



# FEED THE FUTURE

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



# JOINT WORK PLANNING WORKSHOP REPORT

## Wau County

March 2022



**USAID**  
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## Wau County

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# Table of Contents

- Acronyms..... 1
- 1.0 Framing and Overview of the Workshop..... 3
- 2.0 Participation ..... 3
- 3.0 Workshop Structure..... 4
  - Shared Understanding: Socializing the Policy LINK technical approach and how it fits into the USAID Development Objectives..... 5
  - The Evidence Journey: Reflection on the Participatory Planning Process in Wau County ..... 7
  - Collaborative Governance at Work: Community Representatives Present Shock-Focused Responsive Resilience Action Plans for Each of the Five Most Impactful Shocks for Wau County ..... 8
  - Small Group: Summary Profiles of the Five Most Impactful Shocks ..... 9
  - Socializing USAID’s Development Strategy in 13 Target Counties, and What It Means for Wau County ..... 17
  - Plenary Session ..... 17
  - IP Spotlight: Taking Inventory of USAID IPs’ Activities in Wau County ..... 18
  - Discussion ..... 18
  - Towards IP Collaboration: Brainstorm Ideas for Co-locating Operations in Wau County ..... 19
  - Generating Ideas for Making Collaboration Work..... 20
  - Brainstorming Session: Generating Ideas for Making Collaboration Work..... 22
  - The Dialogue: Building Consensus on Opportunities for Collaboration among Communities and Partners for Each of the Five Most Impactful Shocks..... 25
    - 1.0. The Joint Work Plan: Opportunities for Collaboration to Address Seasonal Cattle Movement / Conflict between Cattle Herders and Farmers Shock in Wau County ..... 28
    - 2.0. Opportunities for Collaboration to Address Food Security and Livelihoods / Economic Shocks in Wau County ..... 29
    - 3.0. Opportunities for Collaboration to Address Health-related Shocks (Diseases / Water) in Wau County ..... 31
    - 4.0. Opportunities for Collaboration to Address Land Grabbing Shock in Wau County ..... 33
    - 5.0. Opportunities for Collaboration to Address Insecurity and Conflict Shock in Wau County ..... 35
- Key Lessons Learned ..... 37
- Next Steps..... 37
- Annex I: Workshop Participants..... 39
  - USAID IP Staff Who Participated in the JWP Workshop in Wau..... 39
  - USAID Policy LINK Staff who facilitated the three-day JWP Workshop ..... 40
  - WCEC Staff who participated in the course of the three-day JWP Workshop in Wau ..... 40





## Acronyms

<b>ACTED</b>	Agency for Technical Cooperation and Development
<b>APM</b>	Area Program Manager
<b>ARG</b>	Area Reference Group
<b>CARB</b>	Complementary Action for Resilience Building in South Sudan
<b>CEC</b>	Civic Engagement Center
<b>CMDRR</b>	Community Managed Disaster Risk Reduction
<b>CSOs</b>	Civil Society Organizations
<b>DAI</b>	Development Alternatives Incorporated
<b>DRG</b>	Danish Refugee Council
<b>FAO</b>	Food and Agriculture Organization
<b>DG</b>	Director General
<b>FBOs</b>	Faith Based Organizations
<b>IFDC</b>	International Fertilizer Development Center
<b>IPs</b>	Implementing Partners
<b>JWP</b>	Joint Work Planning
<b>MELS</b>	Monitoring, Evaluation, and Learning Support
<b>NGOs</b>	Non-Governmental Organizations
<b>NRC</b>	Norwegian Refugee Council
<b>NSS</b>	National Security Services
<b>Policy LINK</b>	Feed the Future Policy Leadership, Interactions, Networks, and Knowledge
<b>PHCC</b>	Public Health Care Center
<b>PHCU</b>	Public Health Care Unit

<b>PPE</b>	Personal Protective Equipment
<b>PfRR</b>	Partnership for Recovery and Resilience
<b>RASS</b>	Resilience through Agriculture in South Sudan
<b>RRC</b>	Relief and Rehabilitation Commission
<b>RFZ</b>	Resilience Focus Zone
<b>UN</b>	United Nations
<b>UNFAO</b>	United Nations Food and Agriculture Organization
<b>USAID</b>	United States Agency for International Development
<b>WDG</b>	Waterfield Development Group

## 1.0 Framing and Overview of the Workshop

In South Sudan, USAID integrates humanitarian and development assistance to promote household and community resilience. USAID's goal is to strengthen the foundation for a more self-reliant South Sudan. The USAID Policy LINK Activity supports the achievement of this goal by promoting collaborative governance, facilitative leadership, evidence-based decision-making, and the convergence of community and donor resources for joint work planning in five of the 13 counties encompassing the USAID Resilience Focus Zones (RFZs): Akobo, Budi, Jur River, Kapoeta North, and Wau. The key to achieving this goal is an evidence-based community-driven participatory planning process leading to joint work planning (JWP) by local communities and USAID implementing partners (IPs).

Through Policy LINK's five-step participatory planning process, communities across five payams of Wau county were empowered to identify, plan, prioritize, rank, and implement a community-led resilience agenda through a workshop series convened by Policy LINK. The Joint Work Planning Workshop brought together 25 community-selected representatives, USAID IPs, and relevant local government participants for three days from March 1-3, 2022 in Wau. Using a 'bottom-up approach', the Joint Work Planning built upon an inclusive and participatory process that began at the payam level and worked up to the county level. The Joint Work Planning Workshop aimed at producing a coherent plan for effective collaboration between the community and IPs.

Broadly, the workshop was meant to facilitate dialogue that promotes effective and meaningful collaboration between the community, local government, and IPs in Wau County in order to better prepare for, mitigate