



# FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



## LOCAL ACTION PLANNING WORKSHOP Wau County

February 21 – 24, 2022

*The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.*



# LOCAL ACTION PLANNING WORKSHOP REPORT

## Wau County

|                                 |   |
|---------------------------------|---|
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# Abbreviation and Acronyms

|                       |  |
|-----------------------|--|
| <b>ACTED</b>          | Agency for Technical Cooperation and Development                         |
| <b>APM</b>            | Area Program Manager   |
| <b>ARG</b>            | Area Reference Group   |
| <b>CEC</b>            | Civic Engagement Center  |
| <b>CSOs</b>           | Civil Society Organizations  |
| <b>COVID-19</b>       | Corona Virus Disease   |
| <b>DAI Global LLC</b> | Development Alternatives Inc.  |
| <b>FAO</b>            | Food and Agriculture Organization  |
| <b>DG</b>             | Director General   |
| <b>FBOs</b>           | Faith Based Organizations  |
| <b>GBV</b>            | Gender-based Violence  |
| <b>ICRC</b>           | International Committee of the Red Cross                                 |
| <b>IDPs</b>           | Internally Displaced Persons   |
| <b>IOM</b>            | International Organization for Migration                                 |
| <b>IPs</b>            | Implementing Partners  |
| <b>LAP</b>            | Local Action Planning  |
| <b>NGOs</b>           | Non-Governmental Organizations   |
| <b>NRC</b>            | Norwegian Refugee Committee  |
| <b>NSS</b>            | National Security Services   |
| <b>PHCC</b>           |  |
| <b>PHCU</b>           |  |
| <b>Policy LINK</b>    | Feed the Future Policy Leadership, Interactions, Networks, and Knowledge |
| <b>POC</b>            | Protection of Civilians  |
| <b>PPE</b>            | Personal Protective Equipment  |
| <b>PfRR</b>           | Partnership for Recovery and Resilience                                  |
| <b>RRC</b>            | Relief and Rehabilitation Commission                                     |
| <b>RFZ</b>            | Resilience Focus Zone  |

|              |  |
|--------------|--|
| <b>SOP</b>   | Standard Operating Procedures                      |
| <b>STTA</b>  | Short Term Technical Assistant                     |
| <b>UN</b>    | United Nations                                     |
| <b>USAID</b> | United States Agency for International Development |
| <b>WBeG</b>  | Western Bahr El Ghazal                             |
| <b>WFP</b>   | World Food Programme                               |

# 1.0 Introduction

The USAID Strategy for South Sudan (2019 - 2024) is targeting vulnerable households and communities in thirteen counties across five states in South Sudan. The USAID Policy LINK Project implemented by DAI Global, LLC has a global mandate to promote resilience and strengthen agriculture policy systems and institutions. Policy LINK in South Sudan facilitates collaboration between USAID Implementing Partners (IPs) and local communities. In October 2021, USAID mandated Policy LINK to channel its resources in five of its thirteen targeted counties. Policy LINK aims to promote collaborative governance, facilitative leadership, evidence-based decision making, and convergence of community and donor resources between IPs and local communities in the USAID target Resilience Focus Zones (RFZs) of Akobo, Budi, Jur River, Kapoeta North and Wau Counties.

In November 2021, Policy LINK collaborated with the UN Food and Agriculture Organisation (FAO), Agency for Technical Cooperation and Development (ACTED), DT Global and the Wau Civic Engagement Center (CEC) to provide communities in the five payams of Wau County a greater role in the development process of identifying and implementing resilience priorities. The Payam-level Local Action Planning Workshops were held in each payam for three days, from November 24 to December 15, 2021, involving 35 community representatives. Five delegates were subsequently selected from each Payam to represent and participate in the County-level Local Action Planning (LAP) workshop. This participatory planning process paves the way for Joint Work Planning between payam delegates, USAID IPs, and county and state government representatives.

The Wau County-level LAP workshop was conducted for four days from February 21 to 24, 2022, starting at 0830hrs and closing at 1630hrs (CAT) at the Royal Castle Hotel in Wau, with an overall objective to produce the **Wau County Resilience Priority Actions** and the **Wau County Resilience Action Plan**. The information generated as output from the County-level Local Action Planning fed into the Joint Work Planning (JWP) Workshop for the formulation of a coherent Community Resilience Action Plan.

In January 2022, an implementation modality for the above planned workshops was developed in Juba, in consultation with the Program Lead, Area Program Managers (APMs), Communications Specialist and Operations Staff. Short-term Technical Assistants (STTAs) from the Wau Civic Engagement Center (CEC) were onboarded to support the APMs with mobilization, logistical and transport requirements, co-facilitation, translation and real-time interpretation, and notetaking. Ahead of the APMs redeployment in Wau, approval and invitation letters were dispatched to state and county government offices such as the Governor's office, Relief and Rehabilitation Commission (RRC), National Security Services (NSS), USAID IPs, Director Generals (DGs) of key state line ministries, and the 25 Payam Delegates from Baggari, Kpaile (Bazia), Besselia, Wau North, and Wau South.

## 1.1 Objectives of the County-level Local Action Planning Workshop

### Overall Objective:

- To produce **Wau County Resilience Priorities** and **Wau County Resilience Action Plan**.

### The Specific Objectives:

- To prepare 25 community representatives to work better together, and gain skills and confidence to work with USAID and other donor IPs;
- To foster collaborative governance approach among the 25 community representatives;
- To produce a coherent county-wide, shock-responsive Resilience Action Plan; and
- To enhance participatory learning among the community representatives in building community-led resilience.

### Workshop Outputs:

- A draft county-wide, shock-responsive Resilience Action Plan;
- A summary community presentation to feed into the Joint Work Planning; and
- A cadre of confident and well-equipped community representatives to dialogue and work with USAID and other donor IPs.

This report presents the outcome of the County-level Local Action Planning Workshop in Wau. The County-level LAP Workshop included the participation of the 25 payam delegates, the Wau County Commissioner, Mr. Jacinto Mattia Mboro, and the representatives from ACTED, FAO, and the Norwegian Refugee Committee (NRC). The workshop opening was honored by the Jur River Commissioner, Mr. Nicola, who then welcomed the State Minister of Cabinet Affairs, Hon. Arkangelo Anyar Anyar to officially commence the workshop on Monday, February 21, 2022.

## 1.2 Mobilization and Outreach to Key Stakeholders

The team visited the State Relief and Rehabilitation Commission (RRC) and National Security Services (NSS) offices to obtain permission for conducting the workshops. The team drafted and disseminated invitation letters to key government officials, USAID IPs, and community leaders of the 25 payam delegates. After obtaining approvals, the team embarked on physical meetings and making phone calls to IPs and payam delegates, either directly or through their leaders.

**Table 1: Participants Data for the County-level LAP**

| S/No.        | Payam          | Institution  | Payam Total |           | Total     |
|--------------|----------------|--|-------------|-----------|-----------|
|              |                |  | Male        | Female    |           |
| 1            | Baggari        | Chiefs, Local Authorities, Youth, Women, Farmers, People with Disabilities and Traders | 3           | 2         | 5         |
| 2            | Bazia (Kpaile) | "  | 3           | 2         | 5         |
| 3            | Besselia       | "  | 4           | 1         | 5         |
| 4            | Wau South      | "  | 3           | 2         | 5         |
| 5            | Wau North      | Commissioner, Chiefs, Local Authorities, Youth, Women, Farmers and Traders             | 3           | 2         | 5         |
| 6            | Wau Office     | USAID IPs (FAO, ACTED, NRC)  | 1           | 2         | 3         |
| 7            | Wau CEC        | Wau CEC STTAs  | 4           | 1         | 5         |
| 8            | Wau APMs       | USAID IPs (DAI Global, LLC)  | 2           | 0         | 2         |
| <b>Total</b> |                |  | <b>23</b>   | <b>12</b> | <b>35</b> |

Figure I: County-level LAP Participants Breakdown by Gender, Wau County

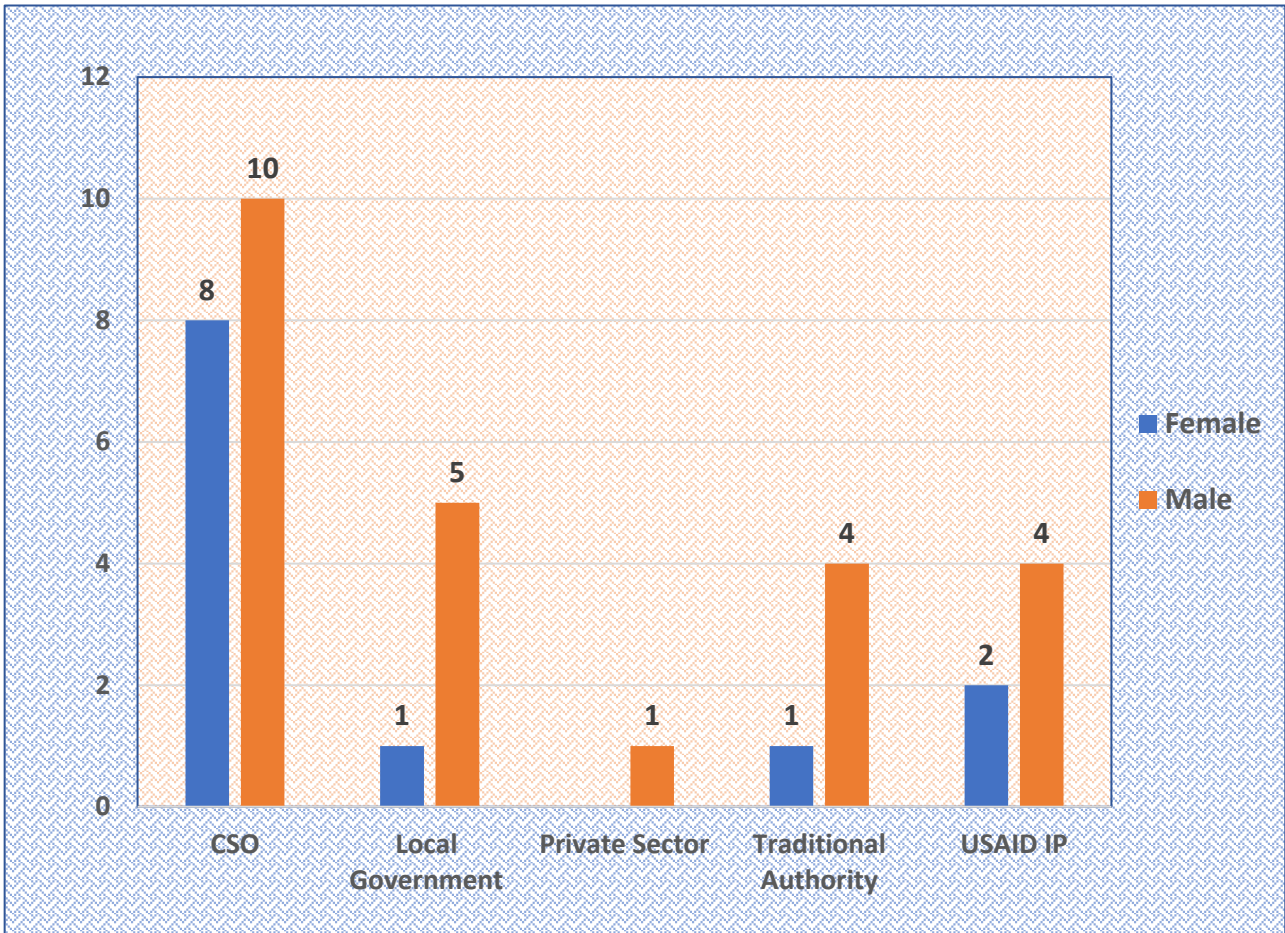


Figure I and Table I above indicate that the greatest number of participants were from local government followed by civil society organizations (CSOs), including Wau CEC, women association, and youth association.

### 1.3 Collaboration and Participation of the USAID IPs

As a result of the mobilization and invitations, three of the USAID IPs, namely, FAO, ACTED, and NRC, participated in the workshop. The representatives from FAO and ACTED supported the facilitators and co-facilitators with translation, distribution of COVID-19 personal protective equipment (PPEs), and guiding the participants during group exercises.

The invaluable collaboration and support between Policy LINK and Wau CEC greatly contributed to the success of the workshop. The Wau CEC STTAs, Mrs. Linda Ferdinand, Mr. John Mabior, Ramadan Adam, Dominic James, and Kenneth Akau supported the Policy LINK APMs with mobilization of the participants, catering coordination, registration and payments of delegates, co-facilitation, translation, and note-taking.



