Partnership for Recovery and Resilience

Inclusive Champions Group Training Report

Aweil Partnership Area

June 2022

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Acronyms

ARG	Area Reference Group
CEC	Civic Engagement Centre
CSO	Civil Society Organization
DAI	Development Alternatives Incorporated
FAO	Food and Agriculture Organization of the United Nations
ICG	Inclusive Champions Group
PfRR	Partnership for Recovery and Resilience
Policy LINK	Policy Leadership, Interaction, Networks, and Knowledge
PSNs	Persons with Special Needs
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	United Nations World Health Organization

1.0 Introduction

1.1. About the PfRR in Aweil

The Partnership for Recovery and Resilience (PfRR) in South Sudan is an inclusive group of community leaders, local government representatives, donors, nongovernmental organizations (NGOs), and UN agencies working together to sustainably reduce vulnerability and increase the resilience of people, communities, and institutions. The 2020 Annual Learning Forum held on April 14 and 15, 2021, provided a platform for Aweil community leaders to tell the story of community-led resilience actions and top priorities for increasing resilience in the county. The expectation was that at the Forum an Inclusive Champions Group (ICG) comprising local stakeholders and representing the diversity of the Aweil Partnership Area would provide a vision, raise community awareness, represent the community to the outside world, and leverage resources and participation internally and externally.

In Aweil, PfRR is operationalizing the "Community First, but Not Alone" concept by promoting local ownership and effective representation of communities on the ground. One of the fundamental building blocks of this effort is establishing and training the ICG. To facilitate this process, the Aweil Area Reference Group (ARG) requested the support of the Food and Agriculture Organization of the United Nations (FAO), which, in turn, asked USAID Policy LINK to facilitate the ICG training. This support highlights the contribution of USAID to PfRR over the years. A team of two USAID Policy LINK staff, Jeffrey Campbell, Program Lead, and Mawa Isaac, Area Program Manager, traveled to Aweil to facilitate the ICG training workshop. This report details the workshop activities and is a reference point for the collaboration between USAID Policy LINK and FAO.

1.2. Rationale for the ICG Training in Aweil

The PfRR is rooted in the "readiness" of local leaders and communities to create an enabling environment for partners to work with communities and take on a leadership role in pursuing the resilience agenda. The ICG represents these various constituencies, and it plays an active role in driving the PfRR agenda with their fellow community members and the ARG.

The ICG ensures that there is commitment and accountability to the community. As such, the training was designed to equip ICG members with the skills and knowledge to advocate, mobilize, and organize community support for PfRR in Aweil. The deliverables were: 1) terms of reference (TOR) for the Aweil ICG, 2) a list of members of the core leadership of the Aweil ICG, and 3) an Aweil ICG Training Workshop Report.

1.3. Training Participants

The ICG training attracted traditional leaders, faith-based leaders, members of the private sector, women, youth, persons with special needs (PSNs), as well as representatives of local government (including the line ministries and departments) and civil society organizations (CSOs). In addition, the training drew technical-level participants drawn from the members of the Aweil ARG such as the World Food Programme (WFP), United Nations Development Programme (UNDP), United Nations Mission in

South Sudan (UNMISS), FAO, and Concern Worldwide. As shown in the table below, the level of participation in the ICG training was high. The total number of participants was 40, eight of whom were women and 32 of whom were men. The high turnout by local government officials, including two State Ministers, reflects these institutions' understanding that they must be involved in the PfRR Agenda with which the local community is engaged.

Table 1: Aweil ICG Training Participant Data Disaggregated by Category and Gender

Participant Category	Attendance recorded		
	Female	Male	Total
Civil Society Organizations (Women, PSNs, Youth)	3	9	12
Private Sector	2	1	3
Local Government (including line ministries)	1	18	19
Traditional Authorities	0	1	1
Faith-Based Organizations	0	1	1
Academia	0	1	1
Aweil ARG Members	2	1	3
Total number of participants	**08**	**32**	**40**

For similar training workshops in the future, it is important to improve the gender balance and ensure equal representation of both genders in each institution represented. In addition, more proactive measures should be taken by local government institutions and traditional authorities to ensure the participation of women at both technical and non-technical levels.

To reach a consensus on inclusiveness and diversity, participants in the room were asked to identify individuals and institutions that should have been part of the ICG training. The participants' responses were as below:

Institutions that were invited but did not attend:	**Institutions that were not invited but should be considered for training in the future:**
• Media • Women's Groups • Help Restore Youth • Four Community Leaders	• *Boma* Chiefs • Pastoralists' Union Representatives • Farmers' Union Representatives • Youth Groups Representatives • Faith-Based Representatives • Local Traders • Persons with Disability Union Representatives • *Payam* Administrators • Students/Academia Representatives • Executive Directors of All Counties • Spear Masters

1.4. Methodology and Facilitation

1.4.1. Methodology

The workshop agenda entailed learning sessions spread across three days; trainers also used PowerPoint presentations, small working groups, and plenary discussions to encourage participation. Each small discussion group consisted of five to seven individuals representing the various institutions in the room. Within each small group, participants identified a leader, note-taker, and presenter.

Following each session, the small groups merged into larger groups, where they consolidated their opinions and areas of agreement to the plenary. Each session was followed by a summary of key issues discussed and agreed upon, including suggestions from the facilitators where learning took place. The methodology was designed to help participants foster ideas through dialogue and reach a consensus on desired results. It also put community members' ideas and community concerns at the heart of each conversation.

1.4.2. Facilitation

Two facilitators from the USAID Policy LINK project facilitated the training under the overall coordination and guidance of the Aweil ARG. Four individuals from Aweil Civic Engagement Centre (CEC)—two translators and two note-takers—translated from English to Dinka and documented the proceedings, respectively. A Juba-based FAO staff member also supported the training by taking and consolidating the notes from the other note-takers.

2.0. The Training Process

On the first day of the training, the Northern Bahr el Ghazal State Minister of Information, Hon. William Anyuon Kuol, expressed appreciation to the implementing partners for their work in the state despite difficult circumstances. He underscored the significance of inclusivity, local community participation, and the need to reach out to communities at the grassroots level so that they can meaningfully engage in the PfRR. At the time of the training, partners in the Aweil ARG were continuing their efforts to work with local communities to save lives and strengthen household resilience.

Shahida Parul, the FAO Head of Field Office in Aweil, also emphasized FAO's commitment to strengthening the resilience of households of the vulnerable population in the state. She noted that this training was part of the partners' support to create awareness and build the capacity of local communities to enhance household resilience. The UNMISS Head of Field Office in Aweil emphasized the need for collaboration. He noted that while partners within the Aweil Partnership Area continue to deliver critical services with limited resources, it is important that the government provides an environment that is conducive to communities and partners working effectively toward the resilience agenda.

Shahida Parul, the FAO Head of Field Office in Aweil, giving her opening remarks during the three-day ICG training at Kush Hotel in Aweil June 14-16, 2022. *Photo Credit: Policy LINK*

2.1. Training Expectations

The facilitators captured participants' expectations during the plenary. During this session, participants were encouraged to share freely what they would like to learn during the training (expectations). This session was designed to identify and understand key learning needs, especially as they related to the training content or other relevant topics.

