



Peace and Reconciliation Commission
Eastern Equatoria State



CONFLICT TRANSFORMATION STRATEGY

July 2012 - June 2015
Eastern Equatoria State



South Sudan Peace Commission
Peace Coordination Office - Eastern Equatoria State

Eastern Equatoria State
South Sudan

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CAP	Community Action Plan
CBO	Community-Based Organisation
CBRPS	Community-Based Resource Persons
CID	Criminal Investigations Department (police)
CPA	Comprehensive Peace Agreement
CRS	Catholic Relief Services
CSO	Civil Society Organisation
CT	Conflict Transformation
CTS	Conflict Transformation Strategy
DRC	Democratic Republic of Congo
EES	Eastern Equatoria State
EVI	Extremely Vulnerable Individuals
GOSS	Government of South Sudan
IEC	Information, Education and Communication
MDD	Music, Dance and Drama
PRC-EES	Peace and Reconciliation Commission Eastern Equatoria State
SALW	Small Arms and Light Weapons
S/GBV	Sexual and Gender-Based Violence
SMOCSD	State Ministry of Culture and Social Development
SMOLG	State Ministry of Local Government and Law Enforcement
SO	Strategic Objective
SSPS	South Sudan Police Services
TOT	Training of Trainers
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNMISS-CAD	UNMISS Civil Affairs Division
UXO	Unexploded Ordnances



2011, Eastern Equatoria State (EES) dealt with a number of community in addition to experiencing gross human rights violations, which lead to amid other humanitarian effects. As a result, the situation in EES will be long time by pre- and post-CPA insecurity. Following the CPA great terms of social, economic and political reconstruction. Nonetheless, there is **In this regard, the national and state hope lies in everybody's contribution** ensuring that peace and security prevails in EES. The state is currently facing different fields such as education, community conflict and violence, national unemployment, fight against HIV/AIDS, hunger and poverty, environmental deterioration, rehabilitation of ex-combatants, youth development, gender and health promotion in addition to promotion of culture, sports and new information and **communication technologies. This document matches the State Government's will to avail** sectorial policies and strategies for all its departments so as to strengthen, rationalize and coordinate actions in order to systematically get the civil society involved in meeting the challenges. With such a coordinated effort, we will ensure that the efforts and resources of all partners and stakeholders bear the most concrete fruits for the nation.

This document results from various ideas, consultations and analysis by all partners and stakeholders of EES. The process was led by the then Peace and Reconciliation Committee Eastern EES, which has now been transformed into Peace and Reconciliation Commission EES (PRC-EES). The CTS is intended to assign legitimacy and orientation to programmes and services that are centred on conflict transformation and proposes strategies and guidelines for their planning and implementation. It also contains appropriate measures for directing the **development partners' efforts and resources toward sustainable peace and development of our** nation. The State Government appreciates the efforts of the PRC-EES, Peace Coordination Office and UNDP for coordinating the process, with acknowledgement of UNMISS-CAD and CRS contributions. The state equally appreciates all international and national development partners active within the state towards sustainable peace and development.

Finally, this document is not offering a new dimension for interventions; rather it is encouraging our valued partners to realign interventions to fit within the strategic objectives for proper state control and coordination. The PRC-EES, line ministries and state institutions would like to see the current document indicate and provide main orientations and action programmes for the government, religious institutions, private sector, non-governmental organisations, bilateral cooperation, international institutions and the EES population in general so as to work together for the reconstruction of a new and prosperous state. I therefore call upon everybody to embrace this document and apply the CTS in the development and implementation of state programmes and projects.

Yours sincerely,

H.I. General Louis Lobong Lojore
Governor
Eastern Equatoria State
Torit

The Conflict Transformation Strategy (CTS) July 2012–June 2015 is an essential planning tool guiding the state approach to conflict mitigation and transformation. This strategic document outlines commitments by state government, peace actors, peace partners and EES communities at large in terms of interventions and services that would have to be rolled out to ensure effective and efficient planning and implementation while integrating and mainstreaming conflict transformation in the socio-economic development of the state.

The drafting of the CTS entailed an extensive and rigorous process of ensuring collation of relevant and appropriate information on the status of community conflict, assessment of targeted conflict interventions in the post-CPA era, and analysing the prevailing gaps in relation to new and persisting challenges that continue to plague some of our communities. From the community conflict mappings and assessments, the PRC-EES identified the interventions that are necessary for conflict transformation and development. As with any public document formulation process, extensive engagement unfolded with stakeholders including government departments, peace building organisations and partners within the broader civil society organisations. Of significant importance is that, while putting interventions together, due consideration was accorded to the South Sudan Development Plan, the State Strategic Plan as well as the State Stabilization Plan. The issues arising while analysing the relevant plans and during the consultation process were incorporated in the final draft of the CTS.

The rationale for the CTS is informed by the fact that, like in all the states of South Sudan, a significant proportion of the population is characterised by people under the age of 35 years. In focusing on the needs of the state, the CTS highlights priority target groups including youth of all categories, women and state institutions who are placed at the centre of ensuring community peace and security. The CTS presents ample opportunities for the youth and women to contribute towards the conflict transformation. The document further supports the key interventions that will provide for holistic development of state institutions.

The CTS proposes specific interventions that can be grouped under eight strategic objectives: Supporting the development of skills, knowledge and attitude change in conflict transformation; supporting community peace dialogues and reconciliation activities; consolidating community peace and security by supporting peace activities undertaken by security and rule of law institutions; supporting activities aimed at empowering the youth and engaging them in conflict transformation; **promoting women's engagement in conflict transformation**; supporting the revival of community livelihoods as peace dividends to the communities; strengthening peace advocacy, education and communication processes; and improving coordination, collaboration and networking with regards to peace building activities. The recommendations that emerge from each of these objectives are to feed into programme and project design.

It is acknowledged that for the successful implementation of the CTS, partnerships will have to be strengthened and it is essential to define the contributions, roles and responsibilities of the key role players and to determine the basis for such partnerships. On the other hand, state government will ensure the successful implementation of the CTS through intergovernmental coordination. Given this objective, it would also be important that capacity of the key government institutions within the CTS framework is strengthened. To ensure successful implementation of the CTS, an implementation plan will be developed, specifying the responsibility of identified stakeholders.

1

Introduction

Over three decades of conflict in EES disrupted the economic and social state of the region. During the prolonged conflict the entire population lived in an environment of total insecurity and violence, abject poverty, weak government and social service institutions and characterised by collapsed community and family structures. With the return of relative stability, the post-CPA period remains bogged with many latent and open conflicts; the most common conflicts issues being land ownership, competition over scarce water and grazing land, armed cattle raids and theft. Sexual and gender based violence and violence arising as a result of strained relations are equally having a negative impact on the communities. The CTS examines the current situation and proposes a way of guiding interventions to reduce conflict in Eastern Equatoria State (EES). The CTS aims at refocusing all interventions by the different stakeholders in conflict transformation in the state and will, *inter alia*, act as a guide to coordination of peace building activities in EES.

1.1. Background

As highlighted in the Assessment Report of the Peace and Reconciliation Commission Eastern Equatoria State (PRC-EES), most parts of EES appear to enjoy relative peace but violence and conflicts may erupt suddenly and, for the most part, take on an air of unpredictability. PRC-EES's Assessment Report establishes that conflicts in EES

results from: competition over scarce natural resources, weak governance and administrative structures at lower levels resulting in poor or lacking social services, disputes over land and administrative boundaries in addition to a high prevalence of small arms and light weapons (SALW).

Despite the widespread belief that most land in EES is communally owned, most families own their land at either the extended family or nuclear family level. The appropriation of land for grazing and hunting rights by tribes is often seen as critical in causing widespread conflict throughout EES. In other areas, tribal land ownership is under threat from a variety of sources; with the return process in full gear, land grabbing is widespread. People do not know their rights and many are afraid to claim them if they did. There are laws for the protection of land rights, but there is no clear way to implement them because access to the justice system is limited and difficult. Many youth seek livelihood opportunities but they often lack the required skills. In addition many youth exhibit aggressive and emotional behaviour, which causes further conflict within schools and communities. There is also an increase in gender based violence and domestic violence as people resettle in the community. The protracted conflict has greatly changed gender roles and as people return home, families are separating. Some husbands/wives are reluctant to return to their villages in preference to town life where they have quite adjusted and coped with life. The same applies to young adults and children, including those on the street, who are currently engaged in some gainful activities. The changes in gender roles cause tension between those who seek to return to traditional gender roles and those who are accustomed to the shift in empowerment that took place during the civil war periods in displacement camps or refugee camp settings.

