSOs integrate their activities and the contribution of each towards their joint efforts.

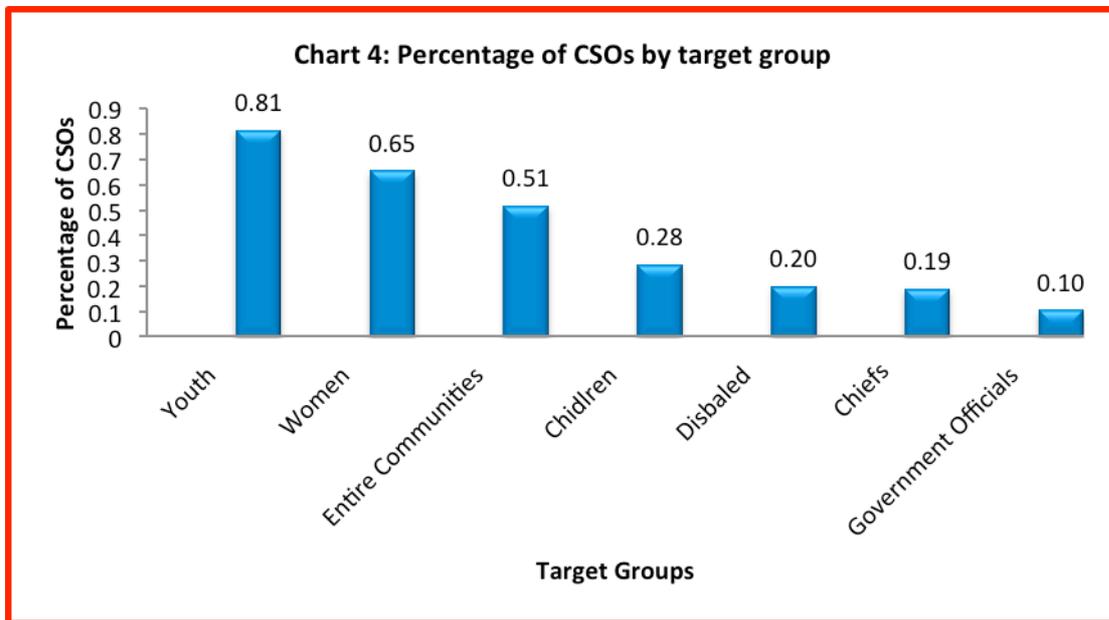
⁵² Respondent from FBOs in Lakes 27 October 2015

Despite the large number of CSOs engaged in peacebuilding, the impact of the peacebuilding activities so far undertaken is felt more at the centre rather than in the periphery. For example, the CSOs have not yet penetrated deep into the cattle camps due to insecurity. This is because the youth in the cattle camps are well armed and polarized. Mistrust had taken roots and demands an intensive engagement by CSOs to soften the ground for peacebuilding activities. For example, in Lakes state there is high level of mistrust between soldiers and youth in the cattle camps due to past mistakes committed by the army to disarm the youth, which resulted in unnecessary fatalities on both sides. Disarming the youth and changing their mind-set is still a challenge for communities, government and CSOs.⁵³ This requires a collective and coordinated approach by all stakeholders to change the mind-set of the youth in the rural areas so that they would voluntarily disarm themselves and peacefully coexist with others.

In terms of urban/rural divide, CSOs peacebuilding activities target more the rural areas where there is higher level of poverty, which is cited as the root cause of conflict by the respondents. Most conflicts in the rural areas were caused by lack of basic services and limited livelihood opportunities. Thus, addressing these problems through proper interventions would contribute to peaceful coexistence in the rural areas. To this end, CSOs try to reach out to government and other development actors to lobby for appropriate conflict-sensitive poverty reduction strategies that contribute to peaceful coexistence.

(iv) Target groups

The CSOs’ peacebuilding interventions target different segments of the population. The main target of the vast majority (81%) of CSOs is the youth followed by women (65%), the entire community (51%), and children (28%).



The youth, who constitute 73%⁵⁴ of the population, are the prime target of the CSOs peacebuilding activities. Youth are the main drivers of violence and they pay the highest price in conflict including their life. On the other hand, they also stand to gain most when there is peace.

⁵³ Focus Group respondent from Lakes State 29 October 2015

⁵⁴ 2008 National Census estimated that 73% of the South Sudan population is under the age of 30 years.

The rural youth who engage in conflict are mainly illiterate or have low educational level, and consequently can easily be manipulated by politicians who usually give empty promises to fight their own 'proxy wars'.⁵⁵ Unemployment and idleness are cited by those interviewed as the main source of frustration for the youth, eventually driving them into conflict. The CSOs target the youth in order to divert their energy from violent acts to constructive endeavours.

When properly mobilised, the youth can be a big force that can put pressure on government to influence policy. However, the existing high level of redundancy has not resulted in voluntary work becoming attractive to the youth. Since youth are struggling to survive, civic engagement and activism is currently not a priority. To change this situation, CSOs are advocating for provision of livelihood skills support to the youth to eke a living. In addition to this, the CSOs peacebuilding interventions such as peace dialogue, peace conference, peace and promotion events are mostly targeting the youth with the objective of sensitising them about peaceful coexistence and reconciliation.

Women, who constitute 50% of the population, are targeted so that they can contribute directly through their action or indirectly through the actions of their husbands. Peacebuilding activities target entire families to address revenge killing, forced marriage, early marriage, GBV and other sources of conflicts.

Children are targeted to change their mind-set so that they can accept peaceful coexistence and learn how to live together with other tribes and clans. They are the main participants of peace promotion events such as sports, music, and dance. CSOs target entire communities in dealing with inter communal conflicts where all stakeholders are brought together to discuss and resolve conflicts.

3.4. CSOs Linkages

Introduction

This section deals with the linkages of CSOs among themselves and with other organisations including umbrella organisations, international organisations (donors and UN Agencies) and government. The means of communication utilised by the CSOs to inform ordinary men and women about peacebuilding interventions is also discussed.

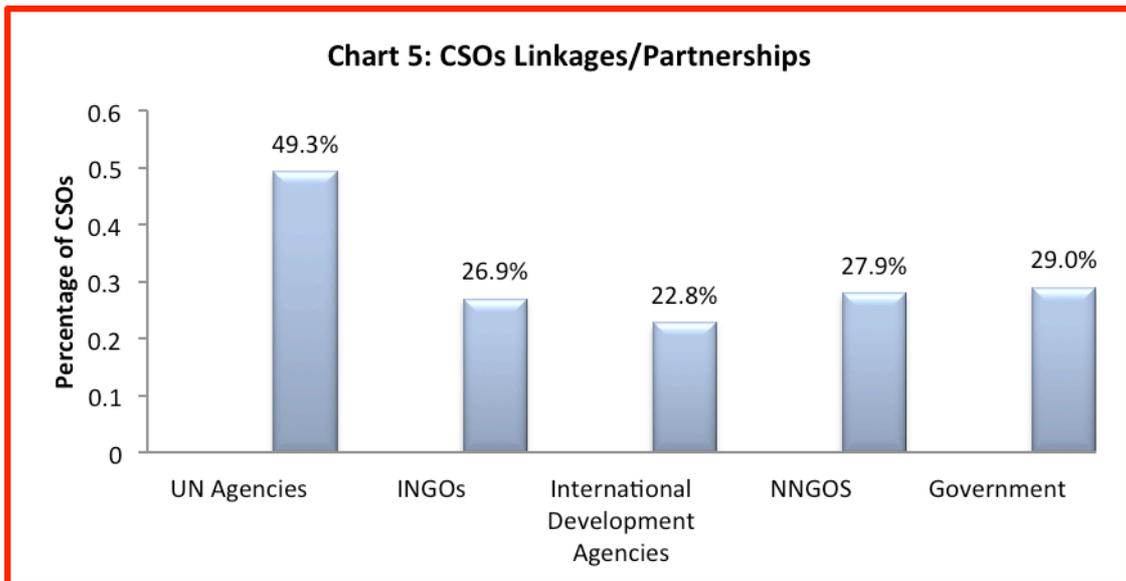
A. Linkages among CSOs

A.1. National CSOs:

In general, the collaboration among the national CSOs (national non-governmental organisations, CBOs and FBOs) is weak. Only 28% of CSOs reported working in partnership with other national CSOs in the past. Despite their critical financial and human resource constraints, the large majority of the national CSOs work in isolation, constraining their potential to generate visible results on the ground. They have implemented a wide array of peacebuilding activities in different geographical locations and at different times, with limited coordination efforts. They are fragmented and their peacebuilding activities are disjointed.

In most of the states (Northern Bahar EL Ghazal State, Warrap State, Jonglei State, Eastern Equatoria State, Unity State and Upper Nile State), the CSOs do not have a mechanism to share information about their current and planned peacebuilding activities. As a result, there is a high risk of implementing uncoordinated peacebuilding interventions and duplicating activities and efforts.

55 Respondent from Lakes State 27 October 2015

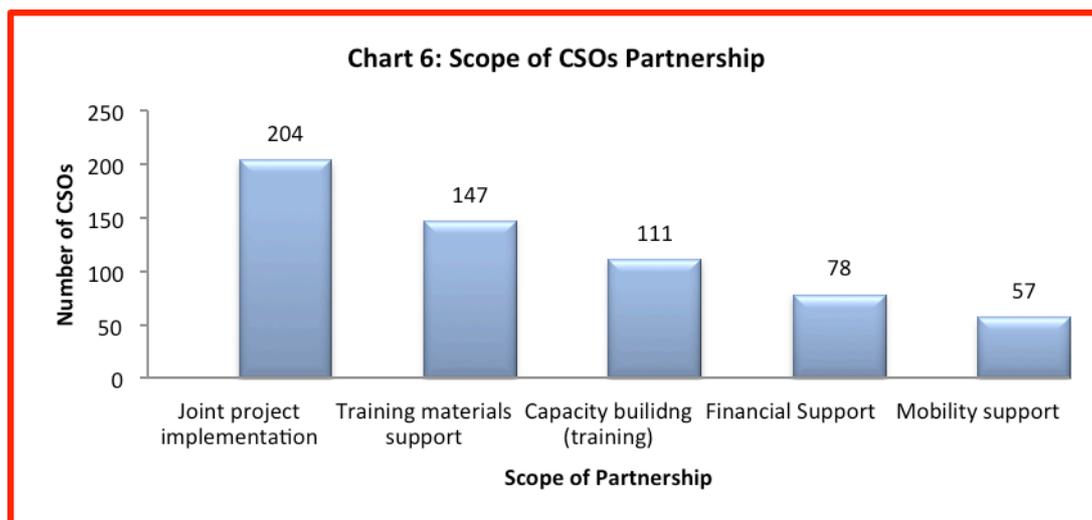


The situation with the FBOs (Church and Islamic Council) is not much different. For example, the South Sudan Council of Church (SSCC) prefers to work independent of other CSOs. Little efforts were made by the church in the past to coordinate its peacebuilding activities with other CSOs. On its part, the SSCC seems comparatively better organised and is in a much better position to implement peace-building activities at a wider scale through its extended network of churches.

Despite the existing low level of coordination among CSOs, in some instances organizations have made efforts to reach out and coordinate their peacebuilding activities with other CSOs. These partnerships were basically project-driven where national CSOs with common areas of interest sign MoUs to jointly implement peace-building interventions (e.g. a group of CBOs in Maridi contributed resources for joint projects).