## 2.0 Execution of the County-level Local Action Planning Workshop

### 2.1 Timeline and Methodology of the Workshop

The 15 rural payam delegates were accommodated at the hotel, while the delegates from the two Municipality Payams of Wau North and South reported to the venue on a daily basis. The seating arrangement accommodated five different groups to allow one delegate from each payam to sit together and represent one of the five major impactful shocks affecting the Wau County as identified during last year's payam-level workshops.

Figure 2: Official Opening of Workshop by Hon. State Minister of Cabinet Affairs



Upon arrival and before settling for business, the participants were registered on entry, issued facemasks, and sanitized their hands in compliance with COVID-19 standard operating procedures (SOPs). This was then followed by opening prayers (Christian / Muslim) and self-introduction of participants. The methodology employed in facilitating the workshop sessions included, Power Point Presentations using a projector, plenary, group work, and question and answers.

**Table 2: Workshop Sessions**

| DAY 1                    | DAY 2                                     | DAY 3                                    | DAY 4                             |
|--------------------------|---|--|-----------------------------------|
| Participant Expectations | Interactive Exercise                      | Interactive Exercise                     | Filling the Action Plan Worksheet |
| Empowerment Promise      | Ranking Resilience Priorities and Actions | Understanding S.M.A.R.T.                 | Group Presentations               |
| Interactive Exercise     | Resource Identification                   | Setting S.M.A.R.T. Goals and Objectives  | Group Presentations               |
| Looking Back             | Identifying Roles & Responsibility        | Reviewing Action Plan Worksheet Template | Closing                           |
| Journey Feedback         | Recap                                     | Setting S.M.A.R.T. Targets               |                                   |
| Recap                    |   | Commitments                              |                                   |
|                          |   | Recap                                    |                                   |

## 3.0 Deliberations

### Day One Sessions

➤ **Welcome Remarks and Workshop Overview**

This session began by giving a brief background of the County-level Local Action Planning Workshop and highlighting to the Hon. State Minister for Cabinet Affairs that Policy LINK began working in Wau in 2019, promoting collaboration amongst the four corners of the community, humanitarian partners, UN agencies, and donors of the Partnership for Recovery and Resilience (PfRR). Furthermore, it was explained that in September and October 2021, Policy LINK worked with the Wau PfRR Area Reference Group (ARG), the local coordination body of the Wau PfRR Partnership Area (PA), and other stakeholders to produce an Area-based Work Plan.

Figure 3: Policy LINK Technical Approach and Extent of Implementation

#### LINK TECHNICAL APPROACH: Where We Are Now?



Acknowledging the absence of local community participation in the Area-based Work Plan, Policy LINK launched a series of Payam-level Local Action Planning workshops in November and December 2021. These workshops ensured the participation of the local communities at the grassroots level in the development conversation. This also provided them an opportunity to identify, rank, and prioritize resilience actions to address the most impactful shocks affecting them.

The County-level LAP workshop builds upon that process. Review of the five steps of Policy LINK’s Technical Approach enabled participants to better understand how this workshop fits into the participatory planning process.

## ➤ **Presentation and Discussion of Workshop Objectives**

The session began by briefing the participants on the mandate given by USAID to DAI Global, LLC via the Policy LINK project to provide linkages between the community and development partners, so that communities gain a sense of agency and ownership in resilience programming. Participants were informed that last year we were able to work with the payam representatives and other partners to come up with shocks and stressors in each of the five payams. This workshop will capacitate the delegates to jointly identify resilience priority actions for each shock as was done at the payam level.

The participants were told that the second output of the workshop is to develop a **County Resilience Action Plan** that outlines what the community can do to address those shocks and what gaps exist that can be filled by the government, and development and humanitarian partners. Emphasis was placed on the need to enhance shifting of mindsets by encouraging working for self-reliance.

Specifically, participants were told that Policy LINK aims at preparing community representatives to work better together, and gain skills and confidence to collaborate and engage with their local government, USAID and other donor implementing partners operating in Wau county.

Secondly, participants were informed that Policy LINK seeks to foster a **collaborative governance approach**, which empowers everyone with a role to play in the development planning process. Moreover, upon return to their respective areas, communities should be able to initiate activities on their own, so that collaborating partners have a foundation to leverage and build upon.

Thirdly, in this workshop participants will produce a **County Shock-responsive Resilience Action Plan**. Participants will describe how all the identified shocks can be communicated to the partners. Participants will develop a clear plan detailing what communities will do and where there are gaps that require the support of development and government partners. Lastly, Policy LINK seeks to enhance participatory learning, whereby participants learn from each other—one of the key purposes of the deliberate seating arrangement, which mixes participants from different payams.

To end the session, Policy LINK acknowledged the development partners who were in attendance to listen to what the community delegates articulated on how to address the shocks and what external support is needed from the government and development actors.

## ➤ **Remarks by Jur River County Commissioner**

“Thanks to Hon. Minister of Cabinet Affairs and the organizers of the workshop. I am happy to see the kind of cooperation demonstrated here between the community, partners, and the Government. I call upon the delegates to listen carefully and understand the objectives of the workshop, and to share them with their communities.”

## ➤ **Remarks by Wau County Commissioner**

“Hon. Minister, I came from Juba this morning and I went to the secretariat, and I was told you were here. I decided to come because this workshop is very important. I support the new way of doing business which is bottom-up approach. In the past, NGOs used to move randomly in our villages and implemented ready programs they believed would solve community problems. Most of those interventions failed.

Now, we are all saying let those affected by problems be the ones to determine what should be done. If it's a women's program, women should have a say on what should be done, how, why, and which resources. We need to learn new planning techniques using a SMART approach. We don't need to be trained every year and we don't apply our knowledge and skills.

NGOs are temporary and their interventions are based on needs. We need to start thinking of transitioning to self-reliance so that in an event that NGOs leave, we as a community should be able to stand on our own.

Those who have come for the workshop should be able to train our entire community on what you have learned.”

➤ **Opening Remarks by Hon. Minister Cabinet Affairs**

“The Governor was interested in coming to officiate but, she had a difficult trip, so she is taking time to recover. And she has sent you her greetings. We are doing this exercise to address the sudden problems that have affected our communities in the last few years to this day. Our aim is to restore our people to the previous situation devoid of the shocks. To do this, we need to have a clear goal in mind because, without a clear goal, we won’t be able to reach where we want to go. Think of yourselves as representatives of the people of Western Bahr el Ghazal, not of your payam only. As a government, our Motto is, “**Peace through Service Delivery and People of Western Bahr el Ghazal First**”. We expect quality outcome from the work that all of you are doing in the state. Therefore, on behalf of the Hon. Governor, I declare this workshop officially opened.”

➤ **Participants Expectations from the Workshop**

The participants were asked to express what they hoped to learn/gain to measure the improvement in their learning and skills before and after this workshop. Fifteen participants expressed their expectations:

- Change by addressing the shocks that affected my community;
- Gain new knowledge and skills on problem solving at the community level;
- Gain new knowledge in addition to the learning from the previous workshop;
- This workshop results in sustainable solutions for resolving the issue of cattle movement into farm lands;
- Learn from delegates of the other payams about the shocks facing them and the approaches they plan to employ to address them;
- Agree with my colleagues from the other payams on priorities in the county and agree on our role and what is needed to address various shocks facing people in our county;
- Get solutions to the issues we identified in the payam-level workshop;
- Payam delegates to unite and work together to achieve the resilience objectives;
- Learn about resilience, increase our capacity, and how to plan that address shocks facing us;
- Participants to reach a solution to the conflict between farmers and cattle herders;
- Share experience on how we can solve problems at the community level;
- Be trained on how we can meet with partners and how we can talk to them, what we can tell them, how we can unite people and build unity among people in Wau;
- Establish a network for the successful implementation of priorities we identified;
- We expect to receive certificates and also follow up on priorities that we will identify;
- Cooperation among all participants on how we can address shocks; and
- Know more people from other payams and exchange visits to deepen sharing and understanding.

### **3.1 The Empowerment Promise**

This session sought to inform participants on what Policy LINK hoped they would learn/gain by participating in the workshop, which was to have a shared understanding and reach consensus on shocks. Having a clear understanding of recurring shocks and stressors is a prerequisite for proposing solutions.

It is important for the community to collaborate and lead its own resilience-building as demonstrated in the illustration below. This will enhance their ability to address future impacts. The gap between the problems and solutions can be huge if people work individually. When people come together and collaborate it is easy to reach common goals.

People need to organize, go back in time to reflect on what has happened, what is the source of the problem, what have they done so far to address the problems, what problems are defeating them, and what should they do to address them. It is important to have a clear roadmap to community resilience. Leadership is important in this phase.

Following the deliberations on how communities can achieve their goals through a leader who can address their aspirations, the participants voiced their thoughts. One delegate asked whether they would be given proposal writing guidelines for putting down their plans and share with partners. Another delegate from Besselia said that the approach is good because earlier many NGOs just implemented initiatives they believed were good for the community. However, with this new approach, communities will be empowered to know their rights and devise the best approaches.

Another delegate said that if we want to do something we need to know what we should do to address it by involving communities in planning, as it will reduce dependence and increase self-reliance. A

Besselia woman representative stated that she is now enlightened because when she came for the workshop she didn't know anything. Women in Besselia have ideas but are lacking someone to help lead them. A youth member from Bazia said they have learned that they can be self-reliant, quoting that he has organized people in his village into community policing and partnered with the Police Service to provide protection and security to the community. In this way, we ensured our people returned to their homes.



### 3.2 Looking Back – A Review of Payam-level Local Action Planning Process

This Session enabled the participants to reflect and assess the knowledge and learning from the Payam-level Local Action Planning process, which identified and ranked shocks/stressors, and proposed specific priority actions in response to the identified shocks. This workshop brought different stakeholders together so that they can benefit and learn from a mutual exchange of views and ideas.

Figure 4: Payam Local Action Planning Process

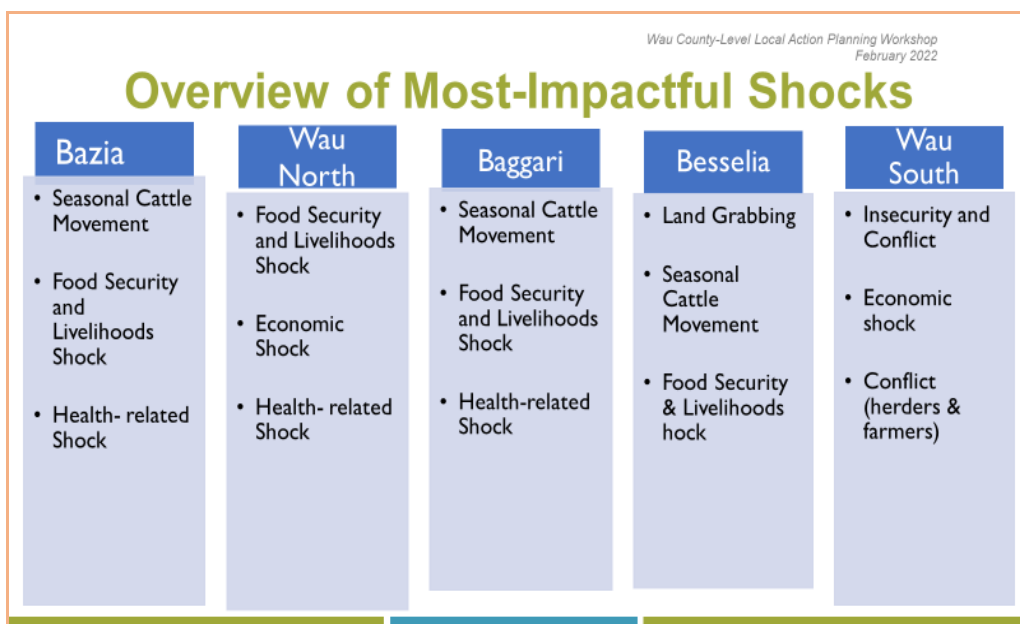


For each payam, the three most impactful shocks were listed. Some of these shocks were common across some of the five payams, while the impact of others was felt by specific payams. The previously identified five shocks served as the basis for the County-level LAP. Participants were given the opportunity to define new shocks and make changes to those previously identified and ranked.

The fact that the working groups constituted different bomas and payams to allow participants to interact and generate ideas for addressing problems demonstrated **Social Cohesion**.

The Payam-level LAP was important in ensuring preparation and prioritization of the community inputs to feed into the County-level Local Action Planning process. In doing so, it will give IPs a significant insight on what roles each stakeholder needs to play to realize a change in the community.