Much as some parts of EES enjoy relative calm other, predominantly pastoralist, communities experience persistent conflicts. This is attributed to a number of factors which include on-going cattle rustling by neighbouring communities, lack of awareness of the long term impact of the conflict on the community and national development, historical and political grievances among communities, distorted senses of history, political instability and unbalanced sharing of the state financial resources. Many victims of conflicts tend to experience prejudice and impunity due to weak rule of law. Some communities are so isolated that they never recognise or feel any government presence

and services. Tensions quickly build and escalate between young people who are well armed and organised to challenge the state police force. The number of armed civilians and the easy access to small arms further prove it extremely challenging to provide for community security and peace.

In order to address these challenges, a number of activities are contained in this CTS. Primed upon all these, it is imperative that well-designed programmes are instituted that depart from community needs. As a point of entry, the CTS proposes the following interventions, strategies and activities.

1.2 Goals

The overall goal of the Conflict Transformation Strategy is to strengthen the capacity of EES to transform and mitigate local conflicts.

Strategic objective 1	Support the development of skills, knowledge and attitude change in conflict transformation
Strategic objective 2	Support community peace dialogues and reconciliation activities
Strategic objective 3	Consolidate community peace and security by supporting peace activities of security and rule of law institution
Strategic objective 4	Support activities aimed at empowering the youth and engaging them in conflict transformation
Strategic objective 5	Promote women's engagement in conflict transformation
Strategic objective 6	Support the revival of community livelihoods as peace dividends to the communities
Strategic objective 7	Strengthen peace advocacy, education and communication processes
Strategic objective 8	Improve coordination, collaboration and networking in peace building activities

1.3 Strategic objectives

1.4 Process for the development of this strategy

This strategy document is an outcome of a number of initiatives that were conducted in EES to reduce and mitigate local conflicts. The main activities being: Conflict mapping by the PRC-EES, conflict transformation training by the South Sudan Peace and Reconciliation Commission (formerly the Ministry of Peace and CPA Implementation) and valuable efforts by all development partners in the areas of peace and security. However, even as these activities were being implemented, there were still gaps in the area of capacity building, youth involvement and **women's involvement in peace building**. The PRC-EES realised that for an effective peace building intervention to take place in EES, a

comprehensive strategy was necessary to address the gaps. Consequently, the UNDP was requested to support the process of devising the CTS.

1.5 Implementation strategy

The CTS is a state-owned document that was produced following consultations with community members. The EES will use this document to guide all peace building activities in the state through strengthening coordination mechanisms at state and other lower levels. CTS is an overarching framework that will help focus all interventions in the areas of peace building and conflict transformation in EES. Partnerships will be entered into with relevant peace organisations and a clear modality will be agreed upon. The state will also engage with the various youth and **women's groups to enhance their capabilities** in carrying out livelihood activities to address the persistent issues of providing peace dividends to the communities across EES. The women and youth will hence be engaged in peace building activities through training in conflict transformation and peace dialogue meetings. The state will also support cross-border peace building initiatives and strategies to develop instruments that will enhance cross-border security and interactions.

2

CTS Strategic Objectives and Activities

2.1 Strategic objective 1

Enhance skills, knowledge and positive attitude change of state structure and system towards conflict mitigation and transformation.

Community TOT in conflict transformation

This activity contributes to CTS' objectives of providing a mechanism of training a cross section of key community leaders which may include but be not restricted to: chiefs, elders, payam and boma administrators, county administrators, cattle camp leaders, youth leaders, local councillors and women leaders. These are essentially Community-Based Resource Persons (CBRPS) with vast experiences and skills achieved through different roles and tasks within communities. It is envisaged that the knowledge and information acquired will enable a cross section of the population be able to effectively handle the common conflict issues that occasional escalate into violence. Using a training guide developed by the South Sudan Peace and Reconciliation Commission and partner agencies, the TOTs will be on-going activities of the state and also integrated into county activities. The training is spread over a period of time and has three levels.

This activity will be carried out throughout EES; each of the counties will have trainers at the payam level to implement the county-level trainings. The State Peace Coordination Office will conduct routine support and monitoring visits to the community trainings. Community leaders, local authorities, youth, and other relevant stakeholders will be coordinated to allow each community to design a Community Action Plan (CAP) in order to put into practice the information learned during the trainings. These activities are mainly community level peace building activities. A budget will guide the scale of the CAP, and community members, with the assistance of the trainers, will be required to document all actions taken.

Examples of CAPs are: Setting up a data collection system to trace and follow up on progress of peace and security plans, establishing a referral system for incidences of community violence, tension, dialogue and psychosocial counselling and support, re-instituting an indigenous healing practice, formation of conflict resolution committees to document and attempt to resolve disputes, youth sports and games, information, education and communication campaigns for important issues on peace, reconciliation and development. The rationale behind this component of CAP is to increase the **communities' involvement and provide** resources for them to implement key areas of intervention identified throughout the training. This practical component of the training attempts to empower community members to take action on specific problems they face in the community

Support interventions and mechanism for local intra/inter communal conflict resolution and reconciliation

The post-CPA era in EES continues to be plagued by frequent conflicts; there are many latent conflicts, which exist between individuals, families, ethnic groups, and between civilians and government authorities. A community dialogue and reconciliation programme is required to address these conflicts and build trust and confidence in the community. Gross human rights abuses have occurred throughout the war and a variety of processes from traditional reconciliation to more formal processes of dialogue, truth telling and justice will have to be explored.

Building on the TOT activities this intervention aims more to localise conflict management capacity within the communities. Much of the attention will recognise efforts based on local regions and areas to include:

- Supporting localised reconciliation and conflict management mechanisms to deal with inter-ethnic disputes and natural resource management; and
- Supporting mechanism to promote community reconciliation in areas where most land-associated conflicts originate from unsolved tenure and displacement problems compounded by limited awareness of land rights and political interests.

Mainstreaming/integration of conflict transformation into county activities

This will be an on-going activity of the state to ensure that as the counties plan there should be components of CT integrated into the county plans thus making sure that all constitutional post holders at county levels take responsibilities of reaching the communities they serve with messages of peace and security. The CTS will support the process of developing a mechanism of mainstreaming the CT and implement it efficiently.

Institutionalisation of land dispute resolution mechanisms

According to the report of the Southern Sudan Land and Property Study and workshops that were held in all the ten states of Southern Sudan between February 2006 and June 2008, participants unanimously agreed that proper administration of land as well as the institutionalisation of land dispute resolution mechanisms are *“critical for the attainment of sustainable peace in [Southern] Sudan”*. This is particularly true in EES, where the sheer number and complexity of unresolved inter-personal and inter-communal land disputes continue to pose major threats to peace and stability, thereby slowing down the pace of socioeconomic development.

One of the major post-independence challenges will be how to manage the influx of

large numbers of returnees into the state. This may further lead to an escalation of land disputes and ethnic tensions. As South Sudan seeks to consolidate its independence and assert its sovereignty, it is absolutely imperative for states like the EES to start the gradual but effective setting up and operationalisation of the different statutory organs charged with the management of land and resolving the disputes arising from issues of ownership and occupancy. Any initiatives to resolve conflicts of any sort without due process and outside the provisions of the law are unsustainable and in the long run may be prejudicial to both the rule of law and efforts at nation-building.

In pursuance of the general principles of land administration and management as defined in Chapter VII of the Land Act, and in application of section 41 (2) of the said act which emphasises that land administration shall be based on the principles of “*decentralization, participation and transparency*”, it is recommended that the Government of EES takes practical measures in collaboration with its partners to set up and operationalise the following statutory organs of land management at state and local level:

- The Payam Land Council
- The County Land Authority
- The State Land Registry Service
- **The Land Division of the State’s High Court**
- The State Services of the South Sudan Land Commission

The setting up and operationalisation of these institutions could be done via pilot projects in selected counties and phased out over a 6-year period.

2.2 Strategic objective 2

Support community peace dialogues and reconciliation conferences for a peaceful coexistence

Already, there are clearly identified conflict issues and parties that require immediate attention.