To take the existing low level of collaboration among the CSOs to a higher level, CSOs engaged in peacebuilding have formed a coordination mechanism in states like WBGs and LS either on their own or with the support of international partners. These Peace Actors Forums have already started to hold monthly meetings to facilitate information sharing on previous activities and future plans. In certain cases, these forums have led to a situation where funds obtained by a CSO from international partners were reallocated to member CSOs to enable them participate in joint peacebuilding interventions. These newly formed coordination mechanisms are still at their very early stage with limited capacities, and are struggling to figure out how best to coordinate their peacebuilding activities.

The CSOs at the national level have particularly worked together: (i) when they wanted to engage in advocacy on policies (e.g. NGO Bill, Security Act, Girl Child Education Bill, etc.); or (ii) when they wanted to publish a joint statement (petition, press release, etc.) so that their voices could be heard. Besides, there are also capacity building linkages among the CSOs aimed to strengthen the capacities of both established and emerging CSOs through training and mentoring schemes. For example, CEPO provides new CSOs with training on management, leadership, decision-making, financial management, networking, fund raising, lobbying and advocacy.



A.2. Linkages of National CSOs with INGOs

Linkages between INGOs and national CSOs are limited. Only 29% of the national CSOs have reported to have linkages with INGOs. This can be partly attributed to the competition between INGOs and national CSOs for donor funds. In South Sudan, funds for national and international humanitarian organisations are channelled through the Common Humanitarian Fund (CHF). Hence, organizations have to compete with each other for funds from the same pool.

Since INGOs are better resourced, they usually win a larger share of donor funds from the CHF and other sources. In their efforts to meet donors' delivery requirements, some INGOs engage national CSOs in the implementation of peacebuilding interventions. These collaborations are guided by the signing of MoUs between the national CSOs and the INGOs to implement projects or deliver services on their behalf. It especially takes place when the INGOs and national CSOs are working within the same geographical area (state or county). A good example of this is MoU signed between CEPO and Democracy International to undertake intercommunity dialogues on cattle raiding in Central Equatoria State. Democracy International has also supported the New Initiative for Community Education to conduct constituency dialogues in Northern Bahr El Ghazal State.

Most of the partnerships between national CSOs and INGOs were created through: (i) the humanitarian actors' coordination/cluster meetings or CSOs forums; (ii) bilateral (organisation-to-organisation) relations; and (iii) calls for proposals. This type of collaboration benefits both the national CSOs and INGOs. The national CSOs, for example, have gained from the financial and technical support availed to them by the INGOs.

However, due to the short-term nature of these partnerships, the benefits that the national CSOs derive are limited. What is most resented by the national CSOs in this respect is the lack of efforts on the part of INGOs to establish sustained relationships with them. In most cases, the INGOs do not even invite the national CSOs to attend meetings organised to report about jointly implemented projects to donors. Besides, the national CSOs have also complained about the lack of feedback from INGOs on project proposals submitted in response to 'calls for proposals'.

B. Linkages of CSOs with International Organisations

Slightly less than half (49%) of the CSOs have worked in collaboration with UN Agencies (UNDP, UNMISS, UNHCR, UNICEF, FAO, and WFP) while those linked to donors (governments of Sweden, Germany, Norway, etc.) were less than one-quarter of the CSOs

(23%). International organisations have contracted CSOs to implement peace-building projects at national and local levels. These projects include conducting joint situational analysis to identify causes of conflict and develop peacebuilding programmes/projects for funding; capacity building; advocacy; and construction of police posts, water points, and market places aimed to prevent and resolve conflicts.

Their involvement in project implementation has reduced transaction cost for international organisations as a result of the lower operational costs of the CSOs. UN Agencies have availed technical support to CSOs, which include provision of training, trainers and training materials, and logistical support. The areas of training included leadership, financial management, decision-making, networking, resource mobilisation, lobbying, and advocacy. CEPO, for example, received technical and financial support from UNMISS to develop training materials on human resource management, and human rights.

UN Agencies in some states have taken initiative to help the establishment of peace actors' forum. This is intended to help CSOs engaged in peacebuilding to work together to coordinate their activities and avoid duplication of efforts. In WBGS, for example, the CSOs have worked together with UNMISS to form a Peace Actors Forum. The focus of the collaboration lies more on human rights and peaceful coexistence and, to a lesser extent, on restoration of trust among communities and trauma healing.

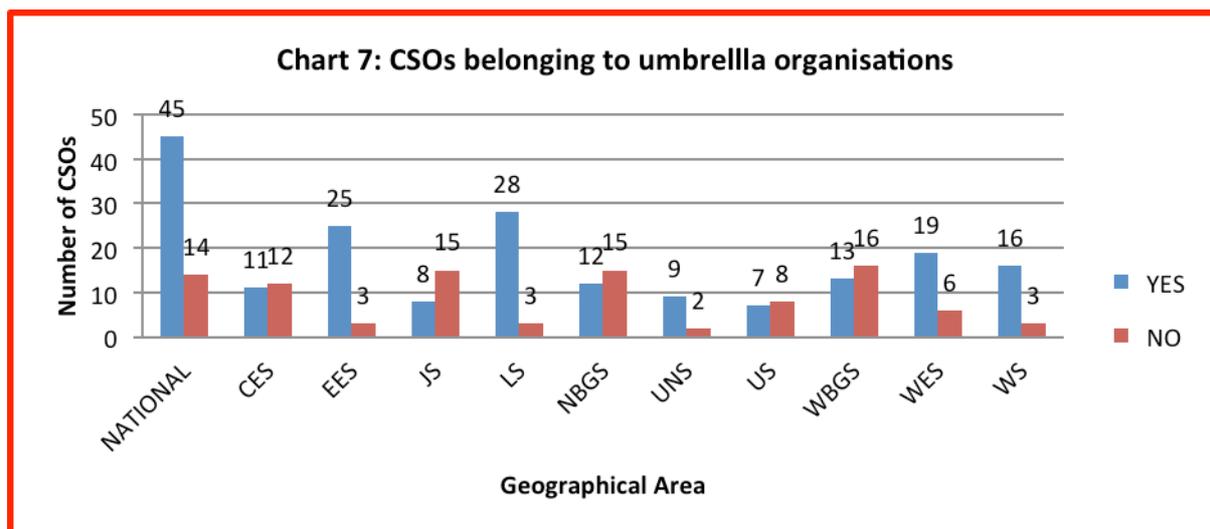
C. Linkages of CSOs with umbrella organisations

Peacebuilding is a complex task especially in countries emerging from conflict such as South Sudan and is too huge to be left to any single organisation irrespective of its capacity. Being aware of the complexity and magnitude of peacebuilding work, peace actors took the initiative to form different umbrella organisations with a view of expanding the space for CSOs to work together towards the realisation of a peaceful and reconciled South Sudan. Umbrella organisations are formed by CSOs with common interest to facilitate group interaction, share information and resources, coordinate activities and strengthen their voice. They are formed for different purposes and under different circumstances. When asked to describe what umbrella organisation means to them, focus group discussants at NPPR have said that: *"we are one shield but different colours"*.

The study showed that two-third of the CSOs engaged in peacebuilding belong to different umbrella organisations such as the NGO Forum, AMDISS, SSUNDE, SSCSA, SSCC or platforms such as NPPR.* The highest level of association of CSOs with umbrella organisations was reported in Lakes state (28 CSOs out of 31) and lowest in Jonglei State (8 CSOs out of 23). The level of partnership to jointly implement peacebuilding interventions has been low mainly due to limited availability of funds in umbrella organisations.

However as a result of their association to umbrella organisations, some CSOs have got access to the limited funds granted by donors to umbrella organisations for peacebuilding activities. Besides, umbrella organisations assisted member CSOs in getting timely information about 'Calls for Proposals' for small grants and supported them in proposal writing. This allowed umbrella organisations to serve as a bridge between international funding agencies and the less known, small CSOs applying for funds. Umbrella organisations have also facilitated joint planning and implementation of peacebuilding projects by member CSOs. For example, NPPR together with its members organised "Walk for Peace" rally in Juba and other states like Lakes, Jonglei, and WBGS by mobilising students, police and wildlife personnel, peace advocates, prominent leaders, religious leaders, and the general public.

*56 NPPR is a platform where different CSOs get a space to act, collaborate or cross-fertilize their experience



In addition, umbrella organisations with better capacity have provided training and other technical support including opportunities for exposure to member CSOs. They have also designed and delivered training programmes on relevant topics such as financial management, human resource management, advocacy, etc. When training opportunities are available, member CSOs were informed by their umbrella organisations to send their staff or members for training. Some CSOs were allowed to share office space, training venues, trainers, office equipment and facilities, information, etc.

Umbrella organisations have provided office space for small CSOs, which did not have the resources to have their own office. For example, SSuNDE enables member CSOs to benefit from its office infrastructure in all the ten states (it has State Steering Committees at state level and Coordination Committees at county level). The South Sudan Council of Churches has in turn supported the creation of SSUNDE. The potential benefits from these types of linkages were however constrained by inadequate financial resources of umbrella organisations and misconception on the part of some CSO leaders about the role of umbrella organisations. For example, some CSO leaders look umbrella organisations as sources of fund.

As observed during the field study, the number of CSOs under umbrella organisations keeps on fluctuating. Most umbrella organisation leaders had difficulties in providing the exact number of their members. This is because member CSOs keep on aligning and realigning themselves in response to the chance of getting funds as a result of their association with or dissociation from an umbrella organisation. This has adversely affected umbrella organisations as their strength depends on the size of their membership. For example, their influence in the recent peace process has been limited mainly due to fragmentation and weak linkages among the CSOs.

The study showed that umbrella organisations have not yet conducted capacity assessments of member CSOs. Whatever technical support they provide has been undertaken on an ad hoc basis and is not anchored on a systematic capacity assessment. This strongly suggests the need for a more planned intervention aimed to assess capacity and identify gaps so that a comprehensive capacity building programme can be designed to bridge the gaps.

D. Linkages of CSOs with government

CSOs have linkages with government at national and state levels. At national level, the CSOs have linkages with government bodies such as Parliamentary Oversight Committee, Human Right Commission, South Sudan Peace and Reconciliation Commission (SSPRC), and Relief and Rehabilitation Commission (RRC). At state level, the CSOs interact with RRC and state ministries particularly parliamentary affairs and Ministry of Gender and Social

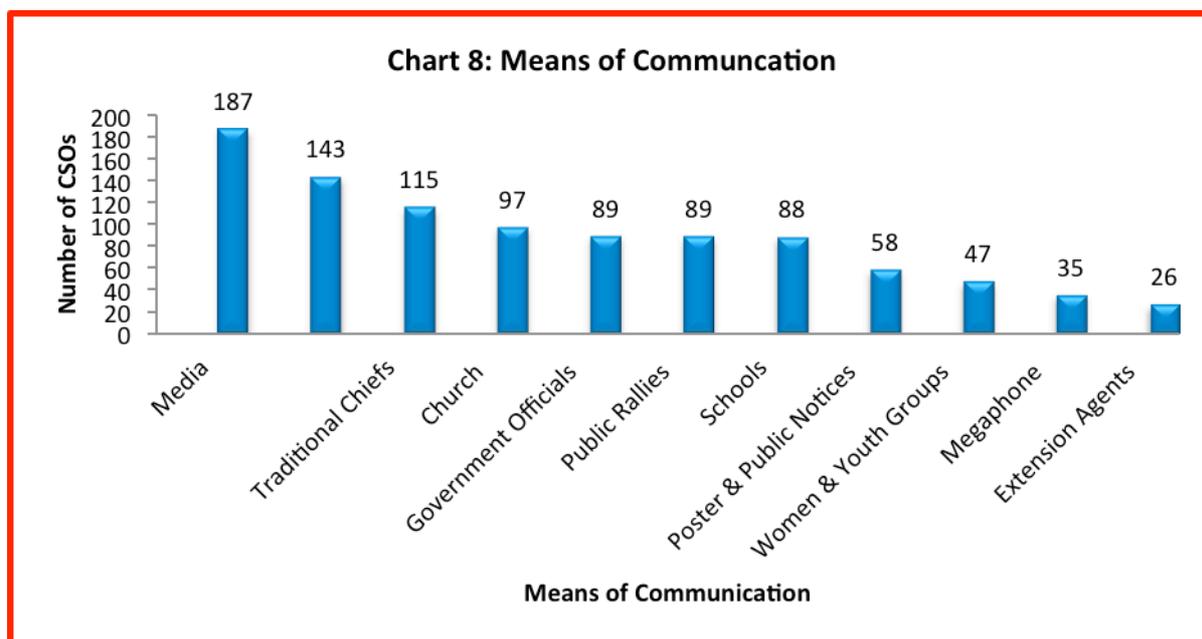
Development. In some states (e.g. WBGS), forums have been established to facilitate regular meetings between CSOs and the state government. In fact, the local government in WBGS has influenced the CSOs to choose CEPO to be the state coordinator of CSOs. They are actually viewed as a bridge between the government and communities. Whenever there is a conflict in the state, the CSOs are called to work with the local government to bring peace to conflicting communities.