Facilitators later categorized participants' responses (expectations) as follows:

Knowledge-Based Expectations	Skills, Methodology, Technique, and Tool-Based Expectations	Other Expectations
• To acquire knowledge of the PfRR and skills • To have better information about resilience to manage challenges or shocks	• Tools to implement what I will learn during the training workshop • An inclusive partnership framework developed • Leave the room as ambassadors to share information with institutions and communities	• More representation of women • Have handouts/notes from the training workshop • Daily sitting and transport allowances

2.2. Understanding the Partnership for Recovery and Resilience

This part of the training included two learning sessions designed to equip participants with a common point of reference for the PFRR and resilience. Specifically, the two learning sessions endeavored to 1) define the PfRR and explain why it matters in the development context and 2) demonstrate the PfRR's connection to resilience and highlight the practical application of the four Cs: Coordination, Collaboration, Commitment, and Co-location (see below).

While this session focused heavily on creating awareness of the partnership framework, its origin, the four pillars, and the overarching theory of change, it also stressed that the four Cs of the PfRR are inextricably linked. Collaboration facilitates learning across local and international partners as well as adaptation. Coordination is essential and inherently complex, as the PfRR puts local communities at the center of the framework. It requires that local and international actors have the capacity to adapt and respond to a changing context, emerging needs, or shifting priorities. Critical to this process was the communities' understanding of what the partnership framework means to them and their roles in the PfRR.

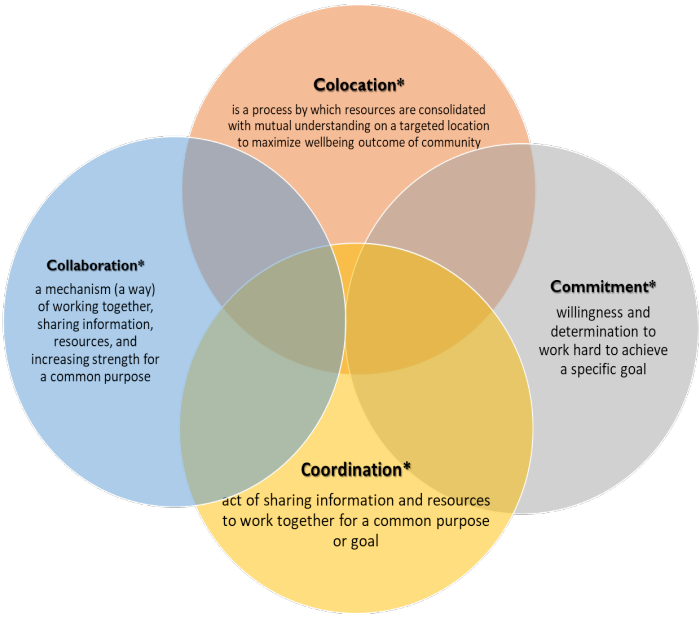
The PfRR Pillars

Pillar 1: Rebuild Trust in People and Institutions

Pillar 2: Re-Establish Access to Basic Services

Pillar 3: Restore Productive Capacities

Pillar 4: Nurture Effective Partnerships



2.3. Understanding Resilience

Resilience is a set of capacities that enables households and communities to effectively function in the face of shocks and stresses and still achieve outcomes related to well-being. The ability to measure resilience involves understanding the relationship between shocks, capacities, responses, and current and future states of well-being.

This session introduced participants to the concept of resilience. Facilitators discussed key concepts and definitions of resilience, shocks, and stresses; the rationale for resilience investments; the basics of measuring resilience; and how the partnership framework is helping to advance resilience efforts in South Sudan.

It is vital to conceive of and measure resilience as a set of capacities at multiple scales. It is also critical that

The Partnership Framework defines "resilience" in South Sudan as:

"…….the ability to withstand a wide range of shocks including but not limited to, political upheavals, national and local-level conflict, displacement, food insecurity, disease outbreaks, drought, other natural disasters, and adverse events, all of which can increase vulnerability."

the shocks and stresses that individuals, households, communities, and systems are exposed to and the severity and duration of these shocks and stresses are contextualized and identified.

To the participants, a shock is a sudden or acute natural or human-made event or phenomenon threatening loss of life, damage to assets, and an individual, community, or institution's ability to function and provide basic services, particularly for vulnerable populations. On the other hand, a stress is a chronic (ongoing or cyclical) natural or human-made event or phenomenon that renders an individual, community, and institutions less able to function and provide basic services normally, particularly for vulnerable populations.

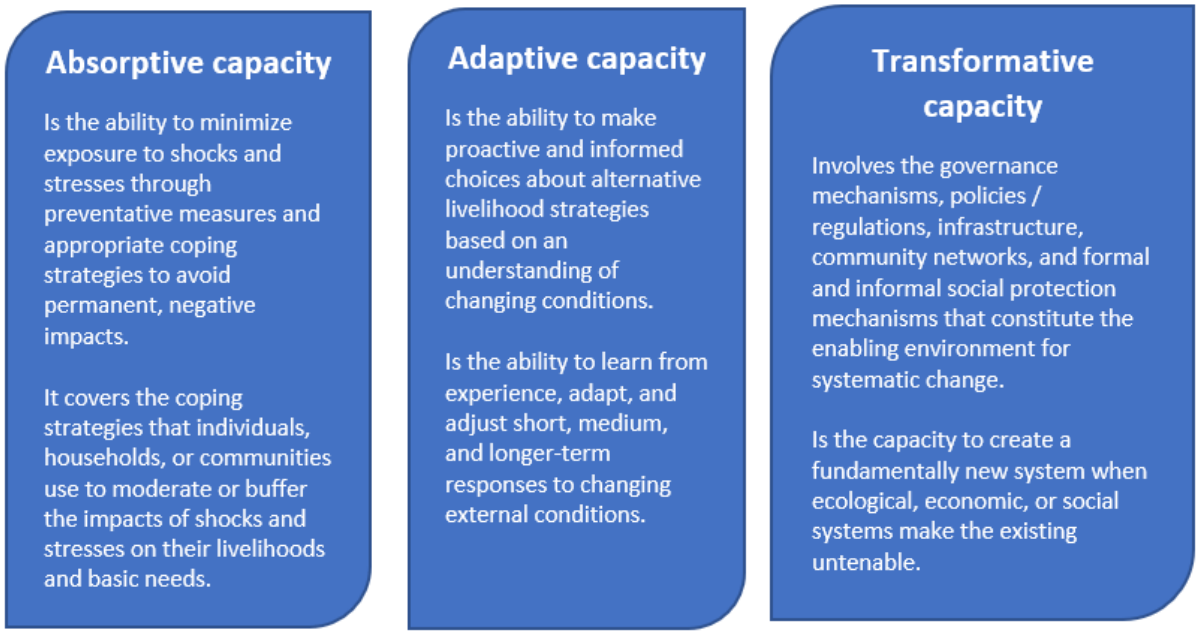
During the session, participants were asked to list some of the major shocks the community encountered during the last year in Aweil. Responses from participants include:

Shocks	**Stresses**
• Sexual and gender-based violence • Flash floods • COVID-19 pandemic	• Hunger • Increased suicide • Shortages of funding for hospitals • Child abandonment • Increased school dropouts • Increased street children

2.3.1. Understanding Resilience Capacities

Resilience capacities are measured as a set of indices, one for each of the three dimensions of resilience capacity: 1) absorptive capacity, 2) adaptive capacity, and 3) transformative capacity, and one overall index combining these three indexes. During the session, participants were introduced to the three dimensions of resilience capacity and exposed to practical examples of some of the resilience capacity measurement indicators.