Conduct community dialogue meetings and conferences, outreach, mediation and reconciliation activities

This intervention is built on the previous work of the PRC-EES. The PRC-EES as decreed by the state in February 2011 to undertake peace building and reconciliation activities in EES received support from partners for its orientation training, fact finding and community peace meeting within the hotspot areas. Several meetings at state and county levels were conducted with minimal reduction in violent confrontation amongst the cattle keeping communities. EES recognises conflict resolution and peace building as key preconditions for development. The CTS proposes a more systematic approach in which fact-finding missions and community consultations will be conducted to feed into community dialogues, conferences and meetings. The resolutions of such community dialogues and meetings shall be followed up on as required. They will, further, inform the implementation of the various activities proposed in the CTS.

Cross border peace conferences and interstate dialogue with the Murle of Jonglei

This intervention focuses on the conflicts along the international borders of Uganda, Kenya and Ethiopia where EES has experienced several conflicts and adverse effects over the years. The conflicts have cross -regional, cross-cultural as well as international dimensions. The main causes are competition over scarce resources in a hostile environment, fuelled by the proliferation of small arms. During the peak of dry season, pastoralist communities along these common borders are forced to move in search of water and pasture for livestock within and outside their territorial boundaries and international borders.

The Murle of Jonglei State north of EES poses a serious challenge to the communities of Lopit, Pari, from Lafon/Lopa and the Toposa of Jie-mogos. Annually, cattle raids and child abductions are the biggest insecurity and conflict issues. The CTS proposes a

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sustained dialogue that will involve the two states.

Support community peace agreement follow-up and documentation and dissemination of best practices

It has been noted that most community peace agreements are easily broken and forgotten by the parties that signed them. Communities often return to violence as soon as the agreements are concluded. The PRC-EES resolved that a mechanism for peaceful enforcement based on mutual understanding should be instituted. Following this, frequent follow-up, proper documentation and dissemination should be encouraged to sustain peace agreements. Binding agreements can equally be replicated for other communities with similar conflict issues.

2.3 Strategic objective 3

Consolidate community peace and security by supporting peace activities of security and rule of law institution

EES has been through a series of conflicts during the struggle for independence; the war left lots destruction and since the declaration of independence the biggest challenge remains nation-building and attaining total peace. The community conflicts, which can be attributed to the spill over from the power vacuum during the independence struggle, remain unresolved although tremendous efforts are being made to provide community peace and security. Strategic objective 3 is intended to build upon successes of development partners in supporting the state in areas of community peace and security. The CTS envisage the following interventions to enhance and consolidate community peace and security.

Support the State Peace and Reconciliation Committee to mediate cessation of armed violence

This intervention is designed to support activities of the PRC-EES aimed at bringing speedy ends to armed cattle raids, violent

confrontations and fighting within communities. It is not possible to determine exactly what kind of activities and commitments that will be implemented but a number of activities are envisaged:

- Facilitation of stakeholder involvement;
- Information gathering and dissemination relating to the peace process;
- Operational costs involved in peace agreement implementation;
- Dialogue between community leaders and organised armed youth.

Support the police to improve service delivery in areas outfitted with police posts

The South Sudan Police Service (SSPS) is mandated to protect life and property, preserve law and order, prevent and detect crime, cooperate with civilian authorities and protect the rights of the individual. EES has two police services: the Police Force recruited and deployed by GOSS and the State Police Services locally recruited and deployed in areas of need. The operations of both forces are monitored and facilitated at state levels. SSPS is one element of the chain in re-establishing law and order in EES and ensuring community peace and security. The SSPS has been severely affected by the years of conflict. The displacement, which affected the civilian population, has also affected the civilian police, including the destruction of police posts, loss of equipment, death and displacement of police personnel and families by various conflicts leading to the withdrawal of the police. The policing functions were largely taken over by the armed forces and communities that have maintained mechanisms for protecting themselves.

According to the State CID the total police strength in EES in September 2011 stood at 3,400 officers with 780 more undergoing training and getting ready for deployment. This is too few compared to e.g. more than 15,000 armed youth in Budi County alone. There are organised youth groups who are undertaking police functions to protect their villages but these are not under the control of the state or the police force. The target is to have a total strength of 1,200 police personnel

per county over the next three years.

Development partners are supporting the re-establishment of a police presence in the communities by constructing police outposts and provision of equipment. There are still gaps in ensuring police retention in remote, isolated communities and hot spot areas. The CTS intends to support the community presence by the police through the following activities:

- Police community trainings;
- Support EES police training school;
- Police facilities: provide basic accommodation and community resettlement packages for police being deployed in remote areas;
- Support to deployment process from planning to implementation: The deployment of police will depend on a number of set criteria including the crime level and high return areas;
- Community policing, which will focus on four areas: Child and family protection; educating the communities on how to support police activities; promotion of human rights; and dealing with domestic violence.

Support Prisons Services to provide universally acceptable rehabilitation, reformation and social re-integration of offenders

The Prison Services aims to contribute to the protection of all members of society by providing reasonable, safe, secure and humane custody of offenders in accordance with universally accepted standards, while encouraging and assisting them in their rehabilitation, reformation and social re-integration as law abiding citizens. Currently, no prisons in EES have facilities to provide detainees with skills aimed at improving their capacity upon release. Prison authorities have complained of prisons becoming holiday homes, where offenders spend time without learning any valuable skills, either vocational or agricultural production skills, and upon community resettlement offenders often return to old habits. CTS intends to provide the Prison Services with basic tools and equipment for building inmates' basic

vocational skills and agricultural productivity in order to enable positive living upon return to communities. This will deter them from committing new crimes and violence within the communities.

Currently most prison infrastructure in the counties of EES is destroyed or non-existent. Most local county prisons are grass thatched. There is no remand home for juvenile offenders except for a juvenile dormitory with a capacity of 60; juvenile offenders are remanded within the same facilities as adults. Apart from exposing them to all sorts of inhumane treatment and abuses, they instead come out as hardened criminals that are difficult to handle by local leaders. Evidence from the state suggests that juvenile crime is on the increase due to lack of school opportunities for children and lack of family support and guidance. The majority of cases are murder, cattle raids and theft by youth. Consequently, other intended interventions include:

- Support the rehabilitation process of offenders by providing vocational training and equipment to inmates;
- Support the development of appropriate remand home for juvenile offenders. The State Ministry of Culture and Social Development and the PRC proposed and approved the plan for a remand home with basic facilities to provide appropriate opportunities for juvenile offenders. The Ministries have allocated land and requires support for construction and equipment;
- Ensure more effective management of prisons by improving staffing capacity.

Enhance local government capacity programme

The vision of the State Ministry of Local Government and Law Enforcement is to have a democratic, participatory and decentralised local government system. The role of the Ministry is to coordinate and support local government for sustainable, efficient and effective service delivery. With the promulgation of the new Local Government Act of 2008, there is a need to review the current government structure to determine

how affordable, efficient and effective it is. It has been made clear that some conflicts directly result from marginalisation of some groups, poor service delivery and lack of government presence; there are many latent conflicts between individuals, families, ethnic groups, and between civilians and government authorities. A specific programme is required to address these conflicts and to build trust and reconciliation in the community. Many of these processes are simply part of the improvement of local governance; if local authorities deliver rule of law and basic social services in an accountable and transparent way, conflict management is in turn strengthened. The following interventions are envisaged to achieve the intended objectives:

- Strengthen local government capacity to deliver services and increase government visibility and presence at lower administrative levels;
- Ensure that local governments coordinate, manage and supervise the delivery of service within the CTS framework;
- Enhance capacity through training in good governance and post-conflict development, conflict resolution and mitigation, democracy, transparency (anti-corruption), accountability and rule of law, civil service ethics and values;
- Enhance coordination: local government capacity is complemented by the numerous activities of international agencies. Coordination of these agencies will be strengthened through the CTS framework;
- Field monitoring and supervision of the CTS programmes will be vital for ensuring effectiveness;
- Support SMLOG to disseminate key state policy documents and laws to help in community conflict mitigation.