This bridging role is better played by the national CSOs, which are rooted within the communities. They are better informed about the needs, aspirations and challenges of the grassroots and thus are in a better position to apprise the government on these issues.

Another area of cooperation between CSOs and the government is provision of training. CEPO, for example, has signed MoU with the government to train staff at county level on policy development, local government, etc.

Means of Communication

The study has shown that CSOs use a mix of communication channels to inform communities about their peacebuilding interventions. The choice of a particular means of communication by CSOs depends on the socio-economic and cultural conditions of the target area including availability of media, telephone and internet network, power supply and level of literacy. Most CSOs (64.1%) claimed to have informed the population about their peacebuilding interventions through the mass media, followed by youth peace committees (49%), traditional leaders (40%), churches (33%), schools, concerned local government offices and public rallies (30% each), posters and notice boards (20%), and women and youth groups (16.2%).



Mass media, which include both print and broadcast media mainly radio (e.g. Radio Bekita, Miraya, Maridi Service Agency), is an important channel of communication. CSOs have relied mostly on the mass media to send messages of peace, justice and reconciliation. Radio talk shows were sponsored by the better-resourced CSOs to disseminate information on peacebuilding (e.g. peace resolutions passed by communities to end conflicts). The mass media is the most effective means of communication and allows wider coverage. Its effectiveness in the rural areas is however restricted by the populations' limited access to radios and lack of power supply. To a lesser extent, peace messages targeting urban and relatively more educated population are sent through the social media.

The **Church**, with its nation-wide network, is an ideal channel for CSOs to send messages about peacebuilding interventions. Churches have presence everywhere and at every level starting from national level down to Boma level, including the cattle camps. The church works through the youth leaders in the cattle camps to relay the messages of reconciliation and the evils of revenge killings. The church is widely contacted by CSOs to inform worshippers about planned peacebuilding activities during Sunday prayers. Besides, the church itself regularly preaches about peace and reconciliation, and gives information to worshippers about its planned peacebuilding activities.

Personal communication (e.g. traditional chiefs, government officials, extension agents): CSOs inform conflicting communities about their peacebuilding interventions through their field staff at state and country levels. For example, the SSCC informs communities about the planned peacebuilding activities through its peace officers at regional level (Grater Equatoria, Greater Bahr El Ghazal, Greater Upper Nile) and peace mobilisers at state and county levels. Upon receiving the messages from the head quarter, the state coordinators/field staffs of national CSOs connects with local communities (chiefs, government officials at County, Payam, or Boma levels) to relay messages about planned peacebuilding interventions to targeted communities.

Public meetings (e.g. schools, public rallies) were held for youth groups, women groups, and other community members to disseminate messages of peacebuilding activities. Some of the public meetings were held in schools to inform students about planned peacebuilding activities in their areas.

Posters and public notices are effective means of communication to inform the urban population about peacebuilding activities. However, they are less effective in areas where illiteracy levels are high.

Cultural and sport events such as traditional dance, music, drama and sport are organised to attract youth from different tribes. Peacebuilding messages are then disseminated to the youth who come to participate in or watch these events.

Good peacebuilding models

One of the results of the mapping study is identification of good peacebuilding models that have worked well in the past in resolving inter- or intra-communal conflicts in South Sudan. Two home-grown peacebuilding interventions namely the “People-to-people Dialogue” and “NPPR Peacebuilding Episode: Interactive Radio Talk Show” are selected as good models by taking into account their relevance to the current conflict situation in South Sudan, effectiveness, replicability, and sustainability. The selection of these models is greatly informed by the KIIs and FGDs conducted at national and state levels.

People-to-People Dialogue⁵⁷

It is now widely accepted that horizontal inequalities – inequalities of income and wealth with a strong ethnic element – are very often significant underlying causes of conflict. Peacebuilding involves tackling this type of structural violence through the long-term transformation of economic, political and social systems so as to create relationships based on equity and justice. Sudan Council of Churches (SCC) and now South Sudan Council of Churches (SSCC) have a long history of involving communities to settle or resolve conflicts. This approach had received the backing of the SPLA/M and other political movements to move across ethnic and political lines in order to promote reconciliation between southern Sudanese groups.

Churches are recognized as a neutral body with special responsibilities to serve the people of southern Sudan, making it the natural facilitator of community-level dialogue between

57 Transcribed verbatim from an interviews of Bishop Archiangelo and Bishop Enock Tombe November 12 2015 Juba, South Sudan

conflicting factions. This mandate was reinforced in 1998 at a meeting held in Lokichogio between Nilotic leaders from the East and West Banks of the Nile and church leaders. This meeting gave traditional leaders the opportunity to give their own mandate to the Sudan Council of Churches (SCC) to advance and guide the peace process and marked the birth of the people-to-people peace making (PTP) process, 'a deliberate and facilitated process that encourages communities, leaders and people involved in conflict situations to reach agreements among themselves for stopping conflicts, achieving reconciliation and promoting healing, peace and justice among and for people in their communities'.

Following this meeting, PTP conferences began and the SCC has subsequently facilitated over forty dialogues. PTP is based on the principle that the responsibility for peace rests with individuals and communities themselves. For the PTP process to work, then, the desire for peace by people involved in a conflict must be supplemented by an acceptance of this responsibility. This approach recognises that ethnic conflicts are fuelled by negative attitudes and perceptions, which perpetuate mistrust, misunderstanding and division, and emphasises that these can only be tackled by fostering dialogue between those involved in conflict. The emphasis on dialogue draws on the history of the people of southern Sudan, relied on processes of dialogue between chiefs, elders and community members to address important community issues and to undertake conflict resolution process.

The use of traditional conflict resolution procedures in the PTP process is not to maintain the status quo but to facilitate mutually agreeable solutions to conflicts. PTP experience has shown that dialogue is central in helping parties reach a common understanding of the conflicts in which they are involved and the appropriate collective action to be taken; in so doing, it has built connectedness between the parties. Two major examples were the inter- and intra-ethnic conferences of Wunlit (the Nuer-Dinka Peace and Reconciliation Conference held at Bahr el Ghazal, 27 February-7 March 1999) and the East Bank People to People Peace and Reconciliation Conference (held at Liliir, 9-15 May 2000). The latter produced the Liliir Covenant between the Anyuak, Dinka, Jie, Kachipo, Murle and Nuer.

PTP dialogues have been effective vehicles for building the desire for peace, stopping fighting, building understanding and cooperation, commencing practical steps to build peace in communities, establishing peace councils and border courts and facilitating reconciliation. PTP dialogue is a homegrown conflict transformation mechanism, which is widely used all over South Sudan.

NPPR Peacebuilding Episode: Interactive Radio talk show⁵⁸

Following the outbreak of violence on 15th of December 2013, it became clear to three nationally mandated institutions that the crisis confronting South Sudan is larger than any single organisation or institution in the country can handle. The three institutions who came together are 'the South Sudan Peace & Reconciliation Commission (SSPRC), the Committee for National Healing, Peace and Reconciliation (CNHPR) and the National Legislative Assembly's (NLA) Specialised Committee on Peace and Reconciliation (SCPR). They came together to form the National Platform for Peace and Reconciliation (NPPR), which was officially launched on 05 April 2014. In order to coordinate their activities, they agreed to create an NPPR secretariat. It is not a fixed entity but an open space where all who are keen to contribute towards peace and reconciliation can find room and be voice for the voiceless. NPPR is meant to be space for critical thinking, reflection, learning lessons and helping to share experiences with others that are working actively in peacebuilding.

The peacebuilding activities of NPPR are still evolving, however, the platform has developed a successful model of peacebuilding episodes in the form of an **Interactive Radio Program**. The thematic areas of the Interactive Radio Talk:

58 Interview with the secretariat of NPPR Mr. William Ongoro Peter

- a) Social cohesion and coping mechanisms of the society are challenged. This demands reconciliation and healing of the society to create a space for peaceful coexistence. Communities who were hostile to each other were able to reconcile their differences once they started talking to each other.
- b) There is lack of awareness among the vast majority of the population about the recently signed peace agreement between the government and SPLA/M-IO. To inform the population, interactive radio episodes are prepared by NPPR and its affiliates and peace messages are broadcasted repetitively (e.g. '**peace has arrived and is going to stay**').
- c) A culture of violence has set roots in the South Sudanese society to an extent that in some cases human life has lost its meaning. The interactive radio episode is mocking this by broadcasting live day-to-day encounters reflecting on the effect of violence and the loss of respect for human life.
- d) Customary laws are addressing 85 percent of the problems faced by the population. The interactive radio episode appreciates its positive aspect and criticizes the bad habits, norms, and values. Examples of bad norms and values looked at are elopement, early marriage and dowry.
- e) Small arms and light weapons are widely available in South Sudan particularly in the rural areas. Numerous initiatives were taken by the government to disarm the population in the past but failed to produce the desired result. The main problem is that people feel safe when they are armed and this attitude has to be changed. Interactive radio episodes are developed to bring about a change in the mind-set of South Sudanese regarding security and voluntary disarmament.

Through this and other interactive radio talk shows, NPPR is contributing to peaceful coexistence. NPPR has created a space for all the civil society organizations and is actively working to promote peace-building activities. Advocacy work is still in its infant stage. The interactive radio episode has started leaving its footprint and can act as a model for creating space for the voiceless.