Figure 5: Overview of Most Impactful Shocks



With these identified and agreed-upon shocks, the participants reviewed the list of shocks per payam and reached consensus on the five most impactful shocks for Wau county. A delegate pointed out that **Health-related Shock** is recurring in all payams yet, they don't see health partners visiting to assess how the shock is affecting them. Thus, there is need for joint prioritization and work planning to achieve the goal of Wau County.

### 3.3 The Journey Feedback

This was a plenary session during which participants were asked to give feedback on (i) what they learned from the payam-level workshops and, (ii) how they can apply the learned skills to improve their household resilience. Before the sessions began, the Wau County Commissioner apprised the group that the phrase “**cattle migration**” is conceivably referred to as “**Seasonal Cattle Movement**”. Responding to this information, a delegate from Besselia Payam said that quite often, the cattle herders do not return to their original areas but instead, remain in Western Bahr El Ghazal (WBeG), which is an indication that they are not merely moving, but are migrating to settle in WBeG. Poor security and ill motives are the root cause of these shocks, including cattle related conflict. His observation was seconded by more delegates who stated that cattle movement is a serious security issue that the government can and needs to address; it is not a problem which the community or NGOs can address. Some participants stated that the whole idea of cattle coming every year to Wau County is a wrong practice, they don't want cattle in their areas, whether it's a seasonal cattle movement or cattle migration.

A chief from Wau South indicated that cattle was present in their areas. He cited an encounter in the recent past when cows disappeared or got lost, the cattle keepers would blame his community for the disappearance, which led to conflict. Of late, a hyena killed a cow, and the owner was able to find the incident himself with the help of the villagers. The community then asked the herders whether they thought it was the villagers who killed their cows or do they see the wild animals as responsible? The herders were able to accept the truth and since then they no longer blame his community.

#### ➤ **Lessons Learned from the Payam-level LAP Workshops:**

In the lessons learned session, one delegate acknowledged that they have learned how to speak out on the problems facing them. They are now aware of their roles and duties and pointed out that in his village they have organized the people, and the youth are laying bricks to build the office of the Chief. Other lessons include carrying out awareness and engagement through dialogue with cattle keepers to keep their animals out of the gardens and to respect the farmers. The resilience workshop has capacitated them to be self-reliant. One participant stated that the payam workshops have helped him decide to work for himself and not to look outside for help. Participants cited that they need to use the newly acquired problem-solving skills to solve some of the shocks. For example, they are advising women to engage in dialogue to create understanding in their homes and avoid violence.

Another delegate said that he has learned to be a team player, leading his community, especially the youth, to organize and to solve problems jointly. Another delegate said, “the engagements with Policy LINK have helped me to understand community dynamics and how we can use different approaches to reduce community challenges.” A Baggari women's group representative said, “we didn't know what to do before, now our groups are starting to collaborate more. We don't need cattle in Bazia.” A youth group representative from Wau North stated that he has learned how to present his issues and find solutions. He has also realized that the government is weak in addressing issues facing the people, because the cattle migration issue has been raised several times by the communities, calling on the government to address it, but remains unsolved.

A chief from Wau North said that from the engagements he has learned how to build his community, gained problem-solving skills, and how they can become resilient. A Wau North women's group representative

shared that she has learned about shocks, stressors, and resilience, enabling her to adapt her life to the challenges the community faces. Another participant said that from here we have understood the role of the government, NGOs and community, including ourselves. A Besselia youth group representative added that he has learned how to take responsibility of his own food. This year, the only thing he needs is sugar because he still doesn't know how to grow and process it. If they can all come out from economic shock, they will be able to find solutions to other shocks.

### **How to apply these lessons to improve the household resilience**

The delegates expressed diverse responses as to how they can put their learning into use. Most of the responses pointed toward collaboration and joint efforts. They emphasized the need for creating enabling conditions to solve the problems they faced. They further added that they could apply the learning if they all stick to their roles and show commitment towards achieving the agreed goals.

Another participant remarked that while some problems can be solved by the community, others require government efforts, and support of development partners/NGOs. Participants recognized that they have a role to discharge as a community and the government to resolve the boundary and cattle movement issues, even without the intervention of the NGOs.

Participants also cited the need to develop communal spirit such as helping persons with disabilities by ploughing their gardens. Another delegate from Baggari said that after the payam workshops he went back to his community, organized them in a group, and they are currently doing many things for themselves. A chief from Wau South said, what he learned from the workshop has capacitated him to work for himself. He added that, without government providing security, they can't do much. There is a need for dialogue with the government so that we discuss the challenges and see how they can be addressed. Another delegate remarked that commitment is necessary to ensure that they put into practice the learned skills, complementary with the need for resources. More awareness raising is desirable so that they can take their destiny in their own hands. A youth delegate from Bazia said that implementation is an important key to addressing the shocks. The Wau North youth quoted an inspirational message of the late Dr. John Garang saying, 'We don't need to rely on government, but to work for ourselves.'

## **Day Two Sessions**

Day Two started with an interactive exercise to contextualize community resilience in Wau County, during which participants were categorized into groups of five members. Five secret ballots containing numbers 1 to 5 were rolled up with each representing a specific shock. One member from each group was asked to come forward and pick one piece randomly and each was asked to open and display the number. The numeric figure in the paper was assigned to a specific shock.

One delegate from each payam was designated to the respective shock group, ensuring a county-wide perspective to enhance learning and exchange of knowledge. The APMs, STTAs and IPs moved around the room and visited the five groups to provide guidance during group assignments. The thematic areas/shocks identified during the November and December 2021 payam-level workshops were labeled as follows: **(i) Cattle Migration (conflict between farmers and cattle herders); (ii) Food Security and Livelihoods and Economic; (iii) Health-related (Diseases/WASH); (iv) Land Grabbing; and (v) Insecurity and Conflict.** The groups were asked to explain:

- What resilience meant to them as a community;
- What resilience meant to each individual and how each member can justify that their households exhibit resilience;
- As a reflection, what they learned from the exercise; and



- How they felt about what they learned from the exercise.

Although a similar exercise was already done at the payam-level sensitization workshops, this task was to discuss what resilience meant to the communities of Wau County. Defining resilience in the context of the county would help in harvesting a common understanding of what resilience is and how the community can work together to attain it. The groups provided their responses on flip charts, which they subsequently presented in a plenary as below.

#### ***i) Community Definition/Measure of Resilience:***

**Group 1:** Resilience is a process of dealing with problems facing us, for example, personal stress. Causes of shocks and stressors include, cattle destroying crops, hunger, flood, lack of security and loss of personal property. When individuals are faced with these challenges, they lose control of themselves and become vulnerable to psychological and physical stress. When we cope with these challenges, that is called resilience.

**Group 2:** Resilience means adapting to pressure or adapting well in case of trauma, stress, etc. It also means ability to recover from personal losses or challenges, being able to find constructive ways of solving problems, knowing who to ask for help and how. For example, when a community, whose farms are affected by cattle, resort to violence, they cause more harm. But a resilient farming community will find ways of dialoguing with the cattle herders to find peaceful solutions.

**Group 3:** Resilience means the ability of individuals to bounce back from shocks and stressors, e.g., a person diagnosed with a serious illness can suffer psychological harm and when he/she recovers, we refer to him/her as being resilient.

**Group 4:** Resilience is the ability of individuals to cope with difficulties of life in the community. For example, when a person goes to buy a kilo of meat and discover the price of meat has gone up beyond what he can afford, this can cause shock. And the ability to overcome that is what we call resilience. Examples of situations where people need to be resilient include, increase in school fees while the salary is low, and the increase in prices of clothes and other industrial goods.

**Group 5:** Resilience of an individual, household, community or a country is how it overcomes the challenges facing it. Resilience also means finding alternative ways of dealing with failures, for example, if someone is sick but can't find medicine, he/she can resort to traditional medicine. Another case is if the school fees for private schools become unaffordable someone can send his/her children to cheaper schools.

**USAID Working Definition of Resilience:** The ability of people, households, communities, systems, and countries to mitigate, adapt to, and recover from shocks and stresses in a manner that reduces chronic vulnerability and facilitates inclusive growth.

#### ***ii) Individual Measure of Resilience***

The delegates/participants separately stated the following as to how they validate that their households are more resilient:

- I can become resilient if I am able to pay school fees for my children;
- I can become resilient if am able to afford food for my children;
- I can become resilient if insecurity is addressed;
- I can become resilient if there is peace and security in the state;
- I can become resilient if dialogue becomes realistic;
- I can become resilient if the economic situation improves;
- I can be resilient if my family quarrels are resolved peacefully;
- I can become resilient if I can solve problems facing my children at home;
- I can become resilient if there is peace and security;

- I can become resilient if there is understanding between me and my family;
- I can become resilient if I can farm freely on my farms and produce food to feed my children;
- Hon. Commissioner said I can become resilient if I can farm and be able to protect my farm from wildfire;
- I can become resilient if there is no sound of gun shots; and
- I can become resilient if I can get a machine for doing farming in my land.

**iii) What Participants/Delegates learned as a reflection from the exercise.**

This exercise indicated that the information/knowledge was imparted to the participants based on their understanding of resilience. This is pertinent to the development of a County Resilience Action Plan. Below is a roundup of the individual learnings, which the participants obtained from the preliminary phase of the County-level LAP:

- I have learned how I can apply resilient approaches to my life;
- I have learned how to find creative alternative solutions to problems;
- I have learned that we react as individuals differently to problems/stressors/shocks and our approaches to solving them also differ;
- I have learned how to cope with daily challenges facing us;
- I have learned problem solving skills to address shocks and stressors;
- I have learned how to analyze issues, understand shocks and strategies to increase our resilience; and
- I have learned different ways of solving problems to enhance our resilience in the face of challenges.

**iv) How they felt about what they have learned from the exercise**

To conclude the resilience understanding exercise and how participants can apply the learning, participants engaged in group work to record their perceptions. Some delegates articulated their impressions in the following statements:

- I feel empowered in ways that allow me to solve problems;
- I now feel knowledgeable about resilience strategies, how to collaborate as a community to solve problems;
- I now feel happy because I found ways of solving personal problems;
- I now feel empowered because I now know certain problems can be solved jointly; and
- I now feel strong because I have learned how to approach/cope with shocks and stressors.

Figure 6: Understanding Resilience and Presenting Priorities



### **3.4 Resilience Success Story: Julia Natale Nailo, Baggari Women Rep (Field Monitor RCDR - WFP)**

#### **Shock: Food Security and Livelihood**

##### **How has this shock impacted your community?**

Due to insecurity caused by war, people in my community were displaced and had to run to the UN-administered Protection of Civilian (POC) sites, while some took refuge in the churches, and others sought shelter in the bushes. As a result, people were not able to cultivate and grow their own food. The insecurity also forced people to move away from growing traditional staple food crops like cassava and other cereals requiring longer maturity cycle and started growing quick maturity crops like groundnuts. The average household farm also reduced from five feddans to just 1 to 1.5 feddans. This led to food shortages, chronic hunger, and malnutrition in many households. Some people who were able to feed themselves in the past became dependent on relief from NGOs. Supplies from NGOs like the International Organization for Migration (IOM), International Committee of the Red Cross (ICRC), and World Food Programme (WFP), which largely consisted of food, medicines, and basic items like soap, became a lifeline for many people in my community.

##### **How has the Policy LINK workshop helped you manage this shock?**

I personally learned a lot from the workshops conducted by Policy LINK, because they have helped me and others to get to know how to overcome difficulties in life. The information I obtained from these workshops reinforced my existing coping capabilities by helping me explore alternative means of solving a personal problem. They also enabled me to think of how I can work with other stakeholders in my community to resolve challenges facing us as a community in a collaborative manner.

##### **How do you feel Policy LINK has made a change in your life?**

Yes, I felt I have gained and built some positive skills that have made me a role model in my community. I am also now capable of helping my people to fully participate and engage in problem solving.

These workshops organized by Policy LINK have also helped me realize my potential and apply approaches to make positive changes both in my life and community. In essence, these workshops have built my capacity to champion resilience actions and adopt a new way of active living and devoting efforts in my community.

##### **In your opinion what has changed and will change considering what you learned?**

What has changed is my understanding of resilience and what it means to my community. After I return to the community, my colleagues and I will mobilize and engage our community members to sensitize them what we have learned in the workshops, and how we can play an active role in addressing the shocks identified using the priority actions we agreed upon.

### **3.5 Ranking Resilience Priorities and Actions**

The 35 participants from payam-level workshops identified five shocks and stressors, which they later filtered into the three most impactful shocks. In this workshop, the three most impactful shocks per payam were collated to arrive at five shocks that are common to all payams. The same five groups of participants were given a handout detailing a shock and related top priority actions identified during the payam-level workshops. Out of five, four payams identified cattle-related conflict as a common shock and the corresponding priority actions.