2.4 Strategic objective 4

Support activities aimed at empowering the youth and engaging them in conflict transformation

A major objective of the CTS will be engagement of community youth towards

socioeconomic transformation with the aim of limiting exposure to or perpetrating community conflict. There are a number of specific circumstances to be considered in developing programmes for youth and women. A key consideration is that almost all have been adversely affected by the conflict that they have grown up with; their problems ranges from living in fear, isolation, being orphaned, having witnessed, participated in or been a victim of conflict and being severely traumatised or otherwise mentally or physically impaired. War, displacement, extreme poverty, tribal clashes and cattle raids have all played their parts in disrupting or prematurely ending formal education. Today only urban youth manage to complete primary school. Child labour is widespread in EES and often the guardians and even some parents are more interested in exploiting **children's productivity than in investing in their futures**; this is particularly true of girls. Pulling children out of school at planting or harvest time may be seen as a necessary family survival strategy and young boys are responsible for herding the grazing animal. Most youth miss the opportunity to develop the necessary productive skills for future survival and therefore end up in criminal activities.

CTS intends to support all youth categories through a group setting, e.g. peer support groups, to further income generating activities, cultural and sporting activities, counselling of troubled individuals and mutual support. Such groups are to be widespread across EES and offer an important opportunity for youth engagement. While a majority of groups will have a principally income-generating focus, others will emphasise music, dance and drama to promote peaceful coexistence and form a strong reconciliation base. Sports, especially football, will be used as an intervention and mobilisation strategy. The group approach will also be used as a basis for offering counselling services to traumatised youth and other persons.

Local community football games and sports

In acknowledgement of the fact that victims of

conflicts themselves often have grievances with one another and in order to enhance forgiveness and reconciliation, which eventually bring unity, CTS will facilitate the youth to hold friendly sports. These sports will include football, netball, volleyball and other local sports. Sport is one way to redirect the attention of the youth from violence towards positive living and prepare them to become constructive and productive members of society. Through sport, the youth will be able to express themselves, learn aspects of teamwork, leadership and positive social life skills. This can only be achieved through a well-coordinated intervention.

Youth peace camps

Annual youth peace camps shall be organised at county and state levels to attract members of the peace clubs formed by TOT programmes and within schools. The aim of the peace camps will be to bring youth from different cultural backgrounds together and share their experiences. During the peace camps various activities will take place, including a cultural exhibition to promote cultural values. The youth will also have the opportunity to discuss issues that affect them and come up with solutions to such issues. They will be able to realise the importance of peaceful co-existence and hence promote it.

Exchange visits between states and region

The peace actors and youth representatives will be taken for exchange visits for learning purposes and upon return will convene for three days to share experiences of their struggle for peace in their respective areas. This will be an avenue for others to learn and exchange best practices, which may be applied in various localities. The exchange visits will also provide opportunities to discuss sustainable solutions. The major strength of these visits is symbolising togetherness, which shall be exemplary to the general community.

Music, dance and drama (MDD)

With life in turmoil for over a period of 25 years, youth born during wartime have little if any idea about cultural practices in their

community. The youth clubs will be engaged in MDD so as to promote peace and culture. Elders who are well versed with the cultural practices will guide and explain the meaning of the different cultural practices. Topics that instil the culture of peace will be chosen by the youth with the help of the peace club matrons/patrons so that members of the peace clubs can organise and perform drama shows that send messages of peace to other children and youth who are not members of the clubs. A topic on peace will be given and they will be asked to perform in relation to the topics and this will be done in a competition with other peace clubs and the winner will be awarded.

Support the establishment of a youth multipurpose centre for enhancing basic vocational skills, life skills, productivity and participation in social and economic activities

EES has a youth centre in Torit but no programmed activities take place; the centre lacks basic facilities and organised activities that can benefit the youth. In cooperation with the Ministry of Social Development the CTS seeks to initiate activities aimed at youth empowerment, life skills development and socioeconomic transformation. To achieve this, the CTS will:

- Procure equipment needed to run the centre;
- Support multiple youth training programmes;
- Support line ministries develop appropriate youth policy documents and programmes for the state.

2.5 Strategic objective 5

Promote women engagement in conflict transformation

Women are highly affected by conflict; apart from being associated with armed groups they are also mothers and wives of combatants, ordinary civilians affected during conflict and violence, perpetrators of war crimes, victims of rape and other war crimes, breadwinners and heads of households, caregivers for children, the elderly, the wounded and

disabled, and social and political organisers for peace. To protect and restore their community and environment women often take over non-traditional roles brought on by the changes and transformations during the conflicts. However, the impact of conflict and insecurity might often be different for women and men. While men suffer the majority of fatalities from conflict, women suffer disproportionately from displacement, sexual and gender based violence (S/GBV), restrictions in movement, and the cessation of service delivery that often accompanies conflict and insecurity. Common consequences of conflict include an irregular increase in the number of female-headed households and a massive increase in the number of women and children internally displaced. Where women are managing families alone, they and their families face heightened security threats, difficulties in accessing social services and enormous challenges in recovering property. In post-conflict and disaster settings women are also often excluded from decision-making and participation in economic, social, and political spheres. National laws, traditional laws and judicial systems may also discriminate against them.

To tackle these challenges, the CTS intends to differentiate impacts of insecurity and conflict on men and women, and ensure that both are active participants and equal partners in conflict transformation, recovery processes and conflict prevention. **Women’s engagement in public dialogue** and decision-making will also help strengthen the quality of governance and deepen democracy. To achieve this, the CTS aims to:

- Gender mainstream all programmes, projects, trainings and activities, and **include targets for ensuring women’s participation in planned programmes, projects and activities;**
- Promote the implementation of UN Security Council Resolution 1325 on Women, Peace and Security, including increasing the participation of women at decision making levels in conflict resolution and peace processes;
- Support women involvement and women-led community peace building and reconciliation activities;

- Implement capacity building training and support to women-led CBOs and CSOs;
- Implement community trainings, particularly targeting men, to include awareness-raising on the impact of violence against women, with the aim of curbing S/GBV;
- Implement training of police forces on responding to and preventing S/GBV and establish special police units dedicated to eliminating S/GBV;
- Implement training of the PRC-EES on gender and peace building.

2.6 Strategic objective 6

Support the revival of community livelihoods as peace dividends for local communities

In addition to being ravaged by conflict, South Sudan is one of the world’s poorest countries. The decades of conflict and constant community violence and displacements have led to dependency on relief aid among the entire rural population. During the past five years slow and patchy progress has been made towards return to the land and re-establishment of subsistence livelihoods with a main focus on agriculture. However, farming is not an option for all as many people do not have access to land or lack the necessary skills to cultivate and due to poor climatic conditions. As the communities stabilise, full normalisation is unlikely due to high numbers of extremely vulnerable individuals (EVIs) and others, mainly women and youth, who cannot farm for one reason or another. Even for those who have resettled, re-establishing themselves is difficult: land must be cleared, ploughed and planted after up to 20 years as bush; seeds, tools and materials have to be found; huts must be built; farming skills need to be re-learnt or learnt for the first time; and landmines and other UXOs must be cleared. Annual harvests have been disappointingly low prompting numerous hunger alerts by the state. No one knows when annual harvests will become sufficient to provide continuous food security during the coming few years but it is likely to be several years before agricultural production generates a regular surplus to underpin a cash economy for the

rural poor. A further problem is conflict over land, enormously complex area featuring unwritten and unrecorded customary land tenure and obscure or under-resourced systems for dispute resolution.

While work is undertaken to develop alternative sources of livelihood in rural areas, there are few trades or businesses that can be supported in the absence of a cash economy. Skills training programmes and agro-based interventions have often been an option. The CTS focuses on trying to extend services to rural areas as a response to an incentive for returning to the land. These interventions are necessary to replace international humanitarian aid and rebuild EES. Notwithstanding the vast challenges, EES has rich and well-watered land, expanding opportunities for trade with Northern Uganda, other states of South Sudan and the Democratic Republic of Congo (DRC), as well as possibly exploitable oil deposits. In time, and given peace, the area could become rich, certainly by African standards.

The CTS seeks to reactivate the local community productive sectors within the state with particular focus on increasing agricultural productivity, diversifying livelihood options and adding value to agricultural products and raw materials for wider marketing, local services and small scale processing industries. It is envisaged that with a favourable environment small food processing industries, agro-based processors, community owned production units and well-grounded village micro-credit schemes can set a pace for reviving local economies. With a vibrant local economy, local conflicts will be subdued as communities redirect their attention to decent livelihood options. A diversification of livelihood options will break the dependence on the culture of cattle and offer more diverse options for household income and survival. Suitable activities will be identified and supported for the different youth and women groups. In the context of the planned projects, the CTS proposes a

number of interventions as necessary conditions for livelihoods and economic recovery, including:

- Support apiary;
- Support poultry production unit;
- Support horticulture;
- Support fish farming;
- Support quarry works;
- Support brick laying and concretes making;
- Support tree planting projects;
- Support group farming;
- Support animal traction and ox-ploughed cultivation.