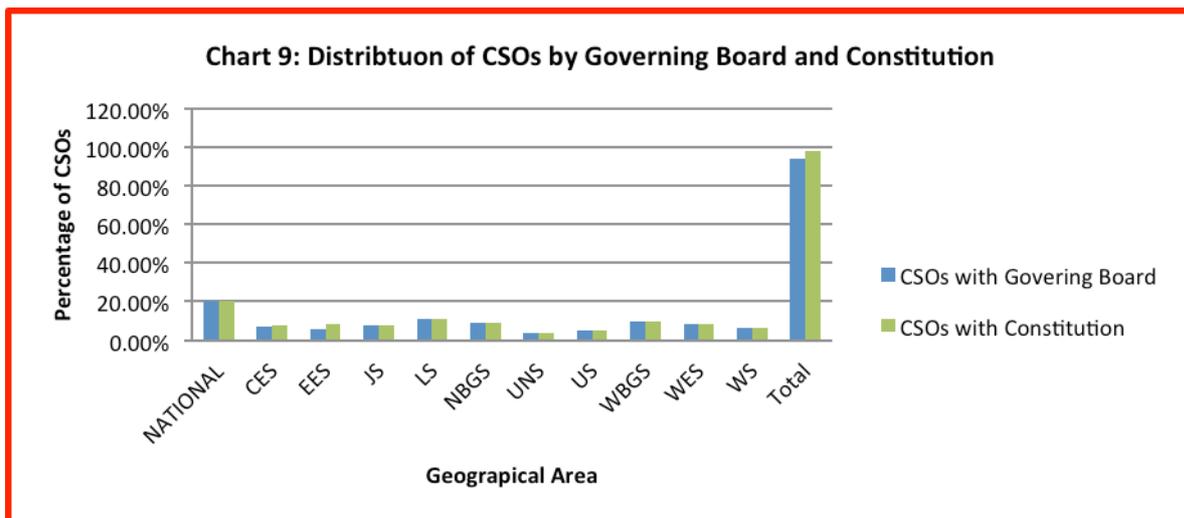
3.5. Capacity

Introduction

The civil society sector in South Sudan has serious capacity gaps, both in terms of hardware and software. This is partly because the civil society movement in South Sudan is of a recent phenomenon and is still at its formative stage. Being new and having lost most of its experienced leaders to government following the country's independence, the sector is struggling to survive and grow in a highly challenging economic, social, legal, and political environment. In the context of this mapping exercise, the capacity assessment of CSOs is conducted based on key indicators namely governance and managerial, human resource, administrative, and financial capacities. The result of the assessment is discussed as follows.

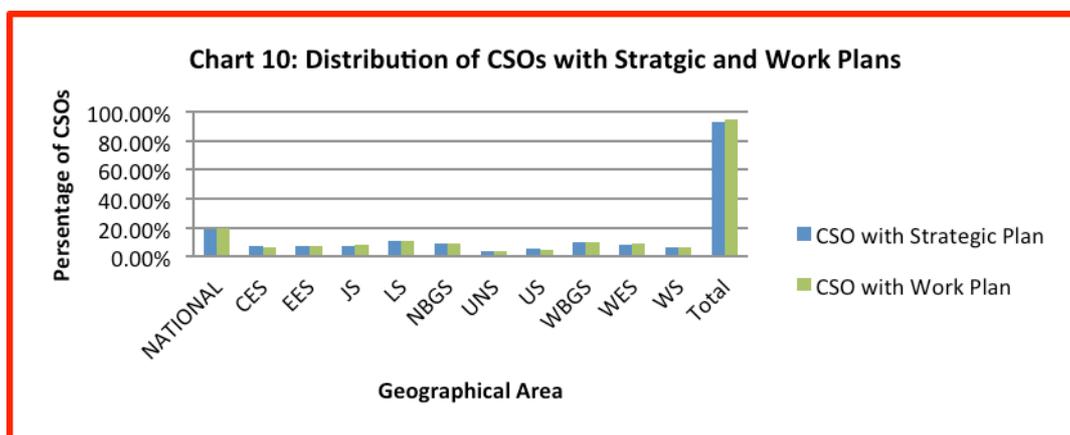
Governance and Managerial Capacities

Governance and managerial capacity of the CSOs engaged in peacebuilding has been assessed based on constitution, board of governors, organisational structure, and managerial indicators. A very high percentage of the CSOs have a constitution (98%) and governing board (94%). In most cases, however, there is no clear separation of powers between the board and the executive. During the interviews, leaders of CSOs had difficulties explaining how the board performs its oversight and policy functions. Key informants have said that the majority of the board members of many CSOs also have executive powers, defeating the very purpose of the board.



Although 99% of the CSOs have claimed to have an organisational structure, most are sketchy as observed during the field visits. The KIIs with CSO leaders and staff have revealed that there is some misconception about the purpose and concept of organisational structure. Several CSO leaders could not clearly explain why certain positions are grouped together or accorded higher status within the structure. Moreover, as many of the CSOs are still emerging with little resources, it would be too early for them to even contemplate to go through a detailed organisational process.

Managerial capacities of the CSOs are assessed in terms of the existence of strategic plans and their derivative work plans as well as the preparation of regular reports. The CSOs reported that more than 93% of them have both strategic and annual work plans. But, the quality of the strategic plans prepared by some of the CSOs was not up to the standard. The majority of the CSOs were not able to properly identify their strengths, weaknesses, opportunities and threats, which are the basic elements of strategic planning.



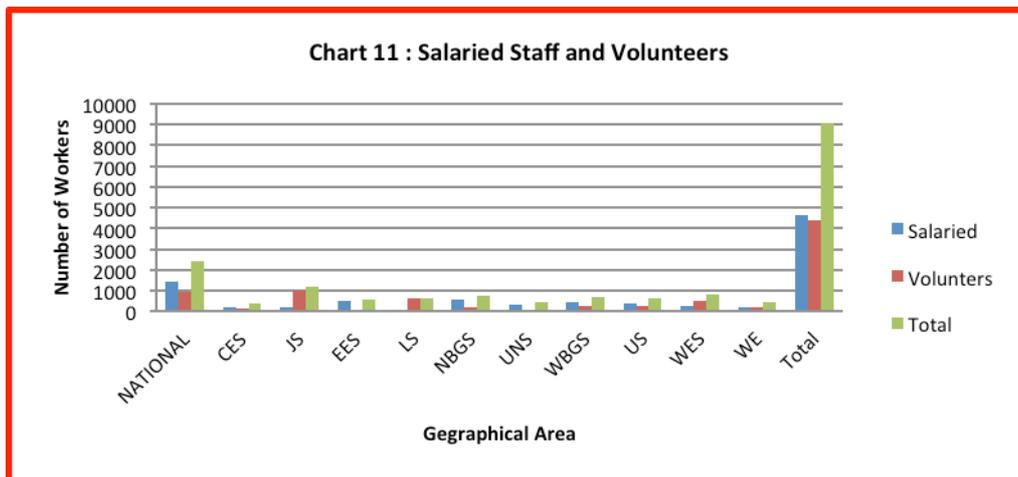
The capacity to prepare narrative and financial reports that meet the requirements of donors and other stakeholders is highly essential for CSOs. A very high percentage (98.6%) of the CSOs have claimed to prepare annual, bi-annual and quarterly reports. Close to two-third (63%) of the CSOs said that they report to the board of governors, 27% to donors while the remaining send their reports to government (5%) and others (5%). However, much remains to be desired in terms of improving the quality of reports.

Human resources

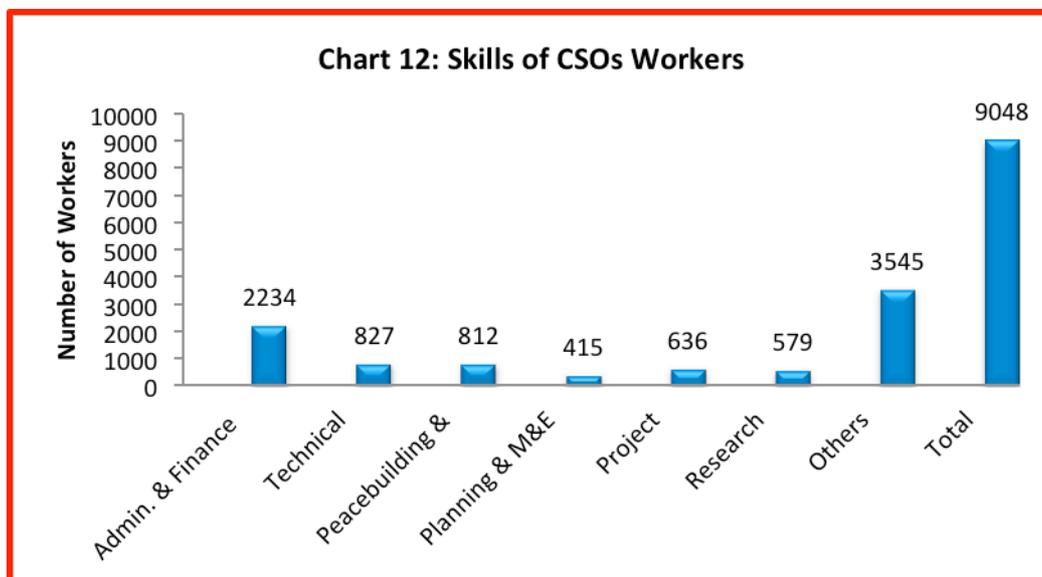
It is known that human resource, both skilled and unskilled, is the most critical asset of any organisation. The CSOs engaged in peacebuilding at national and state levels invariably

suffer from acute shortages of human resources, though to a varying degree. This is partly a result of the large-scale exodus of experienced and well-trained civil society leaders to government after independence. Their replacement by new leaders of the same calibre proved difficult.

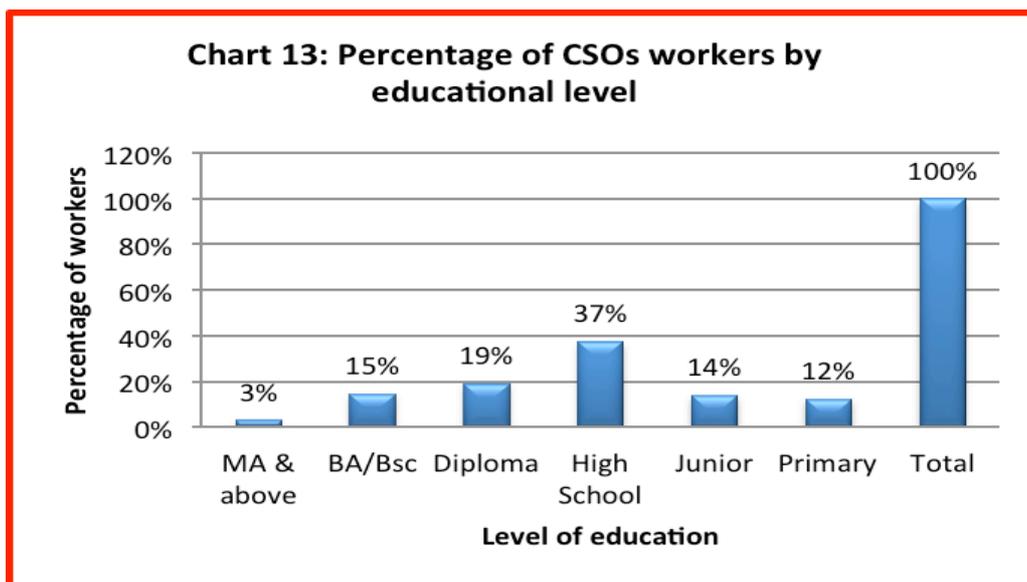
The 290 CSOs engaged in peacebuilding have created employment opportunities for thousands of South Sudanese. Currently, 9,048 people, comprising of 4,650 (51%) salaried staff and 4,398 (49%) volunteers, are working in CSOs engaged in peacebuilding. Of the total manpower, women constitute 18% and almost all (99%) of the workers are local staff.