Figure 1: Understanding Resilience as a Set of Capacities



While assessing resilience capacities, it is critical to consider the below questions.

Resilience Capacity	**Questions to Consider**
Absorptive Capacity	• Are people able to respond to recurring shocks and stresses and avoid lasting damage? • What do they have in their households (assets, coping strategies) and the community (early warning, Disaster Risk Reduction, boreholes, …) that will allow households and the community to recover and prevent lasting damage from a shock/stress?
Adaptive Capacity	• Are people able to change how they earn income, acquire food, and spend their money given the recurring shocks/stresses they face (e.g., change crop mix, start/expand a family/community garden)? • Are community services or services from the government, donors, UN agencies, and/or NGOs available to help change how households earn income and acquire food, spend money?
Transformative Capacity	• What institutions and organizations—government, donors, UN agencies, and NGOs—are able and willing to support households and the local community not only to survive but also to thrive in the face of recurring shocks/stresses?

To ensure participants understood the above resilience capacities, the facilitators discussed resilience indicators for each capacity. These included the use of local examples as below:

Absorptive Capacity Indicators

- Availability of informal safety nets
- Bonding social capital
- Access to cash savings
- Access to remittances
- Asset ownership
- Shock preparedness and mitigation
- Availability of/access to insurance
- Availability of/access to humanitarian assistance

Adaptive Capacity Indicators

- Bridging social capital
- Social network index
- Education/training
- Livelihood diversification
- Exposure to information
- Adoption of improved practices
- Asset ownership
- Availability of financial services
- Aspirations/confidence to adapt/locus of control index

Transformative Capacity Indicators

- Availability of/access to formal safety nets
- Availability of markets
- Availability of/access to communal natural resources
- Availability of/access to basic services
- Availability of/access to agricultural services
- Availability of/access to livestock services
- Participation in local decision-making
- Local government responsiveness

Participants discussing in a small group during the three-day ICG training at Kush Hotel in Aweil, June 14-16, 2022. *Photo Credit: Policy LINK*

To gauge the participants' understanding of resilience, facilitators asked them to identify examples of community-led resilience-building activities happening in their communities. Specifically, facilitators guide participants through a process of identifying a particular shock and citing examples of how the community came together and identified actions to address the impact of the shock.

Summary of Small Group Responses

Group One

Shock	Local Community Response
The 2019 flood in Aulic Payam, *Aweil*	• Communities migrated to higher land • Local dikes built by youth • Women collected and sold firewood • Affected communities borrowed from communities unaffected by the flood • Host communities accommodated affected community members • Community members sold livestock for survival

Group Two

Shock	Local Community Response
The 2019 flood in Aulic Payam, *Aweil*	• Construction of a dike by community dyke in Awilic • Vegetable farming by a women's group in Ariaka Ariak
Economic shock in 2021	• Bread baking and bedsheet sewing by women group in Aweil town • Village savings and loan association (saving in box) by women in the affected community • Beekeeping by men and women in Aryas • Beekeeping by men and women in Aroyo • Burning of charcoal by the community at the household level • Production of grass masks by women at the household level in Aweil

Group Three

Shock (s)	Local Community Response
Economic crises	• Saving box for small groups • Sale of livestock to buy food • Collection of wild fruits e.g., Lulu (Shea fruits and seeds)
Flooding	• Construction of dikes • Movement of people and livestock to higher lands • Construction of shelter using local materials like poles and raising of grounds

Group Four

Shock	Local Community Response
Wildfire outbreak in Aweil North (Korok)	• Resource mobilization from son and daughters • Support to the affected community of Korok

The last session of Day 1 discussed local government responsiveness to shocks. During this session, local government participants shared some of the challenges that make them less responsive to community challenges in the face of shocks. This session discussed past or ongoing challenges affecting local government institutions in addressing community aspirations in the face of shocks.

Some of the participant responses include:

Challenges that make local government less responsive to community challenges:

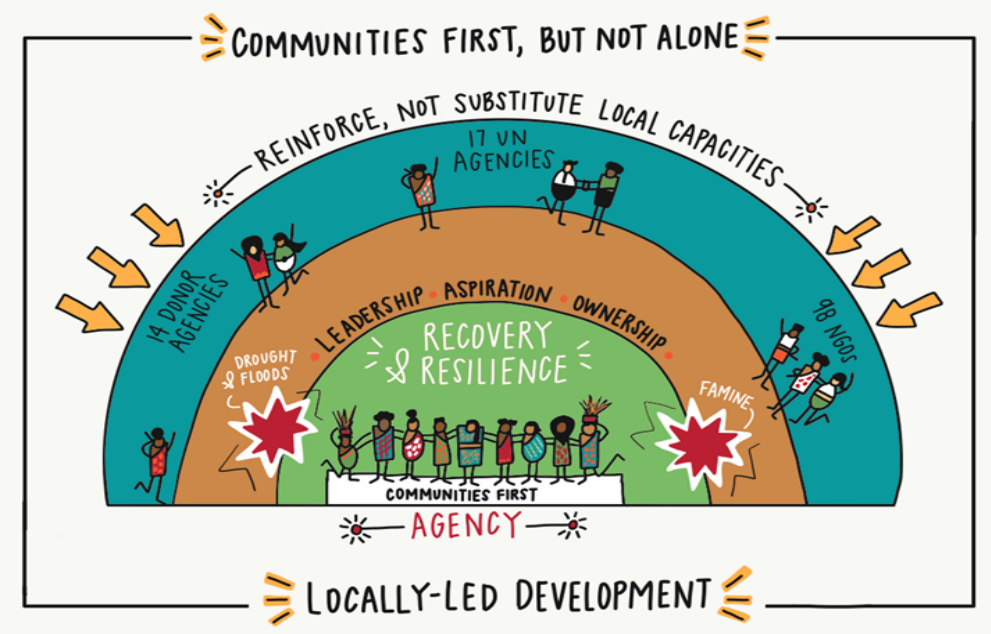
- In terms of responding to disasters, specifically fires that threaten human lives and property, the absence of forest guards to prevent and manage fire outbreaks
- Floods destroy crops in the lowlands during the rainy season
- Community mindset of humanitarian support
- Poor coordination among partners
- Lack of mobility and access to remote areas, which makes it difficult to provide services
- Lack of enforcement of law and legislation
- Insufficient funds for service delivery

What are the solutions to these challenges?

- Construction of dikes to control flooding
- Diversification of economic activities to fight hunger in Aweil
- Strengthening coordination among partners
- Resource mobilization
- Capacity building of local government staff
- Collective responsibility of sensitizing grassroots to focus on development-oriented ideas
- Law enforcement to regulate
- Government to increase funds for service delivery

2.4. Understanding Community First, But Not Alone

Day 2 of the training started with unpacking the PfRR principle "Community First, But Not Alone." The session was meant to help participants appreciate that the community has leadership, ownership, and aspirations. The session emphasized that the international community should reinforce—not substitute—local internal capacities for resilience. It also emphasized that while implementing partners can fill gaps, the government must create a conducive environment for communities to thrive.