2.7 Strategic objective 7

Strengthen peace advocacy, education and communication processes

This is built on the realisation that as conflict subsides, the need for information by the population becomes paramount. The processes of peace advocacy, peace education and information dissemination must be intensified to ensure that all parts of affected societies are reached. The high prevalence of SALW has been a major challenge to security and peace in the entire South Sudan and the process of disarmament still has a long way to come. In EES there is a high proliferation of small arms due to the vast international borders. To address this particular challenge there has to be a mind-set shift; there has to be a mental disarmament and positive mind-set shift before physical disarmament. This requires intense and rigorous media and advocacy campaigns. Awareness campaigns and information development and dissemination will have to be raised to highest level, which requires state government involvement. The CTS proposes several interventions as outlined below.

Develop a community peace education and awareness strategy

A multi-track approach is proposed for the information dissemination programme that will encompass all other programmes and interventions in the CTS. During the next

three years, a comprehensive information strategy will be developed and implemented with the following features:

- Use of the print media to publish articles, messages and other pieces on the CTS programmes and activities in all local newspapers;
- Use of the state and private FM radio stations and televisions stations for talk shows, educative messages and other relevant programming to reach the beneficiaries. Under this scheme, it is proposed that the programme explores the possibility of distributing community radios to communities that do not have them; especially the peace groups, youth groups and elders;
- Supporting traditional, local and cultural drama groups and cultural institutions to deliver peace messages through music, drama and other media;
- Using the local religious, civil, cultural and community leaders to pass on messages through their normal channels of communication;
- Reinforcement with the mobile van for community outreach.

Increase media access to peace and development information

The past two decades of struggle for independence in South Sudan have left EES with a legacy of instability at all levels, with drastic effects on the social, economic and psychosocial fabric of the people. Communities have lost cherished social and cultural identities due to continued poverty and violence. Despite the efforts of the state and renewed humanitarian and development agency involvement, EES communities continue to suffer from physical, psychological and economic insecurity and violence. They have been exposed to torture, murder, forced fighting and killing, sexual abuse and starvation. Additionally, the legacy of decades of war left the communities with millions of small arms, inter- and intra-community conflicts, mistrust, divisions and psychosocial problems. Numerous latent conflicts exist between individuals, families and ethnic groups and between civilians and government authorities. The situation is further complicated by the fact that tens of thousands

of the EES population remains inaccessibly holed up in mountainous areas and deserted rangelands.

- Improve community access to media and information in order to strengthen the peace building and reconciliation processes in EES;
- Support the EES state owned 95.7 FM station to expand its coverage to at least all the counties;
- Develop a comprehensive media strategy for peace and reconciliation that will be disseminated through radio and other media;
- Develop radio spot messages on peace building and reconciliation, programme on peace education and state run programmes for good governance;
- Develop and disseminate community IEC material.

This activity aims at promoting peaceful coexistence through Information, Education and Communication (IEC) materials. An advocacy strategy will guide the process, but important are developing posters, leaflets, flyers, banners, T-shirts, calendars and other items. Other forms can be audio visual media that reinforces community awareness and sensitisation.

Community outreach through mobile education van

This intervention is designed to enhance community outreach for community education, sensitisation, awareness creation and trainings. Outreach workers will work in rural areas throughout the counties to engage the youth by developing peace activities, community mobilisation, basic sensitisation and promotional activities and through music, drama and movies. These elements will offer a more relaxing and entertaining mobile media and are thus critical to build sustainability and support in the communities. The work of the mobile van team will be closely coordinated with local government activities as well as county and traditional leaderships. The mobile van will be mounted with audio-visual facilities to optimise crowd outreach. The mobile van team will be trained on how to conduct community trainings, awareness campaigns and other social marketing

activities

School outreach programmes

This intervention aims at empowering children and youth to live harmoniously and contribute to community peace outreach as they come into contact with their friends, parents and other hard-to-reach children. In addition, schools bring together children from various antagonistic groups, families and tribes, thus offering fertile ground for peace building activities.

Identification of schools and formation of peace clubs

Schools will be encouraged to form peace clubs and initiate peace building activities. Through the peace clubs a number of other peace building activities will be conducted. This will be done in both primary and secondary schools.

Peace education and trainings

This will be done in all the selected peace clubs; one teacher (club patron/matron) from the selected schools will be identified and trained. A curriculum concerning peace, reconciliation, forgiveness, dialogue, good leadership, respect, rights (rights of the child and other rights) and non-violence will be developed to suit all levels of the target group. The trained peace club patrons/matrons will then train the other peace club members during school semester and be encouraged to share and practice the knowledge during holidays with friends and family members and the general community.

Development of IEC materials

IEC materials will be developed by the members of the peace clubs and youth groups and will be shared by all the clubs in all the eight counties during an exhibition, which will bring the club representatives together. This will encourage unity and dialogue amongst different tribes. Later the IEC materials will be distributed to all community members.

Distribution of peace notice boards

The project will procure and distribute notice boards to the selected primary and secondary schools so that peace messages, including poems, stories and articles, developed by the peace club members can be posted on a weekly basis. This will enable people to keep updated on peace issues and is a way of educating other people, thus expanding peace and non-violence knowledge within the school premises and larger communities. The messages will be approved by the PRC-EES and the peace patron/matron of the concerned peace club.

Peace debates at schools

Peace debates will be conducted by the peace club members at different schools and revolve around relevant topics to promote peace and reconciliation. The activities will take place in the selected schools on a monthly basis and will also **improve the participants' English, leadership and social skills.** Topics will be given one week in advance so as not to interfere with regular school activities. The debates will be recorded and played on radio for public consumption. Further, an annual inter-school debate competition will be organised and the general winner will be awarded a trophy. The children who actively participated in the annual competition and emerged as best speakers will be given scholastic materials to improve their performance in school

Music, dance and drama (MDD)

The peace clubs will engage in MDD so as to promote peace and culture. Elders will guide and explain the meaning of the different cultural practices. The children with the help of the peace club matrons/patrons will choose topics that instil a culture of peace, and the peace clubs will organise and perform drama shows that send messages of peace to non-peace club members. A topic on peace will be given and the peace club members will be asked to perform in relation to this; the performances will be undertaken in competition with other peace clubs and the

winner will be awarded.

Publication of children’s and youth’s ideas about peace and reconciliation

The voices of children regarding peace will be published in newspapers. The PRC-EES and the patrons/matrons of the peace clubs will work closely together in guiding the peace club members to come up with clear messages and voice their ideas for peace, which will be published in the mass media. The peace messages will be in the form of poems and will help disseminating peace message. The activities will promote community dialogue, thus opening opportunities for interactive discussions between aggrieved individuals, families and communities and reaching a common ground on issues that impede reconciliation. The peace messages will also allow communities to discuss and overcome negative stereotypes and prejudices while building relationships between individuals and communities/groups. As such, it will help the process of forgiveness and peaceful coexistence along.

2.8 Strategic objective 8

Improve coordination, coordination and networking in peace building activities

EES has a wide range of actors in the areas of peace building. Currently, the Peace Coordination Office and the PRC-EES spearhead the process, but steps are required to improve the state wide actors and enhance coordination.

Develop a coordination framework for peace building actors and activities

The objective is to strengthen networking and collaboration between PRC-EES/CTS and relevant organisations. Activities include advocacy (linking with key institutions that can bring strength to PRC-EES’s work); capacity building (including offering courses and training to staff); networking (develop close linkages with organisations that work with conflict transformation) and fundraising (using a sub-committee to develop sub-

projects targeting relevant institutions).

Support the construction and equipping of the Peace Coordination Office, establish a resource and training centre and continue capacity building initiatives

The objective is to improve the efficiency and effectiveness of the staff members with regards to designing, implementing and managing the CTS while adapting a progressive approach over the three years. This involves reviewing the organisational structure, institutional setup, improving financial management, staff motivation, staff qualifications and reporting.