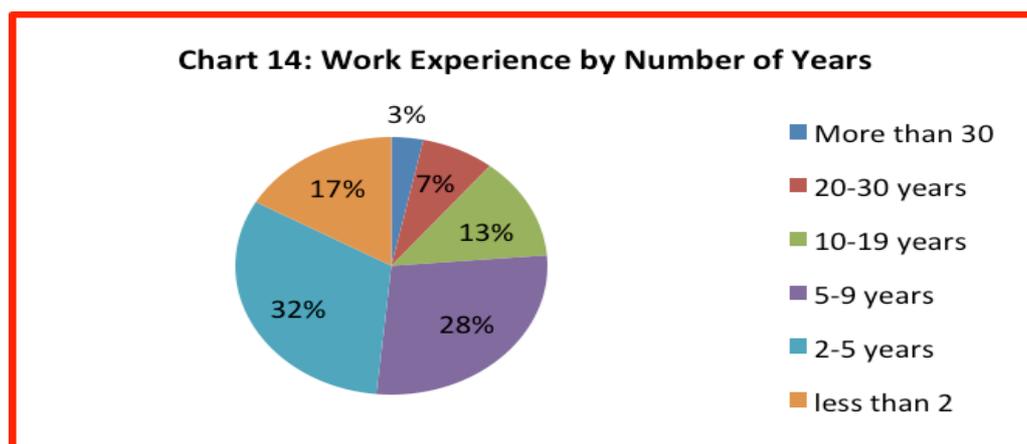
In terms of skills, more than one-fourth (27%) of the staff have relevant skills in the areas of peacebuilding/advocacy, planning, monitoring and evaluation, project management, and research skills, 25% have finance and administration skills, 9% have technical skills (e.g. IT), and the remaining 39% have other skills (e.g. agriculture, water, health, etc).



The educational level of the existing CSO leaders and staff is generally low especially in the states. Of the total workforce, only 3% have M.A. degree and above, 15% have bachelor degree, 19% have diploma, 37% high school, and 26% junior and primary school level. On average, each CSO has 31 staff members of whom only 2 have college degree, which is low considering the level of the professional competence that the sector requires.



The staffs of the CSOs are relatively young with limited work experience. Close to one-half (49%) have less than 5 years of work experience and the remaining 24% have 10 or more years of work experience, and 28% have 5-9 years.



The decline in the purchasing power of the South Sudanese Pound has negatively affected the human resource situation of the CSOs. Real earnings of the staff have drastically fallen as a result of rampant inflation, causing high staff turnover. Consequently, the CSOs have lost most of their qualified staff particularly those in leadership positions to better paying organisations (e.g. UN Agencies and international NGOs). The absence of succession plans and strategy to address high staff turn over by the large majority of the CSOs continues to widen the staffing gap.

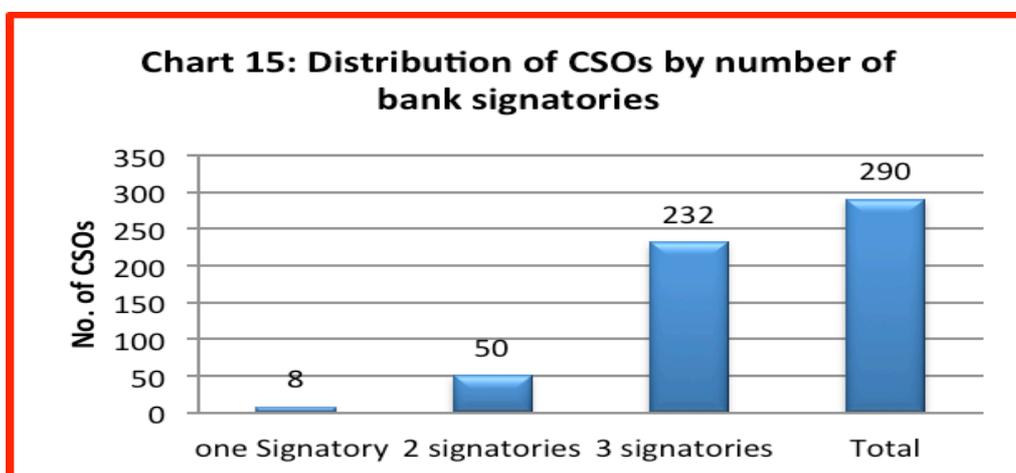
Administrative capacity

Administrative capacity of CSOs is assessed in terms of the availability of physical and logistical resources. Of the total CSOs assessed during the mapping study, 35% have own offices while the remaining 65% are working in rented offices. For the majority of the CSOs, office space is highly inadequate. Office (room) to staff ratio is 1:16, indicating how constrained the CSOs are in terms of space with their staff working under less conducive physical environment.

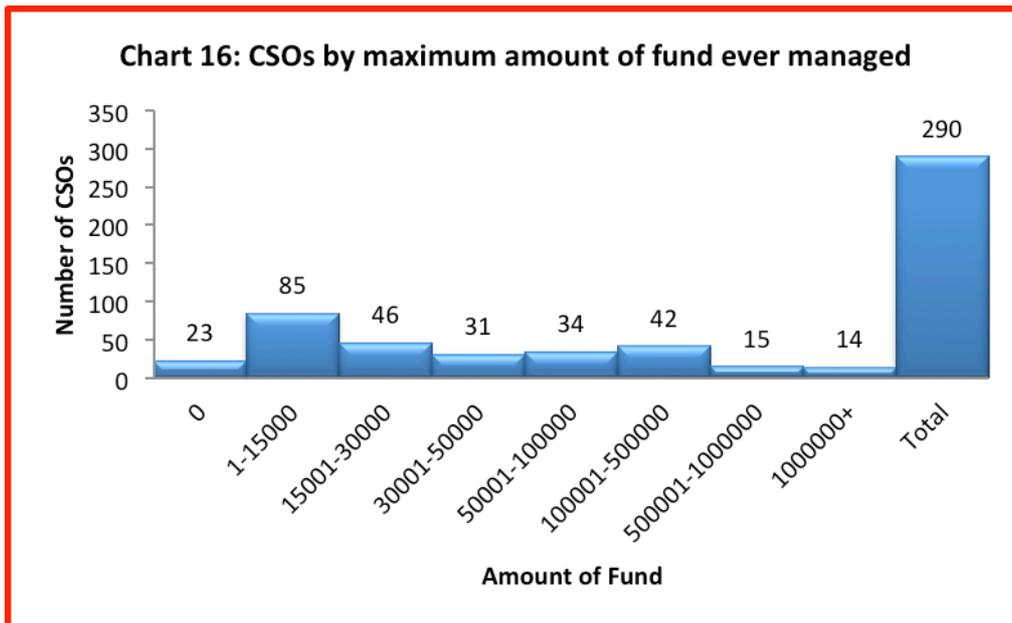
The situation of CSOs with respect to the other administrative facilities is even more critical. There is only one computer for every 9 staff members and 1 printer for every 23 workers of the CSOs. Communication devices such as modem and radio communication are also in short supply. Less than one-fourth (23%) of the CSOs have a website of which 40% are national level CSOs, indicating the low level of Internet connectivity of CSOs at state level. Mobility of CSOs engaged in peacebuilding is severely constrained by shortage of transportation facilities. The number of vehicles (207) is less than the number of CSOs (290), implying that several of them are operating without a vehicle. This constraint is critical for the CSOs as a big part of their peacebuilding activities target the rural areas.

Financial capacity

A strong financial capacity is needed to ensure the safe custody of funds. Organisations put in place different financial control mechanisms to safeguard their funds from misuse and misappropriation. Opening a bank account and having multiple signatories contributes to better management of funds. With respect to this indicator, the CSOs have scored well as all of them (100%) have claimed to have bank accounts. Four-fifth of the CSOs have two signatories and 17% have three bank signatories the remaining 3% had only one person as a bank signatory.



The existence of a sound internal financial regulations and policies and previous experience in handling financial resources are important indicators which determine the financial capacity of CSOs. Of the total CSOs, 97% have internal financial regulation, though the quality varies widely among the CSOs. The maximum amount of money ever managed by the CSOs ranged from a few thousands to millions of dollars. In terms of range, 29% of the CSOs have managed less than US\$ 15,000; 16% from US\$ 15,001 to 30,000; 11% from US\$ 30,001 to 50,000, 12% from US\$ 50,001 to 100,000; 15% from US\$ 100,001 to 500,000; and 10% have managed more than 500,000; and the remaining 8% of the CSOs were not funded at all. The main sources of financial resources for CSOs include, in order of importance, UN Agencies (42%); own sources (37%); other international development agencies (36%); INGOs (33%); donations from individuals and private sector (29%); and government (13%).



As mentioned earlier, CSOs in South Sudan mushroomed after the signing of the CPA. A good number of them have critical financial gaps and are struggling to survive. Due to their weak financial positions, they frequently change direction in their bid to respond to changing donor priorities. As they hugely depend on donor fund, they suffer a lot when it is reduced like what happened after the 2013 conflict. Those which were severely affected by the decline in funds had to: (i) adapt to donor priorities by expanding their thematic areas or objectives; (ii) scale down their operations; (iii) downsize their paid staff and replace them with volunteers; or (iv) stop their operations altogether. The field researchers, who reported that some of the CSOs visited were found to be inactive, have confirmed this.

During the interviews, civil society leaders have said that resources mobilisation is becoming quite a challenge for many CSOs mainly because donors prefer to work with INGOs. However, they also said that the sector has contributed to this due to past mistakes of some CSOs, which failed to account for grants given to them. Although many of the CSOs claimed to have internal financial regulations, they still have a lot more to do to put their house in order. Developing sound international financial regulations and procedures and training the staff on how to apply them could be the starting point. To do this, however, they need to be supported technically and financially.

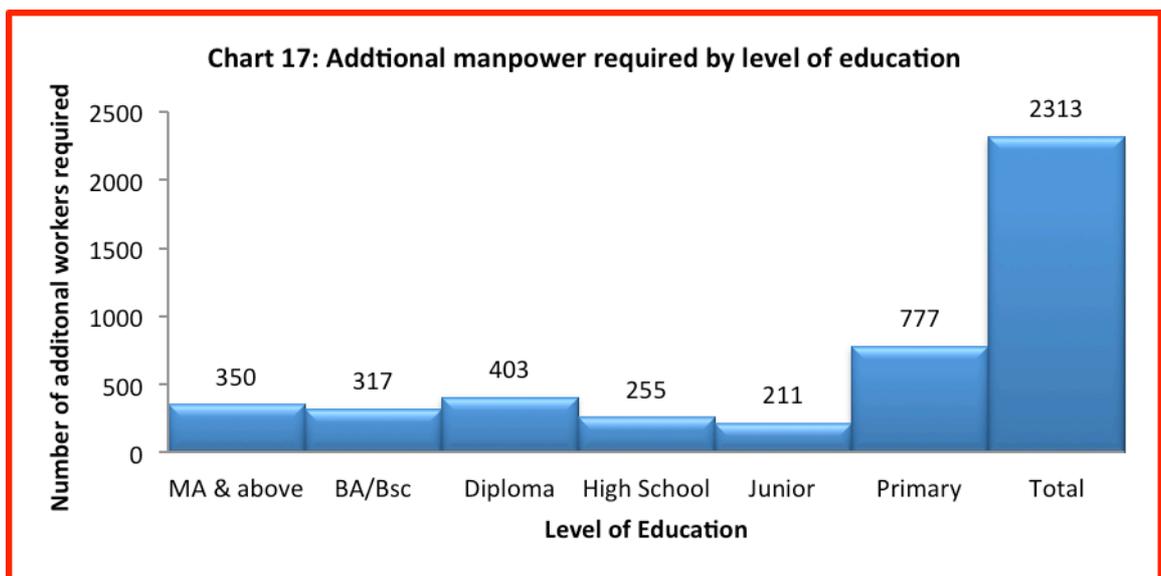
Partners have provided various trainings to help improve governance, managerial, financial, and reporting functions of the CSOs. These training programmes have contributed to familiarisation of the staff with the basic concepts of governance, management, leadership, finance and report writing. However, the capacity gaps in these areas are too wide to be bridged on a piecemeal basis. In addition to being brief (usually ranging from one day to two weeks), these trainings did not holistically address the training needs of the CSOs. Acquiring deeper knowledge and skills on the above subjects requires a more robust capacity building programme to be developed based on a comprehensive training needs assessment study.