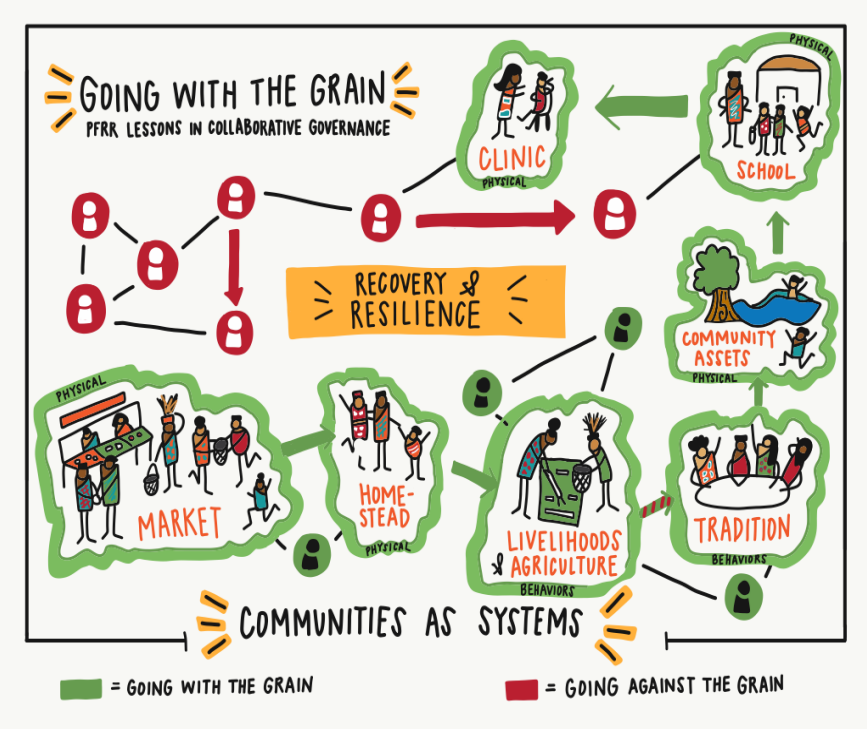


This principle means that the international community should **NOT SUBSTITUTE** but **REINFORCE** local capacities internal capacities for resilience.

In addition to discussing how the community takes the lead, the government provides the environment, and implementing partners fill the gaps, the session covered how it takes two hands to clap to bring "Community First, But Not Alone" to life. These hands are the community and implementing partners.

International and **local community actors** are both **communities**, each with **its own** internal structures, processes, and logic. Creating **space** for **meaningful interaction** across these communities is critical.

To put "Community First, But Not Alone" into action, we must "go with the grain." This means implementing partners must understand that each community has a system of decision-making and set of values and go with them, not against them.



Local communities in South Sudan have a **structure** and a **set of relationships**, **norms**, and **expectations** that are **well established** and need to be **honored** when doing community engagement. **Understanding** or **working** within this socio-cultural context will **increase** the **impact** of the PfRR.

During the session, participants were also asked in plenary to reflect on what "Community First, But Not Alone" means to the Aweil Partnership Area. Participants shared the following:

- Communities identify and prioritize their needs and come up with actions that will make them resilient and promote development.
- The community starts an initiative and is supported by the government and organizations (gaps to be filled by partners).
- Communities should only expect "handouts" when community options are exhausted.
- The community and government do not have to completely depend on each other for each to be strong.
- The community takes the lead in responding to issues with little response/support from the government for the community to be resilient.
- Without the community, nothing happens. The community must spearhead all activities because both government and development organizations need the community to operate.

2.5. Shifting the Community Mindset

The PfRR is grounded on "local community ownership" and local commitment. It recognizes the importance of local stakeholders playing active roles and being part of the decision-making process. Because most of the population has been heavily dependent on humanitarian assistance, fostering greater self-reliance is difficult but critical.

This session was meant to help shift mindsets. While participants sometimes found it difficult to share their views without inhibitions, facilitators provided opportunities for participants to practice sharing their views, explore their experiences, and begin to recognize their capacity to decide the future of their households as well as their communities.

A facilitator introduces a session during the three-day ICG training at Kush Hotel in Aweil , June 14-16, 2022 *Photo Credit: Policy LINK*

In one exercise, the facilitator worked through a series of "I" and "We" statements with which participants agree or disagree and share why. The session was designed to give participants the space to reflect on what/how they think about self-reliance at the individual, household, and community levels. Participants also got a better sense of their roles in addressing resilience shocks and stresses (and their capacities to do so). Some of the statements and participants' responses (agree, strongly agree, agree, and strongly disagree) are summarized below.

Statement I: "I am responsible for the development of my own community"

- A participant disagreed, saying he believes community development requires the joint effort of a community, not one individual.
- Another participant agreed, saying everything begins with an individual, and collective numbers make a community. This was seconded by another participant.
- Another participant agreed but not strongly due to challenges such as a lack of skills and resources and varied individual interests.
- One participant disagreed with the statement, citing the effects of external factors such as food insecurity caused by neighboring Sudan (through cattle raiding and child abduction, for example).
- Another participant said, "It is us who are responsible for the development of our community."

Statement II: "I can remain resilient even without external support"

- A participant agreed, citing local capacity.
- Another participant disagreed, pointing to emergencies such as flooding that necessitate external support.
- A farmer strongly agreed, as he can sell his crops to meet daily needs and respond to shocks.

- A teacher disagreed with the statement, saying he does not get paid on time. He also farms and added that drought and flood can destroy his crops, making him less resilient.
- A businesswoman mentioned that her business can sustain her, making her resilient to shocks.
- Another participant agreed with the statement, explaining he had been suffering and going on empty stomachs for one to two days and continued to survive until support comes from partners, he had adapted to the shocks e.g., flooding happened every year.
- A person with a disability disagreed because he cannot do casual labor or anything to survive shocks.
- A participant said, "[The] community needs external support e.g., Aweil is developing – vegetable production, [which] used to be uncommon, but it's now plenty as a result of external support."

Statement III: "I am willing to work voluntarily for the development of my community"

- A participant agreed, citing that in the history of South Sudan, people volunteered until the country attained independence.
- Another participant strongly agreed with the statement. According to him, his salary is not paid on time (making it more of voluntary work); he also volunteers as a youth leader.
- A participant agreed, citing that she does voluntary work. She did not strongly agree, however, because she cannot work voluntarily for the rest of her life.
- Another middle-aged man strongly agreed with the statement. According to him, if he does not volunteer, no one will work for his community.
- Lastly, another participant strongly agreed. He said, "for this community to develop, we need to volunteer."

On the "We" statements, participant responses were as follows:

Statement 1: "We believe it's always NGOs/UN agencies/CSO that CAN develop our community"

- A participant disagreed with the statement, saying the community existed before NGOs.
- Another participant thought that both local and international communities should develop their communities.
- The participants strongly disagreed because communities have been doing a lot and NGOs would only ask communities where support is needed.