The activities include: Rationalising the organisational structure; establishing an office of finance and administration; computerising information and financial systems; providing adequate transport and other infrastructural facilities for field offices and beneficiaries; upgrading employee skills, assisting with tools, materials and transport; organising for inter-regional exchange of skills and experiences; providing back up as required; and establishing a resource centre to benefit the community structures.

Support monthly coordination meetings, reviews and evaluation of conflict transformation intervention

The networking and collaboration activities have not been implemented in a systematic way. In addition, the activities have not been well developed. This has affected the realisation of peace building activities.

PRC-EES has developed linkages with institutions such as UNDP, UNMISS, Caritas, Pact Sudan, and key line ministries and government departments, including Office of the Governor EES, Ministry of Local Government and Law Enforcement EES, and South Sudan Peace and Reconciliation Commission (formerly the GOSS Ministry of Peace and CPA Implementation). PRC-EES has shared its objectives with other agencies through working group meetings and reports. Further, PRC-EES intends to establish an umbrella body consisting of all peace actors

3

Reporting, Monitoring and Evaluation

The Office of the Governor EES oversees all state programmes especially related to peace and security. To enable coordination and implementation of state programmes on peace and security, the Governor instituted the PRC-EES with its secretariat housed in the State Peace Coordination Office. The two units are responsible for coordinating peace building efforts by various stakeholders and supervising the implementation of conflict transformation and mitigation projects. Several projects undertaken by various actors, including efforts by line ministries, NGOs and development partners, are at varying stages of implementation. The CTS seeks to bring all these initiatives together in one coherent institutional framework that guides **all government and partners' interventions in EES.**

A major shortcoming in the current institutional arrangements has been the lack of an agreed framework, strategy and targets for coordinating interventions by the various stakeholders. This has made it difficult for the State to assess the amount of resources that have been utilised to address humanitarian and development needs and the impact derived thereof. The situation has been further complicated by the plethora of initiatives and implementation committees that are operating under separate mandates without a coordinating unit.

3.1 Coordination framework for implementation of CTS

- Political and policy level portfolios: The Governor/Deputy Governor chairs a State CTS Committee composed of PRC-EES, Peace Coordinator, the Minister of Social Development, Heads of Security Agencies and all County Commissioners.
- Line ministries: State Ministries of Agriculture, Information, Education and Local Government.
- Project Based Management Unit/CTS Unit – to be composed.
- Technical level committees – to be composed.
- County level: County Commissioner, Executive Director, line administrators, youth, women, religious and traditional representatives and others – to be composed.
- Coordination of partners: NGOs, private sector and public sector to form a coordinating unit. A strong coordination and implementation mechanism that is centrally located but working through the decentralised structures will guide the CTS implementation and monitoring process.

3.2 Reporting

All sector working groups will report quarterly to the PRC-EES Secretariat on key expenditures, actions, outputs and progress towards outcomes. This will result in the production of state performance reports every six months.

Joint biannual reviews will be conducted by the sector working groups; the reviews will be based on the outcomes from the state performance report.

3.3 Final CTS evaluation

Independent consultants will conduct the final external evaluation of the CTS.

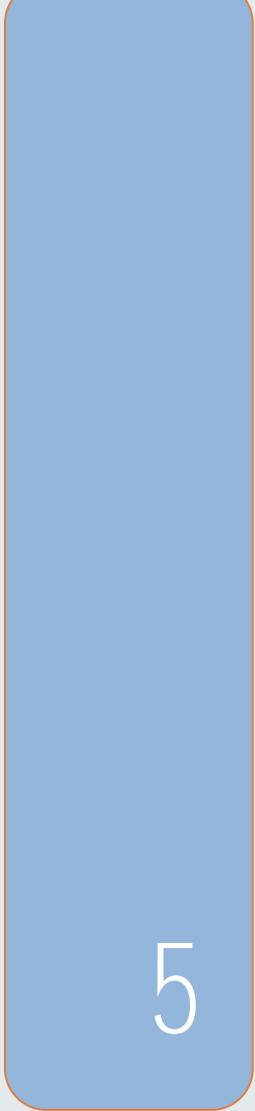
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Financing

Modalities for financing the CTS will be an important factor in determining the implementation arrangements. Such modalities will be discussed with international partners but will inevitably involve a number of options:

- Reallocation of national and state expenditures;
- International co-financing through direct budget support;
- International co-financing through allocations at the county level by way of block grants;
- Establishment of a multi-donor trust fund to include programmes with both national and international financing;
- **Parallel programs and projects along the lines of the development partners' projects.**

The total costs for CTS implementation is estimated to be approximately US\$ 6,175,000 over three years.



5

Logical Framework

Strategic objective 1: Support the development of skills, knowledge and attitude change in conflict transformation

Programme intervention	Expected Results	Indicators	Activities
Community TOT in conflict transformation	<ul style="list-style-type: none"> Community skills and knowledge in CT enhanced Improved behaviour and attitude towards peaceful coexistence Enhanced presence of civic leadership (churches, traditional etc.) Forums for peace building and reconciliation discussions functioning 	<ul style="list-style-type: none"> Reduction in community violence and conflicts Number of traditional and religious leaders trained and engaged in dialogue activities Number of local population aware of their rights and participate in conflict reduction activities Number of traditional and local leadership supported in mediation and reconciliation processes 	<ul style="list-style-type: none"> Community mobilization State level training Developing training guide County level training Community action plans
Support interventions and mechanism for local intra/inter-communal conflicts	<ul style="list-style-type: none"> Increased community participation in conflict transformation Ability for local conflict resolution increased Communities reconciled and conflict reduced 	<ul style="list-style-type: none"> Reduction in cycle of community conflicts Number of communities reconciled Number of communities participating in community CT activities Number of community leaders trained Number of community initiated peace building activities 	<ul style="list-style-type: none"> Support localised reconciliation and conflict management mechanisms to deal with inter-ethnic disputes and natural resource management Rebuild social capital and community-government relations through community dialogue and participatory planning processes at lower levels of government. Mapping of community resources Music, dance and drama (MDD)
Integration of conflict transformation into county planning and activities	<ul style="list-style-type: none"> Localised conflict mitigation efforts and activities State budget allocation to CT Forums for peace building and reconciliation discussions functioning 	<ul style="list-style-type: none"> County and payam development plans with CT activities integrated Budgetary allocation to CT 	<ul style="list-style-type: none"> Community mobilization State level training Support to county and payam community development

Strategic objective 2: Support community peace dialogues and reconciliation activities

Programme intervention	Expected Results	Indicators	Activities
Conduct community peace and reconciliation conferences targeting all 8 counties	<ul style="list-style-type: none"> Peaceful coexistence restored Harmonious local resource utilization Reduction in community cattle raids Individual cattle recovered 	<ul style="list-style-type: none"> Individual cattle recovered Community peace conferences conducted Reconciliation ceremonies conducted 	<ul style="list-style-type: none"> Community peace conferences Community dialogue and consultations Local community resource mappings Reconciliation conferences
Support cross border peace conferences with Kenya, Uganda and Ethiopia	<ul style="list-style-type: none"> Enhanced Presence of civic leadership (churches, traditional etc.) Respect for rule of law increased Forums for peace build in and reconciliation discussions functioning 	<ul style="list-style-type: none"> Number of community initiated peace building activities Number of cross border peace initiatives 	<ul style="list-style-type: none"> Conduct extensive cross border mobilization of the cattle keeping communities for community peace building activities Carry out mass community sensitization and awareness creation on peace building and harmonious natural resource utilization and management Conduct at least two cross border peace conferences and reconciliation meetings between the Toposa and Turkana
Support two inter-state dialogues with Jonglei State	<ul style="list-style-type: none"> Enhanced presence of civic leadership (churches, traditional etc.) Respect for rule of law increased Forums for peace building and reconciliation discussions functioning 	<ul style="list-style-type: none"> Number of community initiated peace building activities Number of cross border peace initiatives 	<ul style="list-style-type: none"> Conduct extensive cross border mobilization of the cattle keeping communities for community peace building activities Carry out mass community sensitization and awareness creation on peace building and harmonious natural resource utilization and management Conduct at least two cross border peace conferences and reconciliation meetings between Jonglei State and EES
Community peace agreement follow up and documentation and dissemination of best practices	<ul style="list-style-type: none"> Forums for peace building and reconciliations discussions functioning 	<ul style="list-style-type: none"> Peace agreements are enforced Sustainability of peace agreements 	<ul style="list-style-type: none"> Support and monitoring visits Community meetings Radio and media talk shows