Based on the capacity assessment of the CSOs, the following gaps were identified.

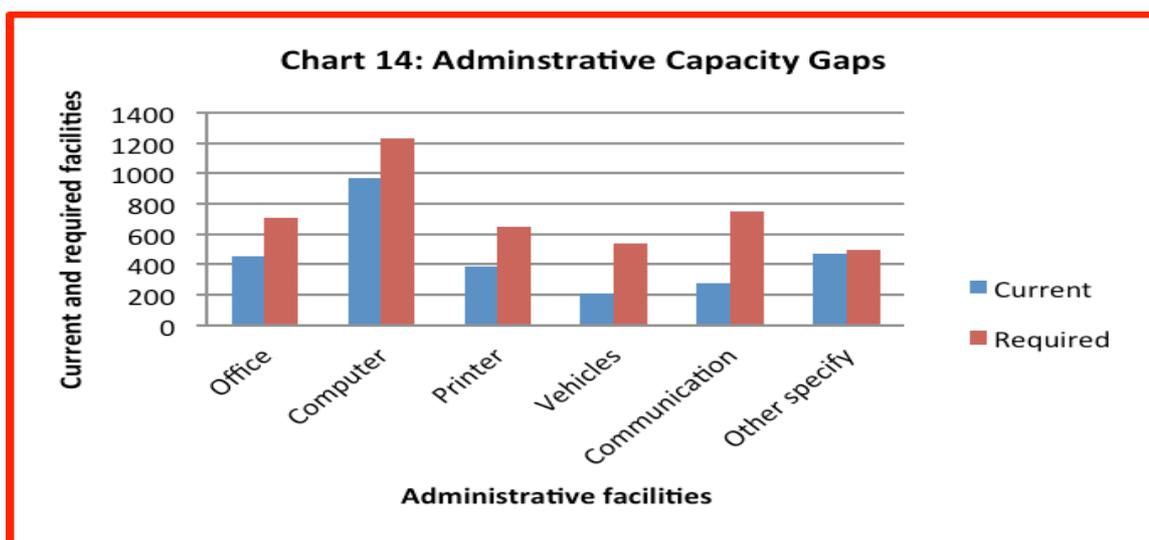
(i) **Governance and managerial gaps:**

- (a) Planning skill gaps: strategic planning is one of critical gaps though an overwhelming majority of the CSOs claimed to have a strategic plan. A random check of sample strategic plans reviewed during the field study showed that they are generally substandard. As revealed during the discussions with CSOs leaders, project proposal writing skills are also in short supply.

- (b) Report writing skill gaps: preparing standard narrative and financial reports that meet requirements of funding agencies is one of the crucial capacity gaps affecting the relations of most CSOs with partners.
 - (c) Advocacy skills gap, particularly evidence-based advocacy: this is an essential gap limiting CSOs capability to engage government and private sector on substantive issues such as governance, human rights, transitional justice, restorative justice, reconciliation, healing, civic education, corruption and environment.
 - (d) Mediation and dialogue skill gap: Mediation, negotiation and dialogue skills to help conflicting parties resolve their problems in a non-violent way are lacking.
 - (e) Appropriate training materials and manuals on advocacy, restorative justice, transitional justice, healing and reconciliation, pyscho-social counselling, mediation, dialogue, and negotiation are lacking.
- (ii) **Human resource capacity gaps:** the CSOs invariably have critical gaps in human resource both in quantity and quality. The gaps are reported at all levels and are more critical at higher levels including leadership positions. Most of the current leaders and managers are young with limited experience and lack the requisite training and exposure. Existing manpower is 35% less than what is required; total additional manpower required is 2,313. The gap between existing and required staff for CSOs ranges from as high as 777 for people with primary level education to as low as 211 for those with high school education.



- (iii) **Administrative capacity gaps:** there is acute shortage of operational and logistical resources such as office space, basic office equipment's (computers, printers, LCD projectors, etc.), ICT software and hardware, and transportation facilities. Compared to what is required, the operational and logistical capacity gap is highest for communication devices (e.g. internet equipment, communication radio, etc.) and lowest for computers (27%).



(iv) **Financial capacity gaps:**

- a. Most CSOs operate without well-prepared internal financial and asset management regulations, policies and procedures. This is one of the critical capacity gaps affecting financial accountability and transparency of CSOs.
- b. Lack of resource mobilisation skills: there is high dependence on donor funds, which made financial sustainability of CSOs quite a challenge. As a result, CSOs face difficulties maintaining their operations when donor fund fails to flow.

Table 3: Results of SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Confidence and acceptance of local CSOs by communities • Strong unity among CSOs founding members • Capacity to mobilise communities • Committed staff/volunteers 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate internal human resource and financial regulations • Financial constraints • Shortage of qualified manpower • Lack of communication devices • Inadequate office space • Lack of basic office equipment • Logistical (transport) constraints
<p>Opportunities</p> <ul style="list-style-type: none"> • Potential for establishing good partnership with many NGOs • Positive relationships with different stakeholders • Acceptance by communities and government • Good prospect of peace following the signing of the peace agreement • Opportunities for income generating activities to finance CSOs peacebuilding activities. 	<p>Threats</p> <ul style="list-style-type: none"> • Insecurity and political instability • Low level of funding from donors • Inaccessibility of vast geographical areas due to bad roads especially during the rainy season • Political restriction • Mismatch between demand from communities for peacebuilding and capacity of CSOs to deliver • Poverty and unemployment • Inadequate schools and health facilities • High rate of illiteracy in the country especially in the rural areas where most conflicts occur.

4. Conclusion and Recommendation

4.1. Conclusion

The CSO sector in South Sudan is emerging and still faces significant challenges. The political space for the CSOs in South Sudan has shrunk following the December 2013 conflict. This is further constrained by the 2015 Security Act which restricted the space for CSOs to engage in sensitive issues such as human rights, rule of law and corruption. There is also uncertainty regarding the legal framework as the President has returned the 2014 NGO Bill to the parliament.

The civil society organisations that were operating in liberated areas during the war of independence were mainly engaged in humanitarian activities. The political situation at that time was not conducive for the core roles of CSOs such as advocacy for human rights, rule of law, and good governance. Although the number of CSOs increased significantly after the signing of the CPA, their activities focused more on service delivery or project implementation.

At present, there are very few organisations that are truly representative of the different sections of the society. The majority are led and managed by people who lack the requisite experience and qualification. There is a tendency to look at the sector as a source of livelihood. They also appear to be still grappling with the fundamental values of civil society such as transparency, rule of law and accountability. Accountability for the quality of work or services delivered as well for the resources made available to them remains a challenge. As their relations with most donors were focused on service delivery and project implementation, no systematic and comprehensive capacity building programme was implemented to strengthen them. As a result, most CSOs lack the requisite capacities to effectively undertake peace-building activities.

Contrary to the claim of the CSOs, there is little evidence on the ground to suggest that there are good working relations and collaborations among them. Most of the alliances and forums are tactical and are easily shaken when members see funding opportunities directly from donors or through other alliances. Linkages of the national CSOs with international development partners are still weak. Most CSOs access donor funds as sub-grantees when they are engaged by international NGOs to implement projects in their respective areas.

To sum up, the current environment in South Sudan is quite a challenge for CSOs engaged in peacebuilding. There is a culture of entitlement and reward in South Sudan as people feel that they deserve to use the resources they get. The increased engagement of the CSOs in service delivery and project implementation activities has weakened their capacity to advocate and lobby for policy changes, human rights, rule of law and good governance. Besides, the competition among the CSOs for donor funds has weakened their ties. They have not been able to coordinate their activities and complement each other's efforts and resources. This has left them divided and fragmented.

4.2. Recommendations

To facilitate follow up and implementation, the recommendations are presented to UNDP and other international organisations, and CSOs as follows.

A. UNDP and other international organisations

- (i) The current legal and political environment in South Sudan is not conducive for the civil society. There is a need for the civil society and its partners to engage with the government to lobby for the review of relevant legislations constraining the work of the civil society.
- (ii) Strengthen coordination mechanisms (e.g. umbrella, forum, alliance) to facilitate sharing of information and coordination of activities among the CSOs. This can be done by

availing financial and technical support to these organisations. Encourage linkages by providing funds for common projects jointly implemented by CSOs working at different levels namely national, state and local levels.

- (iii) Based on UNDP capacity criteria, identify suitable CSOs to engage in peacebuilding activities. Develop and implement a comprehensive capacity building programme to enhance the human resource, governance, managerial, reporting, administrative and financial capacities of CSOs. To this end, it is important for UNDP to identify and closely work with suitable training institutions.
- (iv) Rooting peacebuilding activities on solid understanding of local realities is crucial for successful implementation and improved results. There is a great potential to consolidate local initiatives to enhance consultative dialogue and mediation to resolve conflicts through the adaptation of local mechanisms. Empower communities and traditional leaders with the requisite support so that they would be able to take a lead role in diagnosing and resolving their problems.
- (v) The long years of conflict in South Sudan have resulted in many people being traumatised especially those who are most affected by violence. Thus, there will be a need for massive psychosocial counselling and trauma healing interventions in the coming years. It is thus important to support CSOs to get prepared to help a large number of people traumatised by the conflict.
- (vi) Support livelihood interventions to create employment opportunities for the youth and to bring conflicting communities to work together to get a viable income and coexist peacefully.

B. CSOs

- (i) The civil society sector in South Sudan is presently not diversified and does not draw a multi-ethnic constituency. This has constrained their potential to reach out to each other and coordinate their peacebuilding activities and generate more visible results. It is therefore important for CSOs to broaden their membership base so that they can be more representative of the cross section of the society.
- (ii) The CSOs in South Sudan are highly dependent on donor funds and that makes them highly vulnerable and unsustainable. Their peacebuilding activities are greatly influenced by donor requirements rather than the situation on the ground. Look inward and adopt asset-based community development approaches with the aim of mobilising local resources (local knowledge, skills and life experiences) that can be utilised to undertake peacebuilding activities.
- (iii) The youth, who constitute 73 percent of the population of South Sudan, have practically limited job opportunities outside agriculture and animal husbandry. Deprived of the basic means of livelihood, they get involved in violence. The CSOs should thus advocate for employment opportunities of the youth so that they can live in peace.

Annexes

Annex One: Terms of Reference

Request for Proposals (RFPs) from reputable firms to Map Peacebuilding institutions operating at National and State level in South Sudan.

Background

UNDP's Community Security & Arms Control (CSAC) project support the Government of South Sudan's efforts to build social cohesion, stability, peace and security for conflict affected communities in the country. This support contributes towards responsive democratic governance, rule of law, improved recovery & development planning in South Sudan. CSAC provides technical and financial support to the Bureau for Community Security & Small Arms Control (BCSSAC), the South Sudan Peace & Reconciliation Commission (SSPRC), and the National Platform for Peace & Reconciliation (NPPR) in fostering dialogue, peace and reconciliation, while improving community security and strengthening broader post-conflict recovery initiatives.