The second shock was food security, livelihoods, and economic shock, which was identified by all five payams with corresponding top priority actions. The third shock was health-related (disease/WASH) shock identified in only three payams. Wau South is the only payam that identified insecurity and conflict as a shock. Land

grabbing and priority actions were identified by Bazia (Kpaile) Payam. Each group was encouraged to suggest additional priority actions and rank them on a five-point scale.

The participants, in their respective groups, were asked **i) How has the group-identified shock affected the community? ii) Indicate top five priority actions per shock for addressing it in your community.**



<sup>1</sup> The five-point scale denotes 1 as the most impactful priority action and 5 as the least impactful priority action.

**Table 4: Effects of Shocks and Top Priority Actions**

| Group / Shock                                       | Effects of Shocks  | Top Priority Actions:   |
|---|--|---|
| <p><b>Group 1: Seasonal Cattle Movement</b></p>     | <ul style="list-style-type: none"> <li>• Increased violence in the community</li> <li>• Displacement of the community</li> <li>• Reduction in food production</li> <li>• Land degradation due to cattle destroying the soil</li> <li>• Economic conditions of the farmers are affected</li> <li>• Destruction of local construction materials e.g., grass due to cattle consuming the grass</li> </ul>             | <ol style="list-style-type: none"> <li>1. Support civil society to engage in targeted advocacy in WBeG and Warrap States to promote strategies for controlling and regulating cattle movement.</li> <li>2. Conduct inclusive dialogue meetings between farmers and cattle herders' representatives to find collaborative solutions to this recurring shock.</li> <li>3. Implement initiatives for creating inter-dependence among farmers and cattle herders through value addition to animal products and create inter-communal trade and commerce.</li> <li>4. Conduct cattle herder sensitization and education initiatives on best practices for animal control, social cohesion and peace.</li> <li>5. Provide water to cattle herders in their areas of origin to restrict cattle movement in search of water.</li> </ol> |
| <p><b>Group 2: Livelihood and Food Security</b></p> | <ul style="list-style-type: none"> <li>• Malnutrition</li> <li>• Increase in commodity prices</li> <li>• Instability in economy</li> <li>• Diseases and vulnerabilities</li> </ul>   | <ol style="list-style-type: none"> <li>1. Provide peace and security for people to engage in economic production.</li> <li>2. Increase agricultural production through targeted support to farmers.</li> <li>3. Provision of enough improved seeds, tools, and equipment.</li> <li>4. Establish cooperative societies to encourage market-oriented agriculture.</li> <li>5. Train farmers in modern farming technology.</li> </ol>  |
| <p><b>Group 3: Health (Diseases and WASH)</b></p>   | <ul style="list-style-type: none"> <li>• Loss of life/death</li> <li>• Outbreak of diseases among the community</li> <li>• Increased poverty at household level when breadwinners are lost</li> <li>• Mistreatment/discrimination of affected people through stigma</li> <li>• Poor economic situation of people due to reduced productivity</li> <li>• Trauma because of chronic illnesses/poor health</li> </ul> | <ol style="list-style-type: none"> <li>1. Conduct five routine awareness on common diseases, hygiene and sanitation and malnutrition</li> <li>2. Construction of more Public Health Care Units in bomas and Public Health Care Centers at payam level</li> <li>3. Training of medical personnel (e.g., doctors, midwives, nurses, clinical officers and community health care workers)</li> <li>4. Provision of drugs, ambulances, health care equipment, and tools</li> <li>5. Provision of clean drinking water</li> </ol>  |

|  |   |  |
|--|---|--|
| <p><b>Group 4:<br/>Land Grabbing or Encroachment</b></p> | <ul style="list-style-type: none"> <li>• Conflict among community</li> <li>• Death/killing of innocent people in the community</li> <li>• Inter-communal/inter-personal conflict</li> <li>• Breakdown of social bonds among people</li> </ul>   | <ol style="list-style-type: none"> <li>1. Organize inclusive dialogue meetings between host community and internally displaced persons (IDPs) in Wau County (<b>esp. Besselia and (Bazia) Kpaile</b>).</li> <li>2. Support mechanisms for implementation of the Land Act 2009 and the Local Government Act 2009.</li> <li>3. Increase transparency and capacity of land authorities in the state to manage land.</li> <li>4. Sensitization of the chiefs/sheiks to reduce malpractices in land allocation.</li> <li>5. Enhance alternatives for dispute resolution.</li> <li>6. Increase awareness on land rights and land law to educate the community on land issues.</li> </ol> |
| <p><b>Group 5: Security and Conflict</b></p>             | <ul style="list-style-type: none"> <li>• Lack of peace and freedom among communities</li> <li>• Increased incidences of rape against women and girls</li> <li>• Fear and trauma among communities</li> <li>• Decreased development/economy in the conflict affected areas</li> <li>• Increased lawlessness and impunity which affect community moral</li> </ul> | <ol style="list-style-type: none"> <li>1. Increase deployment of law enforcement personnel in residential areas to increase protection.</li> <li>2. Encourage youth to enroll in community policing activities.</li> <li>3. Open roads to allow access and increase protection.</li> <li>4. Police patrol in danger areas.</li> <li>5. Provide services to security and law enforcers to motivate them to provide protection to the community.</li> <li>6. Construct police posts and judicial structures in the payams and bomas.</li> <li>7. Unification and deployment of forces to help in maintaining security.</li> </ol>  |

### 3.6 Resource Identification

Like the above exercise, the participants were advised to continue working in their shock-based groups. With guidance from the facilitation team, participants were asked to provide responses on the identification of a) resources required, b) resources available, c) resource gap, and d) how to get the community commitment in support of the resilience priority actions. Their responses were presented in the plenary, and comments/additions provided and summarized as in the table below.

**Table 5: Identification of Resources for Seasonal Cattle Movement (Conflict between Farmers and Cattle Herders)**

| Top Five Priority Actions   | Resources Needed to Implement these Actions  | Local Community Resources Available   | External Resources Required (Govt)   | External Resources Required (IPs)  |
|---|--|---|--|--|
| 1. Support civil society to engage in targeted advocacy in WBeG and Warrap States to promote strategies for controlling and regulating cattle movement.                         | <ul style="list-style-type: none"> <li>• Airtime</li> <li>• Transport</li> <li>• Funds for meetings</li> <li>• Sound System</li> </ul>   | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Meeting venue</li> </ul>                 | <ul style="list-style-type: none"> <li>• Networking for communication</li> </ul>     | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul>          |
| 2. Conduct inclusive dialogue meetings between farmers and cattle herders' representatives to find collaborative solutions to this recurring shock.                             | <ul style="list-style-type: none"> <li>• Airtime</li> <li>• Stationeries</li> <li>• Transport</li> <li>• Venue, Accommodation, Meals, and refreshments</li> <li>• Facilitators</li> </ul>                          | <ul style="list-style-type: none"> <li>• Venue</li> <li>• Human Resource</li> <li>• Phone calls</li> </ul>  | <ul style="list-style-type: none"> <li>• Security forces</li> <li>• Venue</li> </ul> | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul>          |
| 3. Implement initiatives for creating inter-dependence among farmers and cattle herders through value addition to animal products and create inter-communal trade and commerce. | <ul style="list-style-type: none"> <li>• Funds</li> <li>• Trainers</li> <li>• Animal products (e.g., milk, meat, cow dung and hides)</li> <li>• Training venue</li> <li>• Tools, equipment, and inputs.</li> </ul> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Local inputs</li> </ul> | <ul style="list-style-type: none"> <li>• Licenses</li> <li>• Trainers</li> </ul>     | <ul style="list-style-type: none"> <li>• Technical know-how and financial support</li> </ul> |
| 4. Conduct cattle herders sensitization and education initiatives on best practices for animal control, social cohesion, and peace.   | <ul style="list-style-type: none"> <li>• Airtime</li> <li>• Stationeries</li> <li>• Venue, Refreshments</li> <li>• Transportation</li> <li>• Radio set</li> </ul>  | <ul style="list-style-type: none"> <li>• Participants</li> <li>• Venue</li> <li>• Phone calls</li> </ul>    | <ul style="list-style-type: none"> <li>• Venue</li> <li>• security</li> </ul>        | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul>          |
| 5. Provide water to cattle herders in their areas of origin to restrict cattle movement in search of water.   | <ul style="list-style-type: none"> <li>• Land</li> <li>• Tools and machines</li> <li>• Labor</li> </ul>  | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Skilled labor</li> </ul>                    | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul>          |



**Table 6: Identification of Resources for Food Security, Livelihoods and Economic Shock**

| Top Five Priority Actions  | Resources Needed to Implement these Actions  | Local Community Resources Available   | External Resources Required (Govt)   | External Resources Required (IPs)  |
|--|--|---|--|--|
| 1. Provision of improved agricultural inputs and training in modern farming techniques to farmers. | <ul style="list-style-type: none"> <li>• Agricultural Inputs</li> <li>• Land</li> <li>• Labor/workforce</li> </ul>   | <ul style="list-style-type: none"> <li>• Agriproducts</li> <li>• Land</li> <li>• workers</li> </ul> | <ul style="list-style-type: none"> <li>• Technical support-human resource</li> <li>• Approval</li> </ul>       | <ul style="list-style-type: none"> <li>• Funds and</li> <li>• Technical support</li> </ul>       |
| 2. Expansion of household agricultural land among progressive farmers.                             | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> <li>• Agricultural inputs</li> <li>• Training</li> <li>• Storage facilities</li> </ul>      | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human resource</li> </ul>                  | <ul style="list-style-type: none"> <li>• Training</li> <li>• Machines (Farming tools and equipment)</li> </ul> | <ul style="list-style-type: none"> <li>• Agricultural inputs</li> <li>• Training</li> </ul>      |
| 3. Formation and training of agricultural cooperative societies and training in the five payams.   | <ul style="list-style-type: none"> <li>• Land</li> <li>• Seeds, tools.</li> <li>• Training, machines, pesticides</li> <li>• Human resource</li> <li>• Organic</li> </ul> | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human resource</li> </ul>                  | <ul style="list-style-type: none"> <li>• Training</li> <li>• Tractors (Farming tools and equipment)</li> </ul> | <ul style="list-style-type: none"> <li>• Seeds, tools, training and farming equipment</li> </ul> |
| 4. Food processing, preservation and marketing techniques for value chain.                         | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human resource</li> <li>• Equipment</li> <li>• Skilled workforce</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> </ul>                  | <ul style="list-style-type: none"> <li>• Skilled workforce/technicians</li> </ul>                              | <ul style="list-style-type: none"> <li>• Provision of equipment</li> </ul>                       |
| 5. Roads and communication network to boost marketing.   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Tools and equipment</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resource</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Equipment</li> <li>• Restoration/renovation of network</li> </ul>     | <ul style="list-style-type: none"> <li>• Tools</li> <li>• Fuel</li> </ul>                        |

**Table 7: Identification of Local Resources for Health- Related (Diseases/WASH) Shock**

| Top Five Priority Actions  | Resources Needed to Implement these Actions  | Local Community Resources Available   | External Resources Required (Govt)  | External Resources Required (IPs)  |
|--|--|---|---|--|
| 1. Conduct routine awareness on common diseases, hygiene and sanitation and malnutrition.                          | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Land</li> <li>• Trainers</li> <li>• Logistics</li> </ul>  | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Land</li> </ul>  | <ul style="list-style-type: none"> <li>• Trainers</li> </ul>                  | <ul style="list-style-type: none"> <li>• Logistics (water, stationeries, equipment, posters and sound system)</li> </ul> |
| 2. Construction and renovation of PHCUs in the bomas and PHCCs at payam levels.                                    | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Land</li> <li>• Materials</li> <li>• Funds</li> </ul>   | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Land</li> </ul>  | <ul style="list-style-type: none"> <li>• Approval</li> </ul>                  | <ul style="list-style-type: none"> <li>• Building materials</li> <li>• Funds</li> </ul>                                  |
| 3. Training of medical personnel (e.g., doctors, midwives, nurses, clinical officers and community health workers. | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Land</li> <li>• Trainers</li> <li>• Food, water, stationeries, training equipment, PPE</li> </ul> | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Venue</li> </ul> | Monitoring and leadership   | <ul style="list-style-type: none"> <li>• Funds and equipment</li> </ul>  |
| 4. Provision of medicines, ambulances, health care equipment and tools.  | <ul style="list-style-type: none"> <li>• Cash</li> <li>• Human resource</li> <li>• Stores</li> </ul>   | <ul style="list-style-type: none"> <li>• Human Resource</li> </ul>                  | <ul style="list-style-type: none"> <li>• Monitoring and leadership</li> </ul> | <ul style="list-style-type: none"> <li>• Funds</li> </ul>  |
| 5. Installation or provision of clean drinking water and training of water management committees.                  | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human Resource</li> <li>• Funds</li> <li>• Equipment</li> </ul>   | <ul style="list-style-type: none"> <li>• Human Resource</li> <li>• Land</li> </ul>  | <ul style="list-style-type: none"> <li>• Approval/leadership</li> </ul>       | <ul style="list-style-type: none"> <li>• Funds and equipment</li> </ul>  |