Statement II: "We CAN DO certain community activities on our own WITHOUT direct support from partners"

- A participant agreed, saying "[the] community of Aweil South was able to build a PHCU [primary health care unit] on its own."
- Another participant strongly agreed. However, he stressed that organizations will be needed since local community leadership is divided and that the social fabric is affected, hence making it difficult for communities to try to do things on their own.

Statement III: We CAN MAKE decisions TOGETHER as the ICG about our community's future

- Strongly agree because they represent the community and therefore can make decisions about the community.

- Strongly agree because when a plan is developed, communities can implement it as it comes from their representatives.

THE "I BELIEVE I CAN…" EXERCISE

In the last part of the session, participants engaged in an "I believe I can…" exercise. This session was designed to allow each participant to reflect on what he/she believed would make him or her self-reliant. The facilitator helped participants build on the statement "I believe I can become self-reliant if…" Participants were then asked to complete that one thing that they believe would make them self-reliant. Select responses include:

Statement: I BELIEVE I CAN BECOME SELF-RELIANT IF…

- the government invests in the agriculture sector, including providing implements and funds.
- farmers' capacities are built /technical support is provided.
- there is peace.
- capital is provided for starting small businesses.
- the private sector is promoted through loans.
- the private sector is being regulated (more South Sudanese are involved and the number of foreigners is reduced).
- agriculture projects are introduced and supported.
- feeder roads link farmers to markets.
- some of the challenges such as floods are addressed through the construction of dikes.
- factories and industries are opened.
- access roads are constructed to improve trade.
- women and girls are educated.
- good jobs are available so I can support myself and my family.
- cultivation and fishing are promoted.
- each member of the family works hard.
- there's transparency and accountability in the utilization of natural resources in South Sudan.
- quality education is promoted.

2.6. Envisioning a Better Future

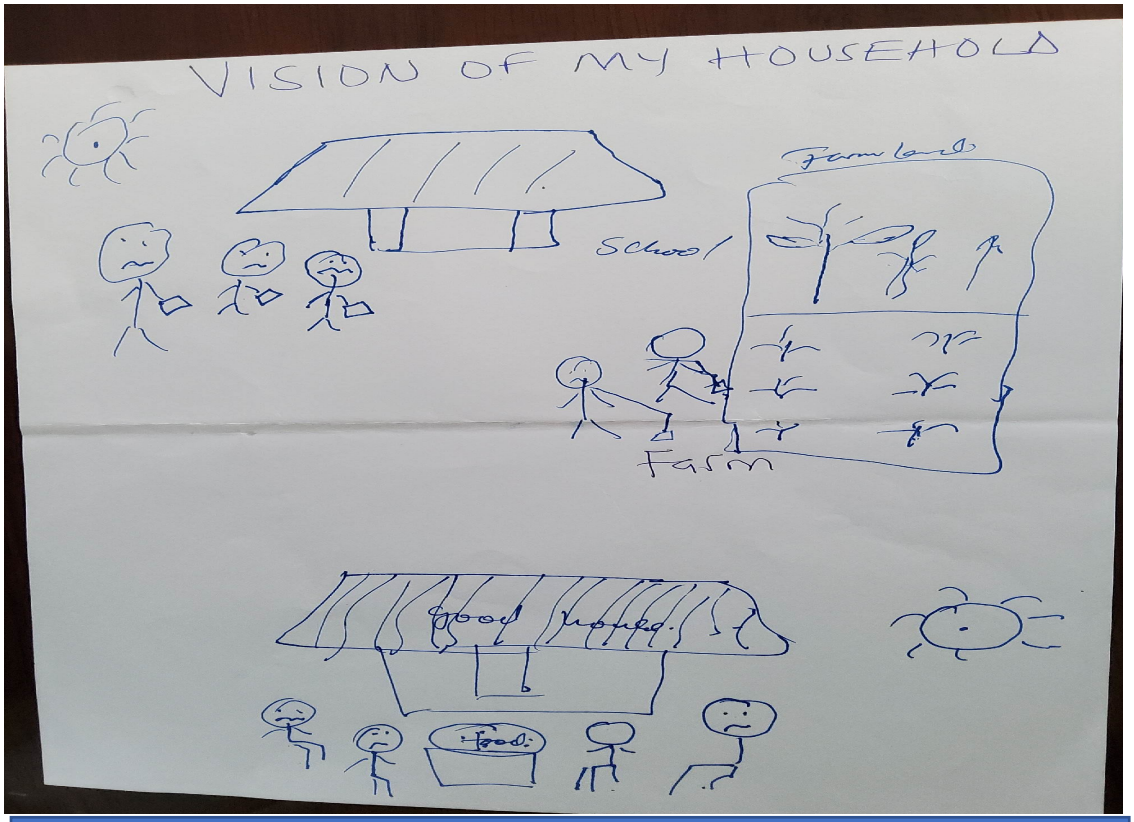
The Envisioning a Better Future session enabled participants to reflect on how they would like to view their households in the next five to ten years. This session was designed to help participants develop a sense of self-belief and envision a better future for their household in the face of shocks and stresses. Participants were asked to draw a picture of their households five to ten years from now (see below). To the participants, it was important for individuals, households,

Some of the participants' impressions are as follows:

- A participant envisioned moving from a grass-thatched *tukul* to a multi-story house in five years
- A participant with special needs envisioned moving from a grass-thatched room to a two-bedroom house with an iron sheet roof and a fence
- Another participant envisioned himself having a three-story building in three years

and the community to have a vision for the following reasons:

- Without a vision, you will not have a plan to improve your condition
- For children to have a better life than the parents



An illustration of a participant's vision for the future.

2.7. Introducing the Inclusive Champions Group

The PfRR is rooted in the "readiness" of local leaders and communities to create the conditions and reforms to build or rebuild their coping capacity. The ICG, one of the core PfRR Building Blocks, emphasizes the need for all stakeholders within the Partnership Area to feel that *"it's all about them and their community"* in driving the PfRR Agenda forward. The ICG represents these various constituencies, and they play an active role in driving the PfRR Agenda. The ICG also ensures that there is a commitment to and accountability for the processes and the structures developed jointly and collaboratively. For the partnership framework, an effective, passionate, and dedicated ICG, combining different forms of knowledge, will help create an

The ICG is the leadership body operating across all levels to provide a vision, raise community awareness, represent, connect its Partnership Area with other constituencies, leverage resources, and ensure full and inclusive participation internally and externally.

Members of the ICG are voluntary, dedicated, experienced, demonstrate integrity, and are committed to contributing to the achievement of the Resilience Agenda within the Partnership Area.

enabling environment for partners to work collaboratively despite the challenges.

During this session, the facilitator provided an overview of the ICG and why it is important in driving the partnership agenda. The facilitator also explained why the task requires all stakeholders within the Partnership Area to feel part of the agenda, share their perspectives, and have their voices heard.

The ICG is made up of local stakeholders representing the various demographic groups and categories within the Partnership Area. Members are selected and mandated to represent their various constituencies in planning, implementing, monitoring, and disseminating PfRR ideals and programs within the Partnership Area. This session also featured a description of the ICG, as well as its diversity, inclusiveness, and character traits.