In the context of the current conflict, a climate of fear, retaliation and mistrust persist in large parts of the country, which is significantly inhibiting the safe return of Internally Displaced Persons (IDPs) and undermining a highly fragile cease-fire. UNDP with funding from Sweden will therefore be implementing a programme on peacebuilding, reconciliation and social cohesion focused on Civil Society engagement to amplify the voices of the community members and offer an alternative narrative to the search for a solution in South Sudan.

Additionally, the recurrent emergence of violent conflict in South Sudan is also attributed, in part, to lack of strong institutional mechanisms to manage contestations for power and resources. A National Democratic Institute (NDI) public opinion survey concluded that there is a large gap between citizens' expectations for their new country and the harsh realities it is currently facing, including tribalism, insecurity and unemployment. Thus a peaceful and democratic future will depend, largely, on how the government and citizens can consolidate a social contract by, for instance, strengthening public awareness of democratic principles and processes; and strengthening the capacity of civil society organizations (CSOs) to engage with communities and government as well as other key stakeholders to advance a rights-based approach to development and peacebuilding. More specifically, CSOs in South Sudan are organized along three broad categories: membership-based CSOs; cause-based CSOs; and service-oriented CSOs. They are guided by umbrella organizations such as: i) South Sudan NGO Forum (300 INGO & NNGO members); ii) AMDISS (19 media Members); iii) SSUNDE (75 NNO/CBOs members); iv) South Sudan Coalition Alliance; and v) Citizens for Justice and Peace (CPJ). The sector, however, remains structurally fragile often lacking robust internal governance mechanisms and limited influence in the wider polity.

It is against this background that UNDP CSAC Project would like to hire a firm to conduct a mapping with an intention of identifying which civil society organizations (CSOs) are operating at National and state level, what peacebuilding services they are offering, how effective are they to respond to Peacebuilding needs, their geographical and content scope, level of their capacity in peacebuilding work, their areas of specialization and their target beneficiaries. The outcome of this mapping will be an identification of CSOs that the project will work closely with across the entire country.

The Purpose of the Assignment

The purpose of the mapping is to identify Civil Society Organizations, institutions and individuals offering specialized peacebuilding response services to communities at national and state level across the country

Specific Objectives of the mapping

- 1) Establish which civil society organizations, institutions and individuals that are offering peacebuilding services, presenting this information separately for national and for each state;
- 2) Identify the specific peacebuilding response services these organisations provide, their geographical scope and target beneficiaries;
- 3) Identify existing and potential linkages between the different CSOs, institutions and how these can be improved upon and sustained, and how ordinary men and women can be made aware of these interventions;
- 4) Setting out a best practice model of peacebuilding interventions at national and state level for community members in a conflict context, including how these institutions should coordinate and collaborate, and how synergies can be developed and maintained over time;
- 5) Identify capacity gaps of these institutions in regard to peacebuilding interventions and design appropriate strategies to these CSOs

Scope of the mapping

The mapping exercise will cover the national level and the 10 states of South Sudan.

Methodology

Phase I: National level review: This will include identifying and reviewing the existing CSOs/institutions engaged in peacebuilding work in South Sudan especially under the auspices of the NGO Forum, South Sudan Network of CSOs and infrastructures for peace. It should also include best practice in terms of the kinds of response services that are needed and how they should relate to each other. Examples of effective synergies in other countries could also be identified.

Phase II: State level Data Collection: Information will be collected through key informant interviews and focus group discussions with communities, partners, state officials, civil society organisations, UN institutions, faith based institutions etc. Other data collections method will include: key informant interviews with various key stakeholders conversant with the research issues, questionnaires and any other methods appropriate for collection of data in relation to the study.

Deliverables

The firm will deliver the following outputs for the mapping exercise

- i) Inception report detailing the approach and tools to be used for data collection;
- ii) Share and discuss the questionnaires or interview check list or guides with the CSAC Project prior to commencement of the assignment;
- iii) Producing a comprehensive report of available institutions offering specialized Peace-building services/interventions, specific kind of services they offer, their geographical coverage, target groups in their respective areas and capacity of these institutions.

All presentations and reports are to be submitted in electronic form (MS Word and PDF). UNDP retains the sole rights with respect to all distribution, dissemination and publication of the deliverables.

Proposed duration of the Assignment

Activity	Days
Inception report detailing approach & methodology including tools	3 days
National level mapping	6 days
Data collection phase including training researchers & actual data collection	
Data analysis & Report writing	12 days
Preparation of and Presentation of Power point Presentation of report to UNDP	2 days
Submission of final report incorporating all comments in soft and hard copies	1 day

Structure of the Request for Proposal

The structure and size of the proposal must comply with the following guidelines.

- Organization's legal Name;
- Organization's legal Status;
- Year and Place of Registration;
- Name & Contact of Executive Director;
- Name & Contact of Assignment Team Leader;
- Actual Address (if different from above);
- Telephone Number;
- E-mail Address: Web page;
- Project Duration 2 months

Project Title

- a) Project Summary (maximum of 1-3 pages) Describe your interpretation of project objectives, understanding of the task, main activities, stakeholders and expected results, strategies to attain the results etc;
- b) General information about applicant firm/company (maximum of 1-3 pages). Main areas of expertise – describe your organization's main competencies, in areas of conducting CSOs/institutional mapping exercises;
- c) Describe your organization's mandate maximum of 1/2 page) State firm's legal status and financial status and provide copy of registration/ legal status in annexes;
- d) Relevant experience (maximum of 1-4 pages). Provide evidence of your organization's experience in undertaking. The firm needs to describe the work performed by your organization that demonstrates its CSOs and institutional mapping capability in areas of peacebuilding, contract values. Experience working with Government, UN and INGO institutions as well as past experience projects in East Africa and South Sudan is an asset but not mandatory;
- e) Describe your proposed approach and methodology (maximum of 1- 4 pages) Describe how you plan to execute this assignment in a short timeframe suggested by the project; your approach and methodology, main target, stakeholders, and how they will be engaged in ensuring the task is accomplished. Explain if and how your firm will cooperate with relevant local authorities, state governments and other bodies in ensuring all objectives of the assignment are accomplished;
- f) Project Activities (maximum of 1-2 pages). Under the broader actions as specified in RFP, briefly describe the form and contents of each type of activity that will be carried out under each objective and it contributes to the goal of this task; and
- g) Work Plan Work plan. Specific activities to be undertaken, relevant time frame suggested by the project. CVs for key consultants. The CVs of the 2 Lead consultants fronted by the organization should be attached demonstrating their strength and complimentary value addition they add to this assignment.

Budget: To be provided separately in the RFP financial proposal using RFP's Financial Proposal Format under relevant Section. Other considerations to be noted by applicants are:

1. The proposal must be realistic, well-structured and addresses all the critical elements of the assignment;
2. The proposal should be consistent with expected project tasks and expected deliverables;
3. Roles and responsibilities of all staff should be clearly spelled out outlining the value they add to the team;
4. The budget should be well structured and realistic;
5. Provide all relevant annexes – certificate of registration; certified audited accounts; CVs of key personnel etc

Expected Team composition and expertise

The firm will provide the following personnel:

- a) 2 lead consultants – Researcher with skills in PRA & Qualitative approaches; and Peacebuilding Specialist;
- b) 10 Research Assistants/ Enumerators to collect data at each state

Experience required

Company Experience

- The company/ firms should have adequate of 5 years' experience of working in research, institutional mapping, civil society organizations, and trainings for government, NGOs, and Communities in conflict settings in particular. Evidence of this should be attached to the application;
- Proven track record of conducting studies relevant to peacebuilding in the region and south Sudan in particular;
- Demonstrated work experience in institutional mapping in south Sudan;
- Ability to communicate verbally and report writing skills;
- Experience sieving out different segments of issues in peacebuilding, social cohesion and community security in the region and south Sudan in particular;
- Proven track record in training on basic research skills and institutional support;
- Experience/ Education of 2 Consultants fronted by the firm:

Qualitative Researcher /Team Leader proposed should have;

- Education up to a Masters Degree level in Social Sciences / Political Science / Public Administration / Management / Peacebuilding/ Education / International Relations from a recognized institution;
- 5 years' experience in research / teaching / training and PRA methodology for both literate and illiterate audience desirable;
- Strong planning and organizational skills; ability to handle planning and execution of multiple concurrent projects/ activities;
- Excellent communication and report writing skills in English;
- Good understanding of peacebuilding research in the context of South Sudan;
- Proven track record of conducting studies relevant to peacebuilding in south Sudan; and
- Demonstrated work experience in institutional mapping in south Sudan;
- Ability to communicate verbally and report writing skills.

Peacebuilding Specialist/Consultant

- Education up to a Bachelors level in peacebuilding / Social Sciences / Political Science / Public Administration/Management/Development studies from a recognized institution;
- Specialized skills in peacebuilding to sieve different segments of services and required skills provided by different CSOs;
- Good interpersonal skills;
- Good facilitation skills;
- Good research skills;
- A commitment to deadline;
- A commitment to quality work

Note:

- This task requires 2 lead consultants – one with good skills in qualitative research and 1 with skills in Peacebuilding to sieve out specific peacebuilding responses/ services different institutions/ CSOs are engages in;
- The Research Assistants/ data collectors must not exceed 10

Evaluation criteria

The bids shall comprise the following documents:

- Technical Proposal;
- Cover letter: Explaining why the firm is the most suitable for the work;
- Company profile including Personal CV and past experience in similar projects and at least 3 references;
- A approach and methodology on how to conduct the assignment;
- All sections of the proposal will be evaluated to ensure they meet the criteria;
- Financial/Price Proposal in lump-sum offer with the cost breakdown (e.g. consultancy fee, DSA/Perdiem, and other related costs for the 2 consultants & 10 research Assistants). For evaluation and selection method, the Cumulative Analysis Method [weighted combined score)

Method used in this recruitment:

- a) Technical Qualification (100 points) weight; [70%];
- b) Financial/Price Proposal (100 points) weight; [30%]

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being compared. Only the price proposal of the firm who passed the minimum technical score of 70% of the obtainable score of 100 points in the technical qualification evaluation will be evaluated.

Technical qualification evaluation criteria

The technical proposal is evaluated on the basis of its responsiveness to the Term of Reference (TOR). The following criteria are used in technical qualification evaluation:

1. Firm related Experience (30% points);
2. Proposed Approach & Methodology: (40% points);
3. CVs of 2 consultants fronted by firm (30% points).