**Table 8: Identification of Local Resources for Land Grabbing / Encroachment Shock**

| Top Five Priority Actions  | Resources Needed to Implement these Actions  | Local Community Resources Available  | External Resources Required (Govt)   | External Resources Required (IPs)  |
|--|--|--|--|--|
| 1. Organize inclusive dialogue meetings between host community and IDPs in Wau County ( <b>Besselia and Kpaile</b> ) to discuss land grabbing and other harmful practices over community land in the county. | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> <li>• Construction materials</li> </ul>  | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> </ul>                  | <ul style="list-style-type: none"> <li>• Land documents</li> <li>• Technical support</li> <li>• Supervision</li> </ul>                 | <ul style="list-style-type: none"> <li>• Technical support</li> <li>• Construction materials</li> <li>• Equipment</li> </ul> |
| 2. Support mechanisms for the implementation of the Land Act 2009 and the Local Government Act 2009.   | <ul style="list-style-type: none"> <li>• Transportation</li> <li>• Land</li> </ul>   | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> </ul>                  | <ul style="list-style-type: none"> <li>• Supervision</li> </ul>  | <ul style="list-style-type: none"> <li>• Provision of equipment</li> </ul>   |
| 3. Assess capacity of and provide technical support to the land institutions in the state for better management of land.   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Training</li> <li>• Salary for youth volunteers</li> <li>• Tools and equipment</li> </ul> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Mobilization</li> </ul> | <ul style="list-style-type: none"> <li>• Training</li> <li>• Supervision</li> <li>• Tools and equipment</li> </ul>                     | <ul style="list-style-type: none"> <li>• Technical and material support</li> </ul>   |
| 4. Address malpractices in land allocation and management by community leaders (chiefs/sheiks).  | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Tools</li> <li>• Skilled labor</li> <li>• Food</li> <li>• Funds</li> </ul>                | <ul style="list-style-type: none"> <li>• Human resource</li> </ul>                         | <ul style="list-style-type: none"> <li>• Technical support</li> <li>• Skilled labor</li> <li>• Supervision</li> <li>• Tools</li> </ul> | <ul style="list-style-type: none"> <li>• Technical and material support</li> </ul>   |
| 5. Increase community awareness on land rights and land law and procedures.  | <ul style="list-style-type: none"> <li>• Technical support</li> <li>• Training</li> <li>• Labor</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resources or Labor</li> </ul>               | <ul style="list-style-type: none"> <li>• Technical support</li> <li>• Training</li> </ul>  | <ul style="list-style-type: none"> <li>• Technical support</li> <li>• Training</li> </ul>                                    |

**Table 9: Identification of Local Resources for Insecurity and Conflict Shock**

| Top Five Priority Actions   | Resources Needed to Implement these Actions   | Local Community Resources Available  | External Resources Required (Govt)  | External Resources Required (IPs)   |
|---|---|--|---|---|
| 1. Construction, renovation, and improvement of police stations.  | <ul style="list-style-type: none"> <li>• Funds</li> <li>• Logistics</li> <li>• Security</li> <li>• Water</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Chairs</li> </ul>                | <ul style="list-style-type: none"> <li>• Security</li> <li>• Leadership</li> <li>• Mobilization of stakeholders</li> <li>• Technical inputs e.g., facilitators</li> </ul> | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul> |
| 2. Deployment of police personnel in bomas and payams.  | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Local experts on land issues</li> </ul>  | <ul style="list-style-type: none"> <li>• Venue</li> <li>• Local experts</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Security</li> <li>• Committee to monitor and manage the process</li> </ul>   | <ul style="list-style-type: none"> <li>• Technical support</li> </ul>               |
| 3. Establish community policing intervention and mobilization of members.                                 | <ul style="list-style-type: none"> <li>• Funds and computers</li> <li>• Technical experts</li> <li>• Solar power and equipment</li> </ul>                     | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Office to host land management systems</li> </ul> | <ul style="list-style-type: none"> <li>• Venue</li> <li>• Offices</li> </ul>  | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul> |
| 4. Renovation and reopening of roads.   | <ul style="list-style-type: none"> <li>• Venue</li> <li>• Funds</li> <li>• Logistics</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Chairs</li> </ul>                | <ul style="list-style-type: none"> <li>• Security</li> <li>• Training manuals</li> <li>• Funds</li> </ul>   | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul> |
| 5. Assess and provide targeted institutional support for law enforcement and accountability institutions. | <ul style="list-style-type: none"> <li>• Transport facilitation</li> <li>• Sound system</li> <li>• Funds</li> <li>• Venue</li> <li>• ICE Materials</li> </ul> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Chairs</li> </ul>                | <ul style="list-style-type: none"> <li>• Security</li> <li>• Leadership</li> <li>• Sound system</li> </ul>  | <ul style="list-style-type: none"> <li>• Technical and financial support</li> </ul> |

### 3.7 Identification of Roles and Responsibilities

In the same shock-based working groups, the delegates were tasked to identify key community-based institutions that are required to lead, support, and influence the resilience priority decision-making process per shock and priority action. Similarly, their responses were presented in the plenary, and the comments/additions provided are summarized in the table below.

**Table 10: Institutions to Influence Resilience Priority Decisions on Seasonal Cattle Movement Conflict**

| Priority Action   | Resources Required  | Responsible Institutions   |
|---|---|--|
| 1. Support the civil society to engage in targeted advocacy in Western Bahr el Ghazal and Warrap to promote strategies for controlling/regulating cattle movement across state boundaries.  | <ul style="list-style-type: none"> <li>▪ Airtime</li> <li>▪ Transport</li> <li>▪ Budget for meetings</li> <li>▪ Sound system</li> <li>▪ Human resource</li> <li>▪ Meeting venue</li> <li>▪ Networking for communication</li> <li>▪ Technical and financial support</li> </ul> | <ul style="list-style-type: none"> <li>▪ Paramount Chief; Sub-chiefs; youth (Majok Wut);</li> <li>▪ Women; elders; youth/women leaders</li> <li>▪ Boma and Payam Development Committees and Payam Chiefs;</li> <li>▪ Commissioner; County Executive Director; County Councilors</li> <li>▪ Governor; Cabinet Affairs Ministers</li> <li>▪ Judiciary and Parliamentarians</li> <li>▪ Security forces</li> <li>▪ Dev't partners; CSOs</li> </ul> |
| 2. Conduct inclusive dialogue meetings between farmers and cattle herders' representatives to find collaborative solutions to the recurring issue of cattle related conflict in the county. | <ul style="list-style-type: none"> <li>▪ Airtime</li> <li>▪ Stationeries</li> <li>▪ Transport</li> <li>▪ Venue</li> <li>▪ Accommodation</li> <li>▪ Meals and refreshments</li> <li>▪ Facilitators</li> </ul>  | Same as above  |
| 3. Support initiatives for trade and economic exchange  | <ul style="list-style-type: none"> <li>▪ Funds</li> <li>▪ Trainers</li> </ul>   | Same as above  |

|   |   |               |
|---|---|---------------|
| between farmers and cattle herders.   | <ul style="list-style-type: none"> <li>▪ Animal products (e.g., milk, meat, cow dung and hides)</li> <li>▪ Training venue</li> <li>▪ Tools, equipment and inputs</li> </ul> |               |
| 4. Conduct sensitization of cattle herders and farmers on peace and social cohesion and best practices for animal control.                        | <ul style="list-style-type: none"> <li>▪ Airtime</li> <li>▪ Stationeries</li> <li>▪ Venue</li> <li>▪ Refreshments</li> <li>▪ Transportation</li> <li>▪ Radio set</li> </ul> | Same as above |
| 5. Provision of environmentally suitable investment in water and other climatic adaptation strategies to cattle herders in their areas of origin. | <ul style="list-style-type: none"> <li>▪ Land</li> <li>▪ Tools and machines</li> <li>▪ Labor</li> </ul>   | Same as above |

**Table 11: Institutions that Influence Resilience Priority Decisions on Food Security, Livelihoods and Economic Shock**

| Priority Action  | Resources Required  | Responsible Institutions  |
|--|---|---|
| 1. Provision of improved agricultural inputs and training of farmers in modern farming | <ul style="list-style-type: none"> <li>▪ Land</li> <li>▪ Seeds, tools</li> <li>▪ Training, machines, pesticides</li> <li>▪ Human resource</li> </ul>      | <ul style="list-style-type: none"> <li>▪ Sub-chief and Payam Chief</li> <li>▪ Boma, Payam and County Development Committees</li> <li>▪ Commissioner</li> <li>▪ Ministry of Agriculture and Forestry and Animal Resources and Fisheries</li> </ul> |
| 2. Expansion of household agricultural land amongst progressive farmers                | <ul style="list-style-type: none"> <li>▪ Land</li> <li>▪ Human resource</li> <li>▪ Equipment</li> <li>▪ Skilled workforce</li> <li>▪ Equipment</li> </ul> | Same as above   |
| 3. Formation and training of agricultural cooperative societies in the five payams     | <ul style="list-style-type: none"> <li>▪ Human resource</li> <li>▪ Land</li> <li>▪ Agricultural inputs</li> </ul>   | Same as above   |

|  |  |  |
|--|--|--|
|  | <ul style="list-style-type: none"> <li>▪ Storage facilities</li> <li>▪ Training</li> <li>▪ Machines (Farming Equipment)</li> </ul>   |  |
| 4. <b>Food processing, preservation and marketing techniques for value chain</b> | <ul style="list-style-type: none"> <li>▪ Land and Labor</li> <li>▪ Construction materials</li> <li>▪ Technical support</li> <li>▪ Supervision</li> <li>▪ Equipment</li> <li>▪ Agric produce</li> </ul> | Same as above  |
| 5. <b>Roads and communication network to boost marketing</b>                     | <ul style="list-style-type: none"> <li>▪ Human resource</li> <li>▪ Tools</li> <li>▪ Equipment</li> <li>▪ Restoration/renovation of network</li> <li>▪ Tools</li> <li>▪ Fuel</li> </ul>                 | <ul style="list-style-type: none"> <li>▪ Boma, Payam and County Development Committees</li> <li>▪ Sub-chief</li> <li>▪ Payam Chief</li> <li>▪ Commissioner</li> <li>▪ Ministry of Roads and Bridges</li> </ul> |

**Table 12: Institutions that Influence Resilience Priority Decisions on Health-related Shocks (Diseases and Water)**

| Priority Action   | Resources Required  | Responsible Institutions   |
|---|---|--|
| 1. <b>Conduct routine awareness on common diseases, hygiene and sanitation and malnutrition</b> | <ul style="list-style-type: none"> <li>▪ Human resource</li> <li>▪ Land</li> <li>▪ Trainers</li> <li>▪ Logistics</li> </ul> | <ul style="list-style-type: none"> <li>▪ Boma, Payam and County Health Committees</li> <li>▪ Community Health Workers</li> <li>▪ Payam Chief</li> <li>▪ Commissioner</li> <li>▪ Executive Director</li> <li>▪ Ministry of Health</li> <li>▪ NGOs/Partners</li> </ul> |
| 2. <b>Construction and renovation of PHCUs in the bomas and PHCCs at payam levels.</b>          | <ul style="list-style-type: none"> <li>▪ Human resource</li> <li>▪ Land</li> <li>▪ Materials and funds</li> </ul>           | Same as above  |

|   |  |               |
|---|--|---------------|
| 3. <b>Training of medical personnel (e.g., doctors, midwives, nurses, clinical officers and community health workers.</b> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> <li>• Trainers</li> <li>▪ Food, water, stationeries, training equipment, PPE</li> </ul> | Same as above |
| 4. <b>Provision of drugs, ambulances, health care equipment and tools.</b>  | <ul style="list-style-type: none"> <li>• Cash</li> <li>• Human resource</li> <li>▪ Stores</li> </ul>   | Same as above |
| 5. <b>Installation or provision of clean drinking water and training of Water Management Committees.</b>                  | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human resource</li> <li>• Funds</li> <li>▪ Equipment</li> </ul>   | Same as above |

**Table 13: Institutions that Influence Resilience Priority Decisions on Land Grabbing Shock**

| Priority Action  | Resources Required  | Responsible Institutions   |
|--|---|--|
| 1. <b>Organize inclusive dialogue meetings between host community and IDPs in Wau County (Besselia and Kpaile) to discuss land grabbing and other harmful practices.</b> | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> <li>▪ Construction materials</li> </ul> | <ul style="list-style-type: none"> <li>• Boma and Payam Land Committees</li> <li>• Boma, Payam and County Chiefs</li> <li>• Boma / Payam Administrators</li> <li>• Elders/Intellectuals</li> <li>• Payam Police Officer</li> <li>• Commissioner</li> <li>• Executive Director</li> <li>• State Land Commission</li> <li>• Land Dispute Committees</li> <li>• Governor</li> <li>• Ministries of Physical Infrastructure and Local Govt</li> </ul> |



|   |  |               |
|---|--|---------------|
| 2. <b>Support mechanisms for the implementation of the Land Act 2009 and the Local Government Act 2009.</b>                         | <ul style="list-style-type: none"> <li>• Transportation</li> <li>▪ Land</li> </ul>   | Same as above |
| 3. <b>Assess the capacity of and provide technical support to the land institutions in the state for better management of land.</b> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Training</li> <li>• Salary for youth volunteers</li> <li>▪ Tools and equipment</li> </ul> | Same as above |
| 4. <b>Address malpractices in land allocation and management by community leaders (Chiefs/Sheiks).</b>                              | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Tools</li> <li>• Skilled labor</li> <li>• Food</li> <li>▪ Funds</li> </ul>                | Same as above |
| 5. <b>Increase community awareness on land rights and land law and procedures.</b>  | <ul style="list-style-type: none"> <li>• Technical support</li> <li>• Training</li> <li>▪ Labor</li> </ul>   | Same as above |

**Table 14: Institutions that Influence Resilience Priority Decisions on Insecurity and Conflict**

| Priority Action  | Resources Required  | Responsible Institutions   |
|--|---|--|
| 1. <b>Construction, renovation and improvement of police stations.</b> | <ul style="list-style-type: none"> <li>• Funds</li> <li>• Logistics</li> <li>• Security</li> <li>▪ Water</li> </ul> | <ul style="list-style-type: none"> <li>• Chiefs</li> <li>• Youth/women leaders</li> <li>• Payam Administrator</li> <li>• Commissioner</li> <li>• Executive Director</li> <li>• Governor</li> <li>• Police Commissioner</li> <li>• Security forces</li> </ul> |

|  |  |               |
|--|--|---------------|
| 2. <b>Deployment of police personnel in bomas and payams.</b>  | <ul style="list-style-type: none"> <li>● Human resource</li> <li>▪ Land experts on land issues</li> </ul>  | Same as above |
| 3. <b>Establish community policing intervention and mobilization of members.</b>                                 | <ul style="list-style-type: none"> <li>● Funds</li> <li>● Technical experts</li> <li>● Computers</li> <li>● Solar power</li> <li>▪ Equipment</li> </ul>        | Same as above |
| 4. <b>Renovation and reopening of roads.</b>   | <ul style="list-style-type: none"> <li>● Funds</li> <li>● Venue</li> <li>▪ Logistics</li> </ul>  | Same as above |
| 5. <b>Assess and provide targeted institutional support for law enforcement and accountability institutions.</b> | <ul style="list-style-type: none"> <li>● Transportation</li> <li>● Sound system</li> <li>● Funds and venue</li> <li>▪ Communication Equipment (ICE)</li> </ul> | Same as above |

## Day Three Sessions

The discussions on Day Three started with an interactive exercise in a plenary, where the delegates were requested to share their aspirations for 2022 in relation to improvements they can make on their household's ability to prepare for and recover from shocks and stressors. They were asked to elaborate the individual efforts which they can commit to make improvements in their community's ability to prepare for and recover from shocks in 2022.

### ***Improvements in their household's ability to recover include:***

- I can improve my household's ability to prepare for and recover from shocks by increasing feddans under farming to produce more food for consumption and sale.
- One of the chiefs said, I can improve my household's ability to prepare for, and recover from shocks by cultivating up to three feddans of crops.
- A women representative from Wau North said, she can improve her household's ability by training her children to acquire skills and get employment to earn a living and contribute to family upkeep.
- I can improve the ability of my household by engaging in food production through farming.
- I will buy grass to construct my houses to reduce water leakage.
- I will create awareness in my family on how to organize ourselves to be self-reliant.
- Another said, I will start to use peaceful dispute resolution mechanisms if the cattle enter my farm instead of taking the law into my hands.

As a takeaway from the session, some delegates stated that what they understand from the presentation is that capacity building is important for a resilient community and that they have learned how to solve disputes e.g., between farmers and cattle herders using peaceful means.

### ***Improvements in their community's ability to recover from shocks include:***

- One of the delegates declared that they will engage in group/communal farming with the neighbors to support each other and produce more food.
- Another stated that he will work for peace and reconciliation in Baggari so that they can establish an enabling environment for communities to cultivate on their land.
- I will create awareness among my community and prepare them to find peaceful ways of solving disputes.
- Another said he will create awareness in his community about peaceful land disputes resolution mechanisms and encourage communities to solve land disputes using dialogue.
- Another disclosed that he will create awareness in his household to discourage movement with their cattle into Western Bahr el Ghazal.
- Another participant mentioned that he will work with his family and neighbors to initiate group farming on a rotational basis so as to combine our efforts and produce more food.
- Another said that as an individual, he will create awareness in his community on how to use alternative peaceful dispute resolutions strategies.
- A woman representative said she will brief her leaders in the community and mobilize them to help in creating awareness among communities.

### 3.8 Setting of Resilience Goals and Objectives - Understanding S.M.A.R.T. Technique

The aim of this session was to familiarize the delegates with the definition of the acronym S.M.A.R.T., which stands for – Specific, Measurable, Attainable, Realistic, and Time-bound. The different parameters of this acronym were illustrated as below.

**S** = Specific: this equates to what an individual wants to accomplish? why? who? where? which?

**M** = Measurable: implies, that one should be able to quantify and measure parameters of intended action.

**A** = Achievable: this emphasizes that an intended action should be designed in a manner that it can be achieved. (i.e., How realistic/relevant? How?)

**R** = Realistic: this should refer to the worthiness and appropriateness of the action to realize a result at the right time. Match with current situations? Are we the right people to do that? Is it applicable?

**T** = Time-bound: necessitates designating a schedule for execution of an action for attaining a result. (i.e., time allocation of when to achieve the result, for how long would the action take, what can be done now, tomorrow and future?)

The aforementioned elaboration was followed by a description/explanation of a 'GOAL'. It further outlined the steps needed to achieve a goal. In setting SMART goals and objectives, it was emphasized that one should be mindful of ideas for creating consensus. Thus, the efforts must be focused and time and resources must be devoted to increase the chances of achieving the goal. Community representatives were reminded that a goal defines the future outcome that needs to be attained in a SMART way.

The delegates in their groups were assigned to propose a resilience goal and objective. They were inclined to tailor their thinking to what the status of their community should be in three to five years based on the five most impactful shocks (seasonal cattle movement, food security/livelihoods & economic, health, land grabbing and insecurity/conflict). The groups presented their responses in the plenary as below.

**Table 15: Group/Shock Report-out of Goals/Objectives**

| Group/Shock                                     | Goal/Objective  |
|---|---|
| <b>Conflict due to Seasonal Cattle Movement</b> | Cattle movement should be based on the Seasonal Cattle Migration Agreement (full implementation); Provision of water points and grassing land for cattle keepers to stop the migration of cattle to Wau County. |
| <b>Food Security/Livelihoods and Economic</b>   | Farmlands will be increased through the application of modern farming technology the and introduction of agroforestry.  |
| <b>Health-related (Diseases and Water)</b>      | Community awareness on common diseases and training for the health conducted.   |
| <b>Land Grabbing and Encroachment</b>           | People should hold dialogues to solve land grabbing issues.   |
| <b>Insecurity and Conflict</b>                  | Full implementation of peace agreement, graduation of unified forces, provision of necessary services to people.  |

# 4.0 County-level Local Action Plan Development

## Day Four Sessions

The activities on Day Four were a result of the progression of the participatory planning process culminating in the development of the County-level Local Action Plan. The fourth day discussions were confined to the generation of information into the parameters of and completing a Work Plan Template. An action plan worksheet was designed, featuring priority actions, objectives, resources required, roles and responsibilities, and targets/indicators.

The action plan development template was provided to each group. The delegates went into 90-minute breakout sessions to determine SMART objectives and targets, and propose institutional commitments for each of the priority actions identified against the shocks. Thereafter, the delegates selected group representatives to present their responses in a plenary. Prior to the plenary presentations, the groups were asked to practice the presentation of the information they filled in the worksheet within their respective groups.

While setting the targets, the delegates were told to specify the number of beneficiaries, payams, and bomas, and to state the rationale and justification for the selected targets. The justification was to have a bearing on the greatest need in terms of boma, why that boma represents the greatest need and what is the minimum number of households that must be supported or benefit from an intervention.

Figure 8: Completion and Presentation of Action Work Plan Templates



**Table 16: Objectives, Affected Locations and Targets - Shock: Seasonal Cattle Movement (Conflict Between Farmers and Cattle Herders)**

**Goal:** Increased farmland protection, enhanced agricultural productivity and harmonized relationship between farmers and cattle herders in Wau county by 2024.

| Priority Action   | Objective   | Targets  | Commitments   | Affected Payams (Bomas)   |
|---|---|--|---|---|
| 1. <b>Support the civil society to engage in targeted advocacy in Western Bahr el Ghazal and Warrap to promote strategies for controlling/regulating cattle movement across state boundaries.</b> | To secure commitment from Warrap and WBeG to formulate and implement strategies to regulate and control cattle movement across state/community boundaries | <ul style="list-style-type: none"> <li>• 5 CSOs;</li> <li>• 10 Advocacy Meetings</li> <li>• 6 Media Activities.</li> <li>• 2,175 Households</li> </ul> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Meeting venues</li> </ul>                | <ul style="list-style-type: none"> <li>• <b>Besselia</b> (Ngobolu, Besselia, Rehan-Fei, Khor Ngana, Abushaka, Kabi. Ngoba,</li> <li>• Baggari (Bomas: (Momoi. Agok, Bussere. Bringi, Ngo Alima, Ngoku)</li> <li>• Bazia, Bomas: (Gedi, Taban. Getan. Ndokronku)</li> </ul> <p><b>Justification:</b> This will stop conflict amongst communities; promote peace building, social cohesion and address family problems.</p> |
| 2. <b>Conduct dialogue meetings between farmers and cattle Herders’ reps to find solutions to the recurring issue of cattle related conflict in the county.</b>                                   | To build trust and confidence among cattle herders and farmers and promote participatory resolution of cattle related conflict                            | <ul style="list-style-type: none"> <li>• 5 Dialogue Meetings</li> <li>• 200 Participants (40%Women/Youth)</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Venue</li> <li>• Human resource</li> <li>• Phone calls</li> </ul>  |   |
| 3. <b>Support initiatives for trade and economic exchange between farmers and cattle herders.</b>   | To transform farmers-cattle herders relationship through economic interdependence and mutual understanding.   | <ul style="list-style-type: none"> <li>• 2,500 Households supported on Value Chain</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Local inputs</li> </ul> |   |
| 4. <b>Conduct sensitization of cattle herders and farmers on peace and social cohesion and best practices for animal control.</b>   | To promote mutual respect among cattle herders and farmers through peace education and engagement.  | <ul style="list-style-type: none"> <li>• 20 Meetings;</li> <li>• 800 Youth Leaders</li> </ul>  | <ul style="list-style-type: none"> <li>• Participants</li> <li>• Venue</li> <li>• Phone calls</li> </ul>    |   |
| 5. <b>Provision of environmentally suitable investment in water and climatic adaptation strategies to cattle herders in their areas of origin.</b>  | To Confine and Regulate Cattle Movement in search of water.   | <ul style="list-style-type: none"> <li>• 20 Reservoirs (Haffirs)</li> <li>• 20 Boreholes</li> </ul>  | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> </ul>                                   |   |

**Table 17: Objectives, Affected Locations and Targets - Shock: Food Security/Livelihoods and Economic Related Shock**

| <b>Goal: productive capacity of the Wau community restored through investment in infrastructure, agriculture and forestry production for enhanced households and community resilience by 2024.</b> |   |   |   |   |
|--|---|---|---|---|
| <b>Priority Action</b>   | <b>Objective</b>  | <b>Targets</b>  | <b>Commitments</b>  | <b>Affected Bomas/Payams</b>  |
| <b>1. Provision of improved agricultural inputs and training of farmers in modern farming.</b>   | To Increase agriculture efficiency and productivity through adoption of new farming techniques and technological innovation among targeted beneficiaries. | <ul style="list-style-type: none"> <li>• 30,000 Households</li> <li>• 180,000 Indirect beneficiaries</li> <li>• 540 Households</li> </ul> | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human resource</li> </ul>                | <ul style="list-style-type: none"> <li>• Besselia (Besselia, Mboro, Abushaka, Gedi, Ngogba, Rhian-Fei, Khor Ghana, Ngongba, Mbokasi, Ngomini)</li> <li>• Bagari (Agok, Ngogba, Bagari, Ngohalima, Bringi, Hugali, NGodaka, Farjala, Gisa, Ngoku, Ngodeko, Momo, Natabu, Ngosulungu, Ngobagari, Ngolingbo B, Masalnda)</li> <li>• Kpaile (Kpaile, Khor Gisas, Ndokoto, Nataburu, Taban, Rafili)</li> <li>• Wau North (Bar Yar, Alelchok, Khor Malang)</li> <li>• Wau South Payam (Masna Bira)</li> </ul> <p>These were conflict-affected payams and there has been a steady influx of people as a result of returned IDPs.</p> |
| <b>2. Expansion of household agricultural land amongst progressive farmers.</b>  | To Increase food production per household and enhance the ability of households to be food secure and self-sufficient                                     | <ul style="list-style-type: none"> <li>• 7,500 Households</li> <li>• 18,750 Feddans</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> </ul>                |   |
| <b>3. Formation and training of agricultural cooperative societies and training in the five payams.</b>  | To improve the income level of individuals through increased productivity and marketing   | <ul style="list-style-type: none"> <li>• 25 Cooperatives</li> <li>• 375 Direct and 2,250 Indirect beneficiaries</li> </ul>                | <ul style="list-style-type: none"> <li>• Land</li> <li>• Human resource</li> </ul>                |   |
| <b>4. Food processing, preservation and marketing techniques for value chain.</b>  | To Increase household Income from agricultural products by investing in value addition and training   | <ul style="list-style-type: none"> <li>• 5,000 Households</li> <li>• 30,000 Indirect beneficiaries</li> </ul>                             | <ul style="list-style-type: none"> <li>• Agriproducts</li> <li>• Land</li> <li>• Labor</li> </ul> |   |
| <b>5. Roads and communication network to boost marketing.</b>  | To increase access for rural farmers to markets in Wau town and outside.  | <ul style="list-style-type: none"> <li>• 165Km to Payam Headquarters</li> <li>• 150Km from Bomas to Payam Headquarters.</li> </ul>        | <ul style="list-style-type: none"> <li>• Human resource</li> </ul>                                |   |



**Table 18: Objectives, Affected Locations and Targets - Shock: Health-related (Diseases and Water)**

| <b>Goal: Access to and availability of quality health care and WASH services increased through capacitating the health service delivery system in Wau community by 2024.</b> |  |  |   |  |
|--|--|--|---|--|
| <b>Priority Action</b>   | <b>Objective</b>   | <b>Targets</b>   | <b>Commitments</b>  | <b>Affected Bomas/Payams</b>   |
| <b>1. Conduct routine awareness on common diseases, hygiene and sanitation, and malnutrition.</b>  | To enhance community awareness of common diseases, sanitation practices and malnutrition.                  | <ul style="list-style-type: none"> <li>• 30,000 Households;</li> <li>• 180,000 Indirect beneficiaries</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Wau South</b> (New Site- 1860; Jebel Raja- 1,183</li> <li>• <b>Wau North</b> (Bilpam- 4,897; Jebel Akhdar- 3,687,</li> <li>• <b>Baggari</b> (Ngoba B- 1,197)</li> <li>• <b>Kpaile</b> (Natakgbaguru- 4,420, Rafili- 3,470),</li> <li>• <b>Besselia</b> (Khor Gana- 1,420; Abu-Shaka- 1,200</li> </ul> <p><b>Justifications:</b> Remoteness, no health facilities, and high population.</p> |
| <b>2. Construction and renovation of PHCUs in the bomas and PHCCs at payam levels.</b>   | To increase access to and availability of health services to communities in remote and hard to reach areas | <ul style="list-style-type: none"> <li>• 5 PHCCs improved</li> <li>• 15 PHCUs constructed or improved</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> </ul>  |  |
| <b>3. Training of medical personnel (e.g., doctors, midwives, nurses, clinical officers, and community health workers).</b>  | To strengthen the health systems to provide effective, quality and accessible health services              | <ul style="list-style-type: none"> <li>• X Doctors</li> <li>• X Clinical Officers</li> <li>• X Midwives</li> <li>• X Nurses</li> <li>• X CHWs</li> </ul> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> </ul> |  |
| <b>4. Provision of drugs, ambulances, health care equipment and tools.</b>   | To increase access to quality health care service for communities of Wau                                   | <ul style="list-style-type: none"> <li>• Drugs for common diseases</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resource</li> </ul>                  |  |
| <b>5. Installation or provision of clean drinking water and training of water management committees.</b>   | To prevent water-borne diseases through provision of safe and clean drinking water for targeted areas.     | <ul style="list-style-type: none"> <li>• 10 Water yards in Payam HQs</li> <li>• 45 Boreholes in 15 Bomas</li> <li>• 45 Water Committees</li> </ul>       | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Land</li> </ul>  |  |

**Table 19: Objectives, Affected Locations and Targets - Shock: Land Grabbing/Encroachment**

| <b>Goal: Effective land administration enhanced through improvement of the capacity of institutions and officials to prevent and manage land disputes peacefully in Wau by 2024.</b>                       |   |  |  |  |
|--|---|--|--|--|
| <b>Priority Action</b>   | <b>Objective</b>  | <b>Targets</b>   | <b>Commitments</b>   | <b>Affected Bomas/Payams</b>   |
| 1. <b>Organize inclusive dialogue meetings between host community and IDPs in Wau County (Besselia and Kpaile) to discuss land grabbing and other harmful practices over community land in the county.</b> | To facilitate communities to peacefully resolve disputes over land through alternative dispute resolution mechanism | <ul style="list-style-type: none"> <li>• 8 Dialogue Meetings;</li> <li>• 500 Participants at Boma and Payam Level</li> <li>• 40 Stakeholder Participants at State Level</li> </ul> | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> </ul>                  | <p><b>Besselia:</b> (Abushaka, Fongo, Ngogba)- Total 250 H/holds</p> <p><b>Bazia:</b> Taban, Ufeu, Getan and Magu; Total 560 H/holds</p> <p><b>Justification:</b> Displacement of communities due to the conflict.</p> |
| 2. <b>Support mechanisms for the implementation of the Land Act 2009 and the Local Government Act 2009.</b>  | To increase efficiency in land administration and management  | <ul style="list-style-type: none"> <li>• 5 Institutions</li> </ul>   | <ul style="list-style-type: none"> <li>• Land</li> <li>• Labor</li> </ul>                  |  |
| 3. <b>Assess the capacity of and provide technical support to the land institutions in the state for better management of land.</b>  | To increase transparency and capacity of land authorities in the state to better manage land issues                 | <ul style="list-style-type: none"> <li>• 5 State Institutions</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Mobilization</li> </ul> |  |
| 4. <b>Address malpractices in land allocation and management by community leaders (Chiefs/Sheiks).</b>   | To reduce malpractices in land allocation and management  | <ul style="list-style-type: none"> <li>• 40 Chiefs/Sheiks</li> <li>• 18 Trainings</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> </ul>                         |  |
| 5. <b>Increase community awareness of land rights and land law and procedures.</b>   | To enhance the community's knowledge on land rights and land law  | <ul style="list-style-type: none"> <li>• 6,000 People</li> <li>• 12 Radio Engagements</li> <li>• 30 Awareness Meetings</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resources or labor</li> </ul>               |  |

**Table 20: Objectives, Affected Locations and Targets - Shock: Insecurity and Conflict**

| <b>Goal: Security, rule of law, and accountability improved through strengthening relevant institutions to promote restoration of peace in Wau county by 2024.</b> |  |   |  |   |
|--|--|---|--|---|
| <b>Priority Action</b>   | <b>Objective</b>   | <b>Targets</b>  | <b>Commitments</b>   | <b>Affected Bomas/Payams</b>  |
| 1. <b>Construction, renovation, and improvement of police stations.</b>  | To improve working condition of police personnel through restoration of police infrastructure in conflict-affected areas | <ul style="list-style-type: none"> <li>• 9 New Stations</li> <li>• 3 for Renovation</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Chairs</li> </ul>                | <ul style="list-style-type: none"> <li>• <b>Wau South:</b> (Hai Kamsin, New Site, 44, 45, Baggari Jedid)</li> <li>• <b>Bazia:</b> Gedi, Taban Ufeu,</li> <li>• <b>Besselia;</b> Rehan-Fei, Ngobilo, Abu-Shaka, Khor Gana,</li> <li>• <b>Wau North;</b> Eastern baak, Knagb, baryar, Belpham,</li> </ul> <p><b>Justification:</b><br/>Conflict resulted in loss of lives, S/GBV, armed robbery and instability.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Wau North – 3,100 Households</li> <li>• Wau South Bomas – 3,240 Households</li> <li>• Bazia Bomas - 265 Households</li> <li>• Besselia - 3,480 Households</li> <li>• Baggari – 2,566 Households</li> </ul> |
| 2. <b>Deployment of police personnel in bomas and payams.</b>  | To increase the protection of community members through accessible law enforcement services at the community level       | <ul style="list-style-type: none"> <li>• #s TBD</li> </ul>  | <ul style="list-style-type: none"> <li>• Land and venue</li> <li>• Local experts</li> </ul>                          |   |
| 3. <b>Establish community policing intervention and mobilization of members.</b>   | To enhance police-community collaboration and increased crime prevention and response                                    | <ul style="list-style-type: none"> <li>• 10 Locations</li> </ul>  | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Office to host land management systems</li> </ul> |   |
| 4. <b>Renovation and reopening of roads.</b>   | To increase access to remote and hard to reach areas and provide security services to affected communities               | <ul style="list-style-type: none"> <li>• 21Km Renovation</li> </ul>   | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• Chairs</li> </ul>                |   |
| 5. <b>Assess and provide targeted institutional support for law enforcement and accountability institutions.</b>   | To strengthen law enforcement and accountability systems   | <ul style="list-style-type: none"> <li>• 11 Traditional Courts</li> <li>• 3 Statutory Courts</li> <li>• 12 Police Stations</li> </ul> | <ul style="list-style-type: none"> <li>• Human resource</li> <li>• Venue</li> <li>• chairs</li> </ul>                |   |

## 5.0 Lessons Learned and Memorable Encounters

Experience has demonstrated that involvement and participatory planning processes empower communities in the way of decision making. Putting them in groups and allowing them to articulate views and prioritize solutions enables communities to chart their own destiny.

The workshop was solution-oriented rather than problem-oriented, which directed conversations from authoritative to articulating views and solutions to the shocks affecting the county in a collaborative manner.

Early planning and the number of participants for the workshops should be predetermined.

### 5.1 Participants' Reflections

This section summarizes feedback from participants over the course of the four-day workshop.

#### **Hon. Commissioner of Wau County**

"I support the new way of doing things which is a bottom-up approach. In the past, NGOs used to move randomly in our villages and implemented ready programs they believed will solve community problems. Most of these failed. Now, we are all saying let those affected by the problems be the ones to tell us what should be done. If it is a women's program, women should have a say in what should be done, how, why and for what resources.

We need to learn new planning techniques using the SMART approach. We don't need to be trained every year and we don't put our knowledge and skills into use."

**Chief of Wau South:** "We learned how to speak out about the problems facing us. Now we know our roles and duties. In my village, we organize our people and now the youth are laying bricks to build the office of the chief."

**Wau North Community Action Group Chairperson:** "Policy LINK's resilience engagement activities have opened our eyes to what we can do to support ourselves, our households, and the community. After we attended the previous workshops, we went back and started doing awareness and engaged in dialogue with cattle keepers to keep their animals out of the gardens and to respect the farmers."

**Baggari Women Rep:** "I have learned from Policy LINK's resilience engagement activities the importance of self-reliance. After I participated in payam planning meetings and other workshops organized by Policy LINK and Wau CEC, I decided to work for myself and not to expect too much from other people. We need to use the problem-solving skills we have learned to solve some of the shocks facing us, for example, I advised women to engage in dialogue to create understanding and avoid GBV in their homes."

**Besselia Youth Delegate:** "I learned how to take responsibility of my household. This year, the only thing I need is sugar because I still don't know how to grow and process it in my village. If we can all come out from economic shock, we will be able to find solutions to other shocks. We had a misconception that organizations and the govt will do everything to address shocks and stressors affecting us. We now realize this is not the case.

Policy LINK's approach has demonstrated this is a partnership for all stakeholders and as a community, we have a leading role in addressing shocks that are facing us. After attending a series of workshops organized by Policy Link and Wau CEC, I have become conscious of conflict sensitivity and how to resolve issues using

peaceful means. It will be a discredit if, after this resilience workshop, we return to the community and resort to violence to resolve disputes over cattle destroying crops. Our role is to be aware of the disadvantages of violence and how these affect vulnerable people including women and children.”

## 5.2 Memorable Moments

*The most outstanding moments include the following:*

### Ranking Resilience Priorities and Actions

The delegates from different payams were distributed into five thematic groups to discuss resilience priorities actions. During this moment, the delegates shared resilience stories and experiences and exchanged views on what each of them regarded as a priority in his/her Payam. Through this process, the delegates achieved consensus on resilience action prioritization and their role in implementing those actions to address identified shocks in each Payam. They were also able to identify areas of opportunity for collaboration with partners, donors and Government to provide technical expertise, services and resources that cannot easily be sourced within the community. This moment encapsulates the PfRR metaphor of “**Community First But Not Alone.**”

Involving the communities in participatory planning and identification of issues makes the communities well placed to articulate relevant solutions. Thus, when involved, and put in the center of decision-making, their mindset is changed from exclusive dependency on humanitarian support and they can commit both their human and natural resources.

**A Baggari Women’s Rep.** stated that “the two Workshops didn’t only give us information and knowledge on resilience, but rather capacitated us to practically apply these skills and knowledge on identification of challenges, planning for solutions and execution of relevant actions.”

## 6.0 Closing Remarks and Conclusion

In the closure of each of the workshop days, the delegates and some distinguished participants provided feedback, commending the organization, facilitation, and execution of the County-level Local Action Planning Workshop. James, the Policy LINK APM, appreciated and thanked the participants for the spirit of hard work and commitment and urged them to sustain the impetus through the upcoming Joint Work Planning Workshop scheduled from March 1 - 3, 2022.

- Feedback from a woman representative from Bazia stated that the issue of cattle movement has been reported in several payams, suggesting that farmers need solutions so that they can take control of their economic activities.
- A youth delegate from Wau North commented that there has been an atmosphere of knowledge sharing and the interactive sessions were very good, adding that the reflection session on “**The Journey Looking Back**” about their learning was very useful to him.
- Bazia youth reps. stated “we are happy about the day’s workshop because it brought them together again since they were separated sometime back. The workshop has been peaceful and characterized by a spirit of mutual respect. We have known many friends and created new relationships. There was freedom where each of us had the chance to express him/herself.”

- Besselia Youth Representative remarked that “sharing of information and striking consensus on key issues was vital as this is key to achieving an understanding among people. The session on **“Roadmap to Community-led Resilience”** was useful to me.”

On the last day, several speeches were made by numerous representatives in appreciation of everyone’s participation, provision of advice on application and dissemination of the knowledge learned, cooperation and collaboration amongst the delegates and communities and finally on the next steps. The workshop was closed by the Hon. Minister of Local Government.

- **The Wau Commissioner** commended the support USAID and Policy LINK are doing to capacitate the community of WBeG. He stated that Wau County is selected to benefit from the activity. The participants in the hall are representatives of different institutions from the five payams of Wau County. The delegates were asked to attend this workshop to produce a work plan for the county. They had identified five shocks that they have been discussing to come up with solutions. He added that he was proud that the delegates are competent members who upon return will have to train the rest in the payams. What he is advocating for now is Training of Trainers (ToT) for the delegates. As government, they must take this workshop as a preparatory step in handling their own affairs if the humanitarian partners cease to render services.

Much of the information and outcome we are seeing on the flip charts and papers were produced by the delegates as the facilitators provided the pertinent guidance. He added that as a planning officer, he has benefited a lot on modalities of planning. The delegates will be required to participate in Joint Work Planning from 1<sup>st</sup> to 3<sup>rd</sup> March where they will be interacting among themselves and in dialogue with USAID Implementing Partners.

- **Hon. Minister of Local Government** said he is so grateful for the program and event. First, he realized that the presentations were well framed to provide a rational discussion toward a consensus. He was delegated by the Hon. Minister of Cabinet Affairs to officiate the closing session of the workshop. “With respect to Wau County, I am thankful to the facilitators of this workshop and supporters of the program who chose Wau as one of its targets. Reciting from the Commissioner’s speech, you are rightfully selected because on following the quality of the presentations made by the five groups, it indicates that you are well capacitated and knowledgeable representatives with the ability to train others. We now need you to discharge your roles and responsibilities because you have identified priority actions for the community and have clearly demonstrated the characteristics of facilitators as exhibited by your presentation. You have acquired vital skills for the benefit of the community. So its upon you to apply them. If you apply them correctly, the community benefits, but if you apply them wrongly, it will harm the community.”

The Hon. Minister officially closed the County-level Local Action Planning Workshop on the evening of Thursday, February 24, 2022, then the participants posed for a group photo.

Figures 9 & 10: Closure of County-level LAP Workshop in Wau



## 7.0 Challenges Encountered and Actions Taken/Recommendations

- One delegate from Wau South did not show up, limiting the expected number to 24.
- One delegate lost a relative a day before the closure of the workshop.
- Recognizing the importance of the workshop, the government institutions mobilized more participants to attend the workshop, thus increasing the number of people from second day onwards. This indicates that early mobilization of the government participants should start from the highest level of authority, informing the Governor and line ministers so that they can delegate the DGs who are technical personnel in those institutions.
- There was a lack of an efficient cooling system that made it uncomfortable to settle in the hall during the afternoons owing to the heat of the dry season, despite the sufficient space to accommodate the number of participants present.

# Annex I: Participants Organized by Shock

| Shock   | Delegate/Participant | Gender | Payam          | Institution          |
|---|----------------------|--------|----------------|----------------------|
| <b>Seasonal Cattle Movement</b>                 | Hilary Claudio Musa  | M      | Besselia       | Youth Representative |
|   | Jackline Jenaro Maga | F      | Wau North      | Women Representative |
|   | Alma Stephen         | F      | Wau South      | Youth Representative |
|   | Justin Sebit         | M      | Bazia (Kpaile) | Elder                |
|   | Clement Francis      | M      | Baggari        | Chief                |
| <b>Food Security and Livelihoods / Economic</b> | Mario Nyigoi         | M      | Wau South      | Faith Based          |
|   | Peter Tadeyo         | M      | Wau North      | Chief                |
|   | Elia Pasquale        | M      | Baggari        | Intellectual         |
|   | Luciano Karlo        | M      | Bazia (Kpaile) | Chief                |
|   | Arkangelo Ricardo    | M      | Besselia       | Elder                |
| <b>Health-related (Diseases/WASH)</b>           | Najib Uliny Abanga   | M      | Wau North      | Youth Representative |
|   | Julia Natale         | F      | Baggari        | Women Representative |
|   | Jamoi Oliver         | M      | Beseliya       | Youth                |
|   | Costa Simon          | M      | Bazia (Kpaile) | Payam Admiration     |
| <b>Land Grabbing or Encroachment</b>            | Vinansio Pasquale    | M      | Wau South      | Chief                |
|   | Ismail Kau           | M      | Wau North      | Youth                |
|   | Mary John            | F      | Bazia (Kpaile) | Women Representative |
|   | Beatrice Raphael     | F      | Besselia       | Women Representative |
|   | Francis Andrea       | M      | Baggari        | Community Elder      |
| <b>Insecurity and Conflict</b>                  | Hassan Babili Njimo  | M      | Besselia       | Local Authority      |
|   | Fatima Balila M.     | F      | Wau North      | Chief/ Clark         |
|   | Angelina Mungu       | F      | Baggari        | Women Representative |
|   | Mary John            | F      | Bazia (Kpaile) | Women Representative |
|   | Paulina Alberto      | F      | Wau South      | Women representative |



# Annex 2: Most Impactful Shock and Responsive Priority Actions in Payams

## Shock-responsive Actions Wau County-Level Local Action Planning Workshop February 2022

| SHOCK TYPE  | PRIORITY ACTIONS NEEDED TO ADDRESS SHOCK                                | PAYAMS AFFECTED                            |
|---|---|--|
| <b>Seasonal Cattle Movement (Conflict between Farmers and Cattle Herders)</b> | • Dialogues between farmers and cattle herders.                         | <b>Bazia, Baggari, Besselia, Wau South</b> |
|   | • Provision of Water and Pasture for Cattle at their places of Origin.  |  |
|   | • Community to Engage with CSOs to raise their issues.                  |  |
|   | • Provision of Water Source.  |  |
|   | • Clear Boundaries between States.                                      |  |
|   | • Clear Laws to Govern their Movements.                                 |  |
|   | • Cattle herders to abide by Regulation not to enter Farms.             |  |
|   | • Provide Water and Pasture at Areas of Cattle Origin.                  |  |
|   | • Prohibit Cattle Movement into Farming Land to Avoid Land Degradation. |  |
|   | • Respect of community boundaries.                                      |  |
|   | • Provision of water and pasture in areas of cattle keepers.            |  |
|   | • Call for international support.                                       |  |

## Shock-responsive Actions Wau County-Level Local Action Planning Workshop February 2022

| SHOCK TYPE  | PRIORITY ACTIONS NEEDED TO ADDRESS SHOCK                           | PAYAMS AFFECTED  |
|---|--|--|
| <b>Food Security, Livelihoods and Economic Shocks</b> | • Increase acreage from 1 feddan to at least 3 feddans.            | <b>Bazia, Baggari, Besselia, Wau South and Wau North</b> |
|   | • Farming cooperatives.  |  |
|   | • Pests and Disease Control.                                       |  |
|   | • Support farmers with Food for Work.                              |  |
|   | • Provision of Improved Inputs.                                    |  |
|   | • Support Village Savings and Loan Assistance (VSLA).              |  |
|   | • Introduction of Modern Agriculture Farming Techniques            |  |
|   | • Roads and Communication Networks to Boost Marketing              |  |
|   | • Improved and Secure Basic Services (Education, Health and Water) |  |
|   | • Improved Poultry Projects.                                       |  |
|   | • Encourage Self-employment for Youth.                             |  |
|   | • Food Processing and Preservation Technics for Value Addition.    |  |
|   | • Improved Agricultural Activities.                                |  |
| • Sheep Fattening and Poultry Production Projects.    |  |  |
| • Crop Diversification.                               |  |  |

# Shock-responsive Actions

Wau County-Level Local Action Planning Workshop  
February 2022

| SHOCK TYPE                                      | PRIORITY ACTIONS NEEDED TO ADDRESS SHOCK                            | PAYAMS AFFECTED                     |
|---|---|-------------------------------------|
| <b>Health-related Shocks (Diseases / Water)</b> | • <b>Provision of Clean and Safe Water</b>                          | <b>Bazia, Baggari and Wau North</b> |
|   | • <b>Intensive Sanitation and Hygiene Awareness</b>                 |                                     |
|   | • <b>Health Education</b>   |                                     |
|   | • <b>Provision of Cleaning Water.</b>                               |                                     |
|   | • <b>Training of Midwives.</b>                                      |                                     |
|   | • <b>Construction of more Health Centers in Bomas.</b>              |                                     |
|   | • <b>More health facilities.</b>                                    |                                     |
|   | • <b>Basic awareness on family hygiene and nutrition.</b>           |                                     |
|   | • <b>Community education on major Diseases Preventive Measures.</b> |                                     |

| Shock-responsive Actions <small>Wau County-Level Local Action Planning Workshop February 2022</small> |   |                  |
|---|---|------------------|
| SHOCK TYPE  | PRIORITY ACTIONS NEEDED TO ADDRESS SHOCK    | PAYAMS AFFECTED  |
| <b>Insecurity and Conflict</b>  | • <b>More recruitment of forces.</b>        | <b>Wau South</b> |
|   | • <b>Encourage youth to join the force.</b> |                  |
|   | • <b>Community Policing</b>                 |                  |

| Shock-responsive Actions <small>Wau County-Level Local Action Planning Workshop February 2022</small> |  |                 |
|---|--|-----------------|
| SHOCK TYPE  | PRIORITY ACTIONS NEEDED TO ADDRESS SHOCK                 | PAYAMS AFFECTED |
| <b>Land Grabbing and Encroachment</b>   | • <b>Establish Communication</b>                         | <b>Besselia</b> |
|   | • <b>Organize meetings</b>                               |                 |
|   | • <b>Call for mediation from e.g., Government, INGOs</b> |                 |