Regarding ICG representation, diversity, and inclusiveness, participants agreed that individuals present from some of the following institutions could make up the inaugural Aweil ICG. These include traditional authorities, members of the private sector (commerce and industry, chamber of commerce/business community), local government (including the line ministries and departments), CSOs (women organizations, youth organizations, PSNs associations, etc.), faith-based organizations, peace committees and peace commission, community-managed disaster risk reduction committees, and academia/universities/research.

Some of the ICG character traits discussed were:

- Available, able to focus time and energy on ICG work
- Able to promote and foster inclusivity and collaboration
- Members who can implement decisions
- Leadership skills and influence
- Able to protect each other's right to speak openly
- Team player willing and able to participate in joint planning
- Commitment and dedication to the PfRR agenda
- Objective, open, and charismatic

2.8. The Inclusive Champions Group Terms of Reference

This small group session was designed to generate practical ideas for making the inaugural Aweil ICG work based on the context. This session was also used to provide a common point of reference of set expectations about how the ICG will pursue a shared PfRR goal in the Aweil Partnership Area. To make this process more practical and the TOR easily adaptable and implementable, facilitators engaged participants in a group work session where each group was assigned a set of questions for discussion. The discussions were meant to set forth the "rules" that will govern the ICG.

During the session, each of the four groups received written discussion questions on a piece of flip chart paper. The questions focused on 1) the primary roles and responsibilities of the ICG, 2) the duration of service of the ICG (and a rationale), 3) the succession process (i.e., how members of the ICG will be selected, and 4) measures for ensuring the ICG is accountable to the local community.

Summary of Small Group Responses

The following text summarizes each small group's responses to the questions outlined above.

Group One

What should be the primary roles and responsibilities of the Inclusive Champions Group?

- Identify problems/challenges facing communities and work with communities to rank and prioritize actions to address the problems
- Identify and work with *boma*-based local structures in the community of Aweil to advance the PfRR agenda
- Work with local communities to mobilize local resources internally and externally
- Advocate and implement PfRR activities
- Train *boma*-based local structures in the community on the PfRR
- Sensitize and disseminate PfRR messages through community meetings and radio talk shows etc.
- Work with the Aweil ARG to develop an action plan and follow up on activities (monitor)
- Report on PfRR progress in the Partnership Area

Group Two

What should be the term limit of this ICG and why?

- Participants proposed and agreed that the core ICG leadership should serve three years from the time of the ICG's establishment. To the participants, a term limit will help foster the drive for service delivery by the group.

Why?

- To ensure adequate time for members to develop leadership skills, identify needs and draw plans, and implement, monitor, and evaluate projects.

Group Three

Succession process: How should the members of the next ICG be selected?

- Through local consultations
- By defining the composition of the ICG members
- Identification of members and proposition of potential members
- Community-selected nomination process
- Leadership experiences can be substituted for academic qualifications (level of education and community experience)

Group Four

What are the measures for ensuring the ICG is accountable to the community?

- Ensure effective communication and information sharing
- Give community feedback on ICG activities
- Ensure proper monitoring and evaluation of community service
- Ensure proper management of community resources
- Hold regular meetings with the community
- Ensure the community is satisfied with service delivery
- Ensure persons with disabilities can access services to participate

- Stick to ICG guidelines and regulations
- Draft a constitution
- Ensure transparency around funding and spending/financial reporting

2.9. Introducing Servant Leadership

Leaders who practice servant leadership know how to achieve both great results and great human satisfaction. This type of leadership requires self-awareness, the ability to maintain a dual focus, and a desire to serve. Servant leaders realize that their number one customer is their people. When they take care of their people, train them, and empower them, people have higher levels of engagement and human satisfaction, which leads to increased customer satisfaction and organizational vitality.

This session was designed to help the ICG incorporate some of the traits of a servant leader into their day-to-day roles. Discussions centered on the concept of servant leadership and why the ICG needs to demonstrate aspects of servant leadership in their work. The facilitator also discussed some of the character traits of a servant leader, including focusing primarily on the growth and well-being of people and the communities to which they belong.

> "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first." -Robert K. Greenleaf

This session also helped participants to recognize that just like individuals, organizations or institutions can be servant leaders. Servant-leader organizations could play a major role in "changing the world."

To put this concept into context and help participants understand how it relates to the ICG, the facilitator shared four servant leadership quotes from famous leaders:

"A leader….is like a shepherd. He stays behind the flock, letting the nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind."

"As we look ahead into the next century, leaders will be those who empower others." –

"Everybody can be great…because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love." - Martin Luther King

"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership." - Nelson

Each small group was assigned one quote to reflect on. Groups were asked to propose practical examples of how ICG members could internalize, demonstrate, and operationalize the meaning of the assigned quote. Groups were assigned as follows:

Group	Quote Assigned
One	"As we look ahead into the next century, leaders will be those who empower others" – *Bill Gates*
Two	"A leader…is like a shepherd. He stays behind the flock, letting the nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind." – *Nelson Mandela*
Three	"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership." – *Nelson Mandela*
Four	"Everybody can be great…because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love." – *Martin Luther King Jr.*

Summary of Small Group Responses

The following summarizes each question along with the responses from each small group.

Group One

- Be transparent
- Provide basic services to the community
- Work for the welfare of the community
- Involve the community in decision-making
- Provide feedback to the community on progress and challenges
- Be accountable to the community
- Build the capacity of his/her subordinates
- Be humble
- Be a good listener
- Set high goals for the community
- Encourage creativity
- Focus on learning from others
- Delegate powers
- Have skills, be resilient and relentless

Group Two

- Be brave
- Be focused
- Be knowledgeable
- Be caring
- Be determined
- Can collaborate

- Be influential
- Minimize problems and promote peaceful co-existence
- Exercise flexibility

Group Three

- Respect other people's ideas and opinions during meetings
- Employ consultative decision-making processes
- Provide practical solutions to problems
- Lead by example through action
- Use respectful and appropriate language during meetings
- Be committed and determined to lead during good and bad times
- Practice humility
- Provide guidance and monitor agreed points of action
- Encourage active engagement/participation of members
- Appreciate and acknowledge the efforts of members who do good
- Support a process of amending regulations and allow members to independently implement those regulations

Group Four

- Be a champion in resource mobilization
- Delegate powers to others
- Be transparent
- Be influential
- Have a natural gift of leadership
- Be social and open-minded
- Be gender inclusive
- Possess the ability to support others
- Above all, be a God-fearing person
- Provide guidance
- Be accountable to the people

2.10. Review of the ICG – Inclusiveness, Diversity, Character Traits

This session revisited some of the key aspects of the ICG envisioned by the PfRR. These include representation, diversity, and inclusiveness. The rationale for this session was to ensure participants understood the importance of selecting the most qualified candidates to lead the ICG. In terms of representation and diversity, participants agreed the following institutions should be present: traditional authorities, members of the private sector (commerce and industry, chamber of commerce/business community), local government (including line ministries and departments), CSOs (women and youth organizations, PSNs associations, etc.), faith-based organizations, peace committees and peace commission, community managed disaster risk reduction committees, and academia/universities/research.

Participants agreed on the following eligibility criteria or desired character traits for ICG members:

- Available, with time and energy to focus on ICG work
- Able to promote and foster inclusivity and collaboration
- Able to implement decisions
- Have leadership skills and influence
- Able to protect each other's right to speak openly
- Team player willing and able to participate in joint planning
- Committed and dedicated to the PfRR agenda
- Objective, open, and charismatic

Members of the ICG are passionate, voluntary, dedicated, experienced, demonstrate integrity, and are committed to contributing to the achievement of the Resilience Agenda within the Partnership Area.

2.11. Reaching Consensus on the Core ICG Leadership roles

This session established some of the key leadership positions for the core ICG Leadership Team in Aweil. Overall, 14 key roles forming the ICG Leadership Team were established. The facilitator elaborated on the core function of each of the roles proposed. After the plenary discussion, there was agreement on the following proposed positions:

Technical Leads (4)

- Pillar 1 – Restore Trust in People and Institutions (1)
- Pillar 2 – Re-establish Access to Basic Services (1)
- Pillar 3 – Restore Productive Capacities (1)
- Pillar 4 – Nurture Effective Partnerships (1)

Chairperson (1)

- Deputy Chairperson (1)

Secretary-General (1)

- Deputy Secretary-General (1)

Finance Secretary (1)

Logistics Secretary (1)

- Deputy Logistics Secretary (1)

Mobilizers (3)

Participants agreed that Technical Leads (Pillar Leads) must be knowledgeable in the technical area of responsibility within that pillar. Pillar Leads will interact often with international partners' Pillar Leads in the Aweil ARG. The ICG Chairperson will oversee the running of the ICG and interface regularly with the leadership of the Aweil ARG.

The Deputy Chairperson should backstop the Chairperson. This applies to Secretary General and Deputy as well. The Finance Secretary should maintain financial records and provide oversight. It was also agreed that Mobilizers should be influential individuals who are respected by their communities. They should be active and value everyone in the community regardless of which *payam* they come from.

2.12. Nomination of the ICG Leadership

During this session, participants were divided into groups and asked to nominate someone for each proposed position. Each small group was tasked with nominating individuals from the larger group for assigned positions. Group One was asked to nominate the four Technical Leads (Pillar Leads). Group Two was tasked with nominating individuals as the Deputy Chairperson and Finance Secretary. Group Three was asked to nominate individuals to the positions of Chairperson, Secretary General, and Deputy Secretary General. Group Four nominated individuals for the roles of Logistics Secretaries and Mobilizers.

At the end of each nomination, the nominee would stand and accept or reject his/her nomination. Participants from the larger group were also allowed to second each nomination.

Table 2: List of Aweil ICG Nominees Disaggregated by Designation, Category, and Gender

Position	Name	Gender	Institution Representing
Chairperson	Barnaba Aguer Deng	M	Ministry of Information
Deputy Chairperson	Kon Uguak Kon	M	Traditional Leader
Secretary-General	Mary Arkangelo Bak	F	State Government
Dep. Secretary General	Moses Kiir Yom	M	Persons with Special Needs
Pillar Lead – Pillar 1	Samuel Ajiing Uguak	M	Local Government
Pillar Lead – Pillar 2	Marko Madut Wol	M	Faith-Based Organization
Pillar Lead – Pillar 3	Santino Chan Ayuier	M	Local Government
Pillar Lead – Pillar 4	Valentino Makuei Deng	M	Youth Union
Finance Secretary	Abraham Aluk Dut	M	Civil Society
Logistic Secretary	Akon Lual Riny	F	Women's Group
Dep. Logistic Secretary	Deng Akol Athian	M	Private Sector
Mobilizers	Korjok Majak Korjok	M	Local Government
	Anei Yor Mawien	M	Academia
	Abraham Aleu Ngong	M	Civil Society

3.0 Key Lessons Learned

3.1 Enabling a Platform to Better Engage

It is important to create opportunities to bring together the ICG leadership, local communities, and ARG partners at all levels. Implementing partners will benefit from the ICG's experience working with local communities to address a particular community problem, while local communities will have opportunities to interact directly with implementing partners and their representatives, as well as with the ICG.

To maintain momentum, platforms provided through state, county, or *payam*-based meetings could be used for workshops and training that would allow ICG members, implementing partners, and communities to build on opportunities for collaboration and priority setting, as well as actualize the plan.

3.2 Building on Linkages with Existing Community-Based Structures

Sustaining future collaboration between implementing partners and local communities will require building (or strengthening) formal or informal community-based structures. In the absence of formal structures like community development committees, ICG capacity can be strengthened to better engage and build on existing structures such as community action groups, farmer groups, community-managed disaster risk reduction groups, women's and youth groups, community representatives, etc. However, deliberate efforts that promote inclusiveness, diversity, and joint decision-making must be supported.

Moreover, at the partnership level, the new Aweil ICG represents a good "bridge" that links partners to local communities in Aweil and beyond. In addition, working with the Aweil Civic Engagement Centre team mainly on community engagement would benefit implementing partners. Given potential contextual and operational challenges, building or strengthening vertical and horizontal coordination involving the community-based structures would be a value-add for implementing partners.

3.3 Continuous Learning

Providing learning opportunities for the ICG will help maintain PfRR's momentum in the Aweil Partnership Area. The ICG could be engaged in implementing other PfRR Building Blocks such as joint work planning and coordination planning to reinforce their institutional memory of the PfRR. In addition, the ICG could be involved in the local action planning around the community-identified priorities or aspirations. This process should deliberate on those more intentional actions that place communities in the center. This approach would not only enhance agency but also facilitate learning and information sharing with implementing partners.

While it is important that implementing partners and local communities work together to address the identified community aspirations with limited resources, in doing so they must share information with all stakeholders without raising expectations.

4.0 Recommendations and Conclusions

- Since this is the first-ever training workshop for the ICG, partners should consider offering immediate follow-up training for the core ICG Leadership Team. This training would focus on operationalizing the ICG TOR as well as other technical PfRR themes. This training would help prepare ICG members to directly interface with the Aweil ARG for the first time.
- With the ICG now established, the Aweil ARG is encouraged to work with the ICG leadership to reconstitute/operationalize local grassroots structures such as Community Development Committees at the *boma* level.

> The Community Development Committee is one of the local partnership structures formed at the *boma*/*payam*/county level for recovery and resilience programming. The committee consists of local community stakeholders elected from various groups.

- The Community Development Committee is expected to meet regularly to plan, discuss/address development issues that affect them, and work with other level structures and entities. The ICG would guide the committees and help reinforce the efforts of other structures such as the ARG and the PfRR partners.
- Building or strengthening vertical and horizontal coordination involving the ICG is required and needed more than ever. As such, partners are encouraged to institutionalize coordination functions across partnership structures—at all levels—to leverage the contributions of the ICG, especially at the community level.

5.0 Next Steps

Policy LINK proposes the following actions (to be undertaken by different partners):

Table 3: List of Action Points (Next Steps) Resulting from the ICG Training

Institution	Next Step (Action)	Tentative Timeline
Policy LINK	Synthesize information and draft the ICG Training Report	July 27, 2022
	Socialize the draft ICG Training Report with the FAO Focal Point	July 27, 2022
	Convene an after-action review session with partners	August 15, 2022
FAO	Review the draft ICG Training Report and share initial feedback with Policy LINK	August 11, 2022
	Socialize the final ICG Training Report with the Aweil ARG and other PfRR structures	August 18, 2022
Aweil Area Reference Group	Initiate meetings with the new Aweil ICG to strengthen the relationships and bonds among partners	August 2022
Aweil ICG	Initiate meetings as ICG to strengthen bonds within the	Ongoing

Institution	Next Step (Action)	Tentative Timeline
Core Leadership	group	
	Participate in PfRR activities	TBD

Annex I: Training Agenda

Day 1 – PfRR ICG Training Workshop

Time	Session	Content	Duration	Responsibility
8:30 – 9:15 am	Arrival	Welcoming of guests, dissemination of facemasks and sanitizer, and registration	**45 mins**	Logistics
9:15 – 9:30 am	Opening	Opening Prayers – Christian / Muslim Introduction – guests take turns introducing themselves	**15 mins**	
9:30 – 10:00 am	Welcome	Empowerment Promise - What will participants learn or gain from participating in this workshop Framing and overview of the workshop Objectives of the workshop Official opening remarks	**30 mins**	Facilitators / Translators / Note-takers Guest of Honor
10:00 -10:30 am	Expectations	Plenary – Participants share their expectations	**30 mins**	Facilitators / Translators / Note-takers
10:30 – 11:00 am	Break	Tea/coffee	**30 mins**	Logistics
11:00 am– 12:00 pm	Understanding Resilience	Presentation on the meaning of resilience. Participants break into groups to define resilience with drawings and words from the perspective of the head of their households. The facilitator asks each group to present in a plenary.	**10 mins – Presentation** **15 mins – small group work** **35 mins – Report out**	Facilitators / Translators / Note-takers
12:00 – 1:00 pm	Understanding the PfRR	Plenary discussion with Q & A focused on the background, evolution, and concepts necessary for understanding PfRR.	**20 mins – Presentation** **40 mins – Q & A**	Facilitators / Translators / Note-takers
1:00 – 2:00 pm	Lunch	Lunch	**1 hour**	Logistics
2:00 – 3:00 pm	Community First, But Not Alone	Plenary discussion. Breaking down what we mean by Community First, But Not Alone. Process, stakeholders, roles and responsibilities, and milestones.	**15 mins – Presentation** **45 Minutes – Q & A**	Facilitators / Translators / Note-takers
3:00 – 4:30 pm	Shifting	Participants break into five groups to develop one key	**15 mins – presentation**	Facilitators /

Time	Session	Content	Duration	Responsibility
	Mindset	message per group that would communicate the importance of shifting mindset in resilience programming. Each group is given flip chart paper to write their message. Messages are presented by the group spokesperson and then fixed to the wall. The facilitator will bring the group to a consensus on one key message.	**25 mins – small group** **50 mins – Report out (10 minutes per group)**	Translators / Note-takers
4:00 – 4:15 pm	Recap	Facilitators remind participants of the key messages selected for each session. Facilitators invite participants to provide any personal testimony or feedback on the day's sessions.	**15 mins**	Facilitators and note-takers

Day 2 – PfRR ICG Training Workshop

Time	Session	Content	Duration	Responsibility
8:30 – 9:15 am	Arrival	Welcoming of guests, dissemination of facemasks and sanitizer, and registration	**45 mins**	Logistics
9:15 – 9:30 am	Opening	Opening Prayers – Christian / Muslim	**15 mins**	
9:30 – 10:30 am	Envisioning Better Future	Participants break into five groups to develop two messages that imagine a better future Each group is given flip chart paper to write their message. Messages are presented by a group spokesperson and then fixed to the wall.	**10 mins – Presentation** **20 mins – Small group** **30 mins – Report out**	Facilitators / Translators / Note-takers
10:30 – 11:00 am	Break	Tea/coffee	**30 mins**	Logistics
11:00 am – 1:00 pm	Inclusive Champions Group Terms of Reference	Develop terms of reference for the ICG. Participants are divided into five groups. Groups are assigned one of the following topics: • Term Limit and Selection Process • Level of Engagement and Influence • Primary Roles and Responsibilities of the ICG • Executive Leadership Structure • Mutual Accountability and Reporting	**45 mins – Group work** **75 mins – Report out and plenary discussions (15 minutes for each group)**	Facilitators / Translators / Note-takers
1:00 – 2:00 pm	Lunch	Lunch	**1 hour**	Logistics
2:00 – 4:00 pm	Executive Leadership	Develop terms of reference for the Executive Leadership of the Aweil ICG. Participants are divided into five groups. Groups are assigned one of the five leadership positions to develop TOR for that position. Groups must define the following: • Term Limit and Selection Process	**45 mins – Group work** **75 mins – Report out and plenary discussions (15 minutes for each group)**	

Time	Session	Content	Duration	Responsibility
		• Level of Engagement and Influence • Primary Roles and Responsibilities of the ICG • Executive Leadership Structure • Mutual Accountability and Reporting		
4:00 – 4:15 pm	Recap	Facilitators remind participants of the key messages selected for each session. Facilitators invite participants to provide any personal testimony or feedback on the day's sessions.	**15 mins**	Facilitators / Translators / Note-takers

DAY 3 – PfRR ICG Training Workshop

Time	Session	Content	Duration	Responsibility
8:30 – 9:15 am	Arrival	Welcoming of guests, dissemination of facemasks and sanitizer, and registration	**45 mins**	Logistics
9:15 – 9:30 am	Opening	Opening Prayers – Christian / Muslim Introduction – guests take turns introducing themselves	**15 mins**	
9:30 – 10:45 am	Servant Leadership	Facilitator-led discussion of servant leadership	**20 mins – Presentation** **20 mins – Group work** **35 minutes – Report out**	Facilitators / Translators / Note-takers
10:45 – 11:15 am	Break	Tea/coffee	**30 mins**	Logistics
11:15 am – 1:00 pm	Nomination	Participants are divided into groups to nominate persons for each executive leadership position.	**15 mins – Nomination** **45 mins –**	Facilitators / Translators / Note-

Time	Session	Content	Duration	Responsibility
		Nominations are followed by endorsement by the plenary count of votes for each position. Followed by acceptance of the nominees with the most votes.	**Endorsement** **45 mins – Acceptance**	takers
1:00 – 2:00 pm	Lunch	Lunch	**1 hour**	Logistics
2:00 – 4:00 pm	Way Forward	The facilitator leads a plenary discussion on resilience priorities and how to strengthen the partnership. Participants break into groups. Group 1: Pillar One – Build Trust in People and Institutions Group 2: Pillar Two – Restore Access to Basic Services Group 3: Pillar Three – Strengthen Productive Capacities Group 4: Pillar Four – Nurture Effective Partnerships	**25 mins – Presentation of resilience priorities** **40 mins – Group work** **55 mins – Report out**	Facilitators / Translators / Note-takers
4:00 – 4:15 pm	Recap	Facilitators remind participants of the key messages selected for each session. Facilitators invite participants to provide any personal testimony or feedback on the day's sessions	**15 mins**	Facilitators / Translators/Note-takers

Participants pose for a group photo after the completion of the three-day ICG training at Kush Hotel, Aweil *Photo Credit: Aweil CEC.*