Strategic objective 3: Consolidate community peace and security by supporting peace activities of security and rule of law institution

Programme intervention	Expected Results	Indicators	Activities
Support SPRC to mediate armed hostilities and small arms control awareness	<ul style="list-style-type: none"> • State pressure on cattle raiders sustained • Reduction in small arms usage and proliferation 	<ul style="list-style-type: none"> • Reduction in armed cattle raids • Number of guns being surrendered voluntarily 	<ul style="list-style-type: none"> • Facilitation of stakeholder involvement • Information gathering and dissemination relating to the peace process • Operational costs involved in peace agreement implementation • Dialogue: community leaders and organised armed youth
Support police establishment within communities	<ul style="list-style-type: none"> • Police presence increased and sustained in cattle camps and communities • Community policing activities expanded for enhanced protection • Public confidence in police increased • Law and order re-established in communities 	<ul style="list-style-type: none"> • Number of community security initiatives supported • Reduction in armed cattle raids and banditry activities • Number of cattle and light weapons collected voluntarily • Ratio police to persons • Number of police posts rehabilitated and functioning, • Number of crimes reported 	<ul style="list-style-type: none"> • Police community trainings • Support EES police training school • Police facilities: Provide basic accommodation and community resettlement packages • Support to deployment process from planning to implementation • Community policing: child and family protection; educating the communities on how to support police activities; promotion of human rights; and dealing with domestic violence
Support county prisons with vocational tools for training youth convicts	<ul style="list-style-type: none"> • Improved rehabilitation • Enhanced skills for community reintegration • Reduced serial criminal cases • Prison services enhanced 	<ul style="list-style-type: none"> • Vocational courses running • Returnees with vocational skills • 	<ul style="list-style-type: none"> • Support rehabilitation process of offenders by providing vocational training and equipment • Support appropriate remand home for juvenile offenders • Ensure more effective management of prisons by improving staffing capacity
Enhancing local government capacity through trainings	<ul style="list-style-type: none"> • Increase LG staff in key sectors • Management structure and capacity of Local government administration enhanced for CT and PCD • Increase LG councils 	<ul style="list-style-type: none"> • County LG council meetings • Monitoring framework in place • Training reports and reporting mechanism 	<ul style="list-style-type: none"> • Capacity enhancement through training on: good governance, conflict resolution and mitigation, transparency, rule of law etc. • Coordination: local government capacity is complimented by the numerous activities of international agencies • Field monitoring and supervision of the CTS programmes • Support SMOLG to disseminate key state policy document and laws

Strategic objective 4: Support activities aimed at empowering the youth and engaging them in conflict transformation

Programme intervention	Expected Results	Indicators	Activities
Initiate structured activities for mobilization and social behavioural transformation targeting youths through sports and games	<ul style="list-style-type: none"> • Capacity for youth participation in CT enhanced • Participation of youth in community peace and security increased • Youth groups mobilized for development actions 	<ul style="list-style-type: none"> • Number of youth groups covered • Number of youth activities and interventions 	<ul style="list-style-type: none"> • Local community football games and sports • Youth peace camps • Exchange visits between states and regions • Music, dance and drama (MDD)
Support the establishment of a youth multipurpose centre for enhancing skills, productivity and participation in social and economic activities	<ul style="list-style-type: none"> • Capacity for counselling services in place • Participation of persons in counselling services increased. • Links for youth socio-economic opportunities • Skills enhancement and positive behaviour transformation 	<ul style="list-style-type: none"> • Youth services in place • Youth skills enhancement interventions • Number of youth activities and service in place 	<ul style="list-style-type: none"> • Procure equipment needed to run the centre • Support multiple youth training programmes • Support line ministries develop appropriate youth policy documents and programmes for the state
Support line ministries develop appropriate youth policy documents and programmes for the state	<ul style="list-style-type: none"> • Strategic youth document in place 	<ul style="list-style-type: none"> • Ministerial policies 	<ul style="list-style-type: none"> • Ministerial planning meetings • Internal reviews

Strategic objective 5: Promote women's engagement in conflict transformation

Programme intervention	Expected Results	Indicators	Activities
Gender mainstream all programmes and activities, including targets for ensuring women's participation	<ul style="list-style-type: none"> Increased women participation in peace building etc. Community social stability promoted 	<ul style="list-style-type: none"> Number of female participants in trainings Number of issues of particular concern to women raised and followed-up on 	<ul style="list-style-type: none"> Gender sensitive development planning workshops S/GBV workshops and training Gender awareness campaigns
Promote implementation of UN Security Council Resolution 1325	<ul style="list-style-type: none"> Increased women participation in peace building Community social stability promoted 	<ul style="list-style-type: none"> Number of women-led initiatives supported 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Small community grants Support and monitoring visits
Support women involvement and women-led peace building and reconciliation activities	<ul style="list-style-type: none"> Increased women participation in peace building Community social stability promoted 	<ul style="list-style-type: none"> Number of women-led initiatives supported 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Small community grants Support monitoring visits
Implement capacity building, training and support to women-led CBOs and CSOs	<ul style="list-style-type: none"> Women capacity for CT enhanced Increased CBO and civil society participation in community CT 	<ul style="list-style-type: none"> Number of CBOs/CSOs trained CT activities initiated 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and conferences Support and monitoring visits
Implement trainings, particularly targeting men, and awareness on violence against women, with the aim of curbing SV/GBV	<ul style="list-style-type: none"> Reduction S/GBV Social stability promoted Family stability increased 	<ul style="list-style-type: none"> Reduction in GBV cases Number of cases reported and resolved 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and conferences Support and monitoring visits
Implement training of police on responding and preventing S/GBV and establish police units to eliminate S/GBV	<ul style="list-style-type: none"> Reduction in S/GBV Social stability promoted Family stability increased 	<ul style="list-style-type: none"> Reduction in S/GBV cases Number of cases reported and resolved 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and conferences Support and monitoring visits
Implement training of SPRC on gender and	<ul style="list-style-type: none"> Increased awareness of women's concerns and 	<ul style="list-style-type: none"> Increased women participation and involvement in 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and

Strategic objective 6: Support the revival of community livelihoods as peace dividends to the communities

Programme intervention	Expected Results	Indicators	Activities
Support the establishment of apiary	<ul style="list-style-type: none"> Increased livelihood options Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Support establishment of poultry units	<ul style="list-style-type: none"> Increased livelihood options Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Support horticulture	<ul style="list-style-type: none"> Increased livelihood options Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Promote fish farming	<ul style="list-style-type: none"> Increased livelihood options Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Support for quarry works	<ul style="list-style-type: none"> Increased livelihood options Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Support youth brick laying and concrete practice projects	<ul style="list-style-type: none"> Increased livelihood options Increased youth incomes Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Support to tree planting projects	<ul style="list-style-type: none"> Increased livelihood options Reduction in community violence 	<ul style="list-style-type: none"> Projects supported Groups covered 	<ul style="list-style-type: none"> Community mobilization and planning meetings Group selection and planning meetings Group trainings and support Support and monitoring visits
Support access to village micro-credit schemes	<ul style="list-style-type: none"> Increased livelihood options Skills enhanced 	<ul style="list-style-type: none"> Projects supported Groups covered 	

Strategic objective 7: Strengthen peace advocacy, education and communication processes

Programme intervention	Expected Results	Indicators	Activities
Develop a community peace education and awareness strategy	<ul style="list-style-type: none"> Increased media access Coordinated advocacy activities Better resource utilization and mobilization 	<ul style="list-style-type: none"> Print and audio media utilization Areas and audience covered Number of media channels utilized 	<ul style="list-style-type: none"> Use of print media to publish articles, messages and programs on CT activities in the local newspaper; Use state and private radio and TV stations for talk shows Support drama groups and cultural institutions to deliver peace messages Use local, religious, civil, cultural and community leaders to pass on peace messages Use mobile van for community outreach
Increase media access to peace and development information	<ul style="list-style-type: none"> Improved community access and mobilization Increased media for community outreach and sensitization 	<ul style="list-style-type: none"> Number of counties covered Number of radio programmes initiated Number of peace education programmes and government programmes 	<ul style="list-style-type: none"> Purchase and install of FM relay stations Complete installation of relay station in greater Kapoeta Purchase new studio equipment Training of maintenance technicians and producers Develop radio spot peace messages and state run programmes for good governance Installing studio toll free line
Support community outreach through mobile education vans	<ul style="list-style-type: none"> Improved access to nomadic communities 	<ul style="list-style-type: none"> Communities covered Peace education programmes running 	<ul style="list-style-type: none"> Identify, select and train mobile trainers Development of outreach methodology Community mobilization and sensitization
Develop and disseminate community peace IEC materials	<ul style="list-style-type: none"> Improved community access and mobilization Increased media for community outreach and sensitization 	<ul style="list-style-type: none"> Communities covered Number of peace education programmes Types and quantities of IEC materials developed 	<ul style="list-style-type: none"> Identification of key messages Community and school drawing competitions Printing of t-shirts Printing of posters, banners, post cards, calendars etc.
Carry out school outreach programmes	<ul style="list-style-type: none"> Improved community access and mobilization Increased media for community outreach and sensitization 	<ul style="list-style-type: none"> Number of schools reached and covered School based peace programmes initiated Number of participants in the various activities 	<ul style="list-style-type: none"> Identification of schools and formation of peace clubs Peace education/trainings Development of IEC materials Distribution of peace notice boards. Peace debates at schools Music, dance and drama (MDD) Publish children's and youth's ideas about peace

Strategic objective 8: Improve coordination, collaboration and networking in peace building activities

Programme intervention	Expected Results	Indicators	Activities
Develop a coordination framework for peace building actors and activities	<ul style="list-style-type: none"> Improved state approach to CT partners working Increased resource mobilization and utilization Increased access to information on peace building 	<ul style="list-style-type: none"> Partners working groups in place 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and conferences
Support the construction and equipping of peace coordination office and training centre	<ul style="list-style-type: none"> Improved capacity in CT management and reporting 	<ul style="list-style-type: none"> CTS working group in place Centre activities initiated Peace centre in place 	<ul style="list-style-type: none"> Formation of central planning committees Building of structures Procurement of facilities and equipment Develop structured activities
Continue with wide range of capacity building initiatives		<ul style="list-style-type: none"> Number of courses and capacity building workshops Number of people trained 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and conferences
Support monthly coordination meetings, reviews and establishment of a resource centre		<ul style="list-style-type: none"> Number of meetings conducted Reviews undertaken Resource centre based activities 	<ul style="list-style-type: none"> Coordination meetings Planning meetings Training, workshops and conferences Development of working group mails and rosters Development of website

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CTS Implementation Plan

July 2012 – June 2015

	2012		2013				2014				2015	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Strategic objective 1: Support the development of skills, knowledge and attitude change in conflict transformation												
Community TOT in conflict transformation												
Technical team train multiplier trainers at state level	X	X	X									
Trained multipliers train at county level			X	X	X							
Trained payam and boma representatives train community members and organised groups					X	X	X					
Support for community peace actions			X	X	X	X	X					
Support monitoring visits	X	X	X	X	X	X	X	X	X	X	X	
Reinforcing mechanism for local intra/inter communal conflicts	X	X	X	X	X	X	X	X	X	X	X	X
Support localised conflict mitigation, management and reconciliation mechanism	X	X	X	X	X	X	X	X	X	X	X	X
Support community-government dialogue and participatory planning process	X	X	X	X	X	X	X	X	X	X	X	X
Mapping of community resources, conflict early warning responses	X	X	X	X	X	X	X	X	X	X	X	X
Support community traditional music, dance and drama for sensitisation, cultural reorientation and reconciliations	X	X	X	X	X	X	X	X	X	X	X	X
Strategic objective 2: Support community peace dialogues and reconciliation activities												
Conduct community dialogue meetings and conferences, outreach, mediation and reconciliation		X	X	X	X	X						
Prepare and mobilise communities for community peace conferences and reconciliation		X										
Inter-state dialogue conference		X	X	X	X	X						
Consultation meetings with leaders and selected community groups of both tribes 2 per tribe (chiefs, elders, youth, women)		X	X	X	X	X						
Cross border peace conferences												
Fact finding missions and mobilisation of communities			X	X	X	X					X	X
Cross-border peace building activities (Uganda, Kenya and Ethiopia)			X	X	X	X					X	X
Peace conference with all main tribes within the border areas			X	X	X	X					X	X
Community reconciliation conferences with the Toposas, Jie and Nyangatom			X	X	X	X					X	X

	2012		2013				2014				2015	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Strategic objective 3: Consolidate community peace and security by supporting peace activities of security and rule of law institution												
Support State Peace and Reconciliation Committee mediate cessation of armed violence	X	X	X	X								X
Facilitation of stakeholder involvement	X	X	X	X								X
Operational costs involved in peace agreement implementation	X	X	X	X								X
Support the police to improve service delivery in areas outfitted with police posts	X	X	X	X								X
Police facilities	X	X	X	X								X
Police posts	X	X										X
Construct police posts within hot spot areas			X	X	X	X						
Community trainings	X	X										
Child and family protection	X	X										
Community and police consultations and conference on how communities can support police			X	X	X							
Promotion of human rights and domestic violence, 30 officers per county	X	X										
Support police payam presence by provision of non food items, 35 police officers x 18 police posts	X	X										
Support police deployment in all police outposts by providing community food for work towards construction of police accommodation	X	X										
Support Prisons Services to provide universally acceptable rehabilitation				X	X	X	X	X	X	X	X	X
Support rehabilitation process of offenders by providing vocational training and equipment to inmates				X	X	X	X	X	X	X	X	X
Support development of appropriate remand home for juvenile offenders	X	X	X	X	X	X	X	X	X	X	X	X
Ensure more effective management of prisons by improving staff capacity, training 30 officer per county			X	X	X	X	X	X	X	X	X	X
Enhance local government capacity programme			X	X	X	X	X	X	X	X	X	X
Capacity enhancement through training on good governance			X	X	X	X	X	X	X	X	X	X
Organise county level capacity building workshops for local state officials at county level, 8 counties x 30 officials each			X	X	X	X	X	X	X	X	X	X
Strategic objective 4: Support activities aimed at empowering the youth and engaging them in conflict transformation												
Youth Peace camps, community music dance and drama for sensitization	X	X	X	X	X	X	X	X	X	X	X	X
Constructing and equipping youth multipurpose training centre					X	X	X	X	X	X	X	X
Vocational teacher trainings								X	X	X	X	X
Provision of vocational training materials and services								X	X	X	X	X
Carpentry												
Exchange visits between states and region			X	X			X	X			X	X

	2012		2013				2014				2015	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Strategic objective 7: Strengthen peace advocacy, education and communication processes												
Develop a community peace education and awareness strategy	X	X										
Use the print media to publish articles, messages etc. on all the programs and activities			X			X			X			X
Increase media access to peace and development information	X	X	X	X	X	X	X	X	X	X	X	X
Support local FM stations to increase coverage and produce community peace education programmes	X	X	X									
Mobile education van			X	X	X	X	X	X	X	X	X	X
School outreach programmes	X	X	X	X	X	X	X	X	X	X	X	X
Identification of schools and formation of peace clubs	X	X										
Peace education/trainings	X	X	X	X	X	X	X	X	X	X	X	X
Development of IEC materials			X			X			X			X
Distribution of peace notice boards			X			X			X			X
Peace debates at schools	X	X	X	X	X	X	X	X	X	X	X	X
Music, dance and drama (MDD)	X	X	X	X	X	X	X	X	X	X	X	X
Publications of children's and youth's ideas about peace and reconciliation	X	X	X	X	X	X	X	X	X	X	X	X
Strategic objective 8: Improve coordination, collaboration and networking in peace building activities												
Develop a coordination framework for peace building actors and activities	X	X										
Support continuous training for capacity building of key personnel in CT and management	X	X	X	X	X	X	X	X	X	X	X	X
Support monthly coordination meetings, reviews and establishment of a resource centre	X	X	X	X	X	X	X	X	X	X	X	X
Website and quarterly newsletters for advocacy	X	X	X	X	X	X	X	X	X	X	X	X
Construct and equip a peace centre that will be housing offices and training centres for the State			X	X	X	X						
Support to committee activities	X	X	X	X	X	X	X	X	X	X	X	X
Periodic reviews, monitoring and evaluations			X			X			X			X



Peace and Reconciliation Commission
Eastern Equatoria State



South Sudan Peace Commission
Peace Coordination Office - Eastern Equatoria State



United Nations Development Programme