Annex Two: KII and FGD Participants

1. National Level

1.1. KII Participants

Lealem Dinku	Team Leader for UNDP Democratic Governance and Stabilization Unit (DGSU)
Sammy Odolot	Acting Project Manager for UNDP Community Security and Arms Control (CSCA)
Julia Odumuyiwa	UNDP Peacebuilding Specialist
Kennedy Chibvongodze	Team Leader for UNDP Programme and Partnership Support Unit
Sibusisiwe Ncube,	UNDP Chief Technical Advisor on Peace and Development
Thomas Tombe	Director of NGO Affairs, Relief and Rehabilitation Commission
Hafeez Wani	Team Leader for NGO Forum
Fr. James Oyet Latansio	Secretary General, South Sudan Council of Churches
Gladys Mananyu	Justice and Peace, South Sudan Council of Churches
Awad Riziq Saeed Faragakka	South Sudan Islamic Council
Dr. Alfred Taban	Director of AMDISS and Juba Monitor editor in Chief
Bishop Arkanjelo Wani Lemi	African Inland Church-Sudan
William Ongoro Peter	National Coordinator, National Platform for Peace and Reconciliation (NPPR)
Lony Rout	Chairperson, South Sudan Network for Democracy & Election (SSUNDE)

1.2. Focus Group Discussion Participants

Peace Commission (FGD No. 1)	
Choul Rambang Luoth	Chairperson for SS Peace and reconciliation Commission
Peter Gwang Akich	D. Chairperson SS Peace and reconciliation Commission
Betty	Member of SS Peace and reconciliation Commission

National Level (FGD No.2)	
Daniel Mwaka	Executive Director, Teen Confront Organisation (TEENCO)
Guliba Florence Hakim	Grassroots Women Network for Peace & Reconciliation
Harriet Baka Nathan	Treasurer, South Sudan Network for Democracy & Election
Jane Gordon Sworo	Grassroots Women Network for Peace & Reconciliation
Kinaro Joseph	Executive Director, Facilitating Action for Community Empowerment (FACE)
Lony Rout	Chairperson, South Sudan Network for Democracy & Election (SSUNDE)
Monnir Morris	Programme Coordinator, Solidarity for Women Rights Association (SOWA)
Mori Misak	Human Resource Manager, Community Empowerment for Progress Organisation (CEPO)
Waddala Peter	Executive Director, Maridi Service Agency (MSA)

National Level (FGD No. 3)	
James Okony	State Coordinator, SSUNDE
Harriet Baka Nathan	Treasurer, SSUNDE
Joseph Akol	Board member, SSUNDE
Lony Rout	Chairman, SSUNDE
Saidi Simon Ben	National Board Member, SSUNDE

2. State level

2.1. KII participants

Western Bahr El Gazal State	
Victor Makueth	DG, Ministry of Gender and Social Development, WBGS
Nyanut Madut Maluak	Director Ministry of Gender and Social Development, WBGS
Lakes State	
Fr. Henry Gidud	Head, Peace and Justice Desk
Daniel Apuk	Director, Shabab Foundation
Central and Eastern Equatoria States	
Kinaro Joseph	Facilitating Action for Community Empowerment
Munnir Morris	Solidarity for Women Rights Association
Flora Francis	Organisation for Nonviolence and Development
Mabil Dau	Civil Affairs Department
Paul Biel	Director of Nile Hope
Bishop Enock Tombe	Rajaf Evangelical Diocese
L/General Ayuen Alier	Retired army general
Athanasus Ungang	African Inland Church
David K. Deng	Secretary, Citizen for Peace and Justice
Asilaza Vincent	Member of ADCORD
Mangbi Joseph	Member ADCORD
Dr Bernard	Reconciliation Consultant
Jacob J. Akol	Director of Gurtong
Francis Jeremiah Shuei	Civil Affairs, Torit

Mark Athuok	Director of Torit Youth
Upper Nile State	
John Oyeche	Fashoda Youth Forum
Gatkuoth Ka	Crisis Resilience Initiative
Unity State	
Gatcham Manyur Mayol	Peace and Development
Bol Reath Kuon	Coming Rehabilitation and Educational Agency

2.2. FGD participants

Northern Bahr El Gazal (FGD 4)	
Yudaya Nabbale	A/Team leader and Civil Affairs Officer, UNMISS
Jackob Malek	Civil Affairs Officers, UNMISS
Peter Deng Apin	Chairperson, Justice and Peace, Catholic Church
Stephen Robo	State Coordinator, CEPO
Ngong Garang Ngong	Secretary, Justice and Peace, Catholic Church
Northern Bahr El Gazal State (FGD No. 5)	
Santino Ngong Chau	Executive Director, ACRDO
Martin Omong	Programme Assistant, AWODA
Peter Thiep	Information Officer, MCCO
Paulino Alsout	Member, SSUNDE
Aluel Rebecca Tong	Secretary, WECO
Leml Emmanuel	Acting Coordinator, SPEDP
Angok Ayam Kuek	D/Finance, MYPBA
James Garay	Logistics & Administration, SPEDP
Justin Urío Asongo	Director, AWORD
Mayuol Dllnes	Executive Director, NICE
Ariel Joseph	Member, UNDP
Lakes State (FGD No. 6)	
Adam Musa Suleiman	Ex. Director, Adam Community Development Service
Abraham Madol Maker	Community Empowerment for Progress Organisation
Zacharia Gum Ater	Chairman, Lakes State Youth Union (LASTU)
Eli Monypen Awan	Chairman, Community Peace Initiative, Conflict Resolution
Paul Moloni	Non-violent Peace force
Yacob Mohammed Adem	Deputy Director, Islamic Council
Marial Kon Wecker	Director, Islamic Council
Agar Daj Manyim	Chairperson, Community Forum Peace and Development
Western Bahr El Ghazal State (FGD No. 7)	
Elizabeth Mario	Executive Director, Women Association
Lucia Remijo Abakar	Ex. Director, Women Enhancing Peace & Development
Denho Bismark Mario	Director, Alur Development Organisation South Sudan
Joseph Umgom Aken	Member, Alur Youth Union
Gabriel Dhal Yak	Member, Global Development Service
John Elis Bandas	Member, Vulnerable Children Society
Monica Elano	Executive Director, St. Mary Association
Siada Selim Haroun	Executive Director, Women Union
Warrap State (FGD No. 8)	
Mahmed Kon Ajak	Representative of Islamic Council
Ngor Athian Mayen	Finance Officer, Wunngap Agri. Development Agency
Benjamin Malueth Maker	Member, Warrap State Youth Union
Kuol Mayen Ayai	Chairman, Greater Akop Youth Union
Choldit Chol Athian	Member, Gogrial Development Organisation
Maria Deng Ngor	Chairman, GLAD/WSCN

Paul Ater Akol	Member, FACDDO
Ogiilo David	Member, TOCH
Akol Yel Akol	Member, St. Joseph Parish

Central Equatoria (FGD No. 9)	
Tongo James	New Page for peace
Repent Woro	Mundri active youth association (MAYA)
Nyiriwa Goluer	Grassroots Relief and Development Agency
Margret Nyoka	Love and Peace
Gloria Nyoka Joseph	Liwolo Women Association
Paul Oketch	South Sudan Development Agency
Florence Ide Noka	Eve for Women Development Organisation

Upper Nile State (FGD No.10)	
Albino Gaw Dar	Foundation for Youth Initiative
John Oyech	Fashoda Youth Forum
Gatkuoth Ka	Crisis Resilience Initiative
Tut Chat	Rescue Life of Children
Chot Kuethh	Rescue Life of Children
John Riek Yior	Member of CADA

Unity State (FGD No. 11)	
Augustino Kabacho	First Sudan
Bol Reath Kuon	Coming Rehabilitation and Educational Agency
Mark Lual	First South Sudan
Peter Dupth	Peace Wing Organisation
Tut Jock Chuet	Dialogue and Research
Gatcham Manyur Mayol	Peace and Development

Jonglie State (FGD No. 12)	
Maleth Aduot Rit	Bor Communities Youth Association
Anyar Dhieu Ngoug	Twic East Youth Warfare
Puka John Akech	Member of Bor Women Self Help
Nhonh David Luet	Member of SCYMC
Maketh Abraham	Member of AYAC
Gabriel Gue Machar	Member of Youth Mama

Jonglie State (FGD No. 13)	
Achiek Daniel Arou	Member of C&D
Hussien Mahmood Mandi	Director INTERSOS
James Deng Akeer	Ex. Director of ECSSS
Atong Mayol Juuk	Member of ECSSS
Majack Deng	Member of ECS
Phlip Akiech	Member of Youth organisation

Jonglei State (FGD No. 14)	
Rebecca Agan Chol	Twich East Women Association
Lith Gut Agou	Women Association Bor County
Suzan Akuach	Women Association
Ahronan Mayand	Women for peace
Rabeth Ateny Deng	Women and leadership

Eastern Equatoria State (FGD No.15)	
Rv. Jackson Sebit	Gender and Social Development
Ali Taban Fetco	Eastern Equatoria Youth Forum
Odiongo Francis Seri	Torit Youth and Development
Wilson Uero Akany	Torit youth peace and Development
Luka George Kidi	Member of ASWB
Athanasus Ungang	Peace and Reconciliation

Annex Three: Protocols Developed

UNDP in Collaboration with SMAP Institute
Mapping Civil Society Organisations Engaged in Peacebuilding
At National and State Levels in South Sudan
Data Collection Instrument - CSO Profile

1. Name of organization					
2. Date of establishment					
3. Address of CSO					
4. Website					
5. E-mail address					
6. Is the CSO legally established? 1= Yes 2=No					
7. Date of registration with government					
8. Date operation/work started					
9. Objectives of the organization					
10. Type of peacebuilding activities undertaken by the CSO?		Target groups			
a). Dialogue/community consultation					
b). Negotiation/mediation					
c). Advocacy					
d). Reconciliation					
e) Peace conferences					
f) Others, specify					
11. Where are the geographical areas the CSO works?	State	County	Town	Payam	
				Yes	No
12. Does the CSO have a Governing Board?					
13. Does the CSO have an organisational structure?					
14. Does the CSO have a constitution?					
15. Does the CSO have a strategic plan?					
16. Does the CSO have an annual work plan?					
17. Does the CSO prepare annual, biannual, and quarterly reports (CSO and/or donor)?					

If yes, to whom?		1=Board of Directors		2=Donors		3= Government				
		4=Others, Specify								
18. Does the CSO have internal financial and personnel regulations/ bylaws/policies?										
19. Does the CSO have membership records?										
20. Does the CSO have a bank account?										
If yes, what is the number of signatories?										
21. Is the CSO membership-, cause- or service-based?										
1= membership 2=Service-based 3=Cause-based										
22. Which segment of the population (e.g. women, youth, disabled, elderly, etc.) does the CSO represent?										
23. How does the CSO inform the population & other CSOs about its peacebuilding services?										
24. Does the CSO belong to other CSOs engaged in peacebuilding?										
1=Yes 2=No										
25. Does the CSO have partnership agreements with other CSOs/government/ UN Agencies/UNDP/ private sector/ foundations/others?										
1=Yes 2=No										
26. What is the scope/nature of the partnership?										
27. Human resources	Adm	Finan ce	Techn ical	Peace Advoc acy	Planning, M&E	Project mgt	Research & communi cation	Others, specify	Total	
a) Salaried										
b) Volunteers										
Total										
c) Women										
d) International staff										
e) Education	MA& above		BA/Bsc		Diploma		High School		Junior	
I. Current										
II. Required										
f) Work experience	More than 30 years		20-30 years		10-19 years		5-9 years		2-5 Years	
28. Facilities and equipment					Current		Required		Remark	
a) Office (Owned, rented)										
b) Computer										
c) Printer										
d) Vehicles										
e) Communication devices										
f) Others, specify										
1. _____										
2. _____										
3. _____										

29. What is the maximum amount of money the CSO has managed?						
30. What is the major source of funding?						
31. Funding sources	1=UN Agencies	2=Own Source	3=INGOs	4=Individual /Private sector	5=International Org'ns	6=Government
	7=Others, specify _____ _____					
32. What are the main challenges faced by the CSO?	1=Human resource	2=Financial resource	3=Legal constraints	4=Political constraints	5= limited capacity building opportunities	
	6=Others, specify _____ _____ _____ _____ _____					
33. What are the key strengths?	_____ _____ _____ _____ _____ _____ _____					
34. What are the key weaknesses?	_____ _____ _____ _____ _____					
35. What are the key opportunities?	_____ _____ _____ _____ _____					
36. What are the key threats?	_____ _____ _____ _____ _____ _____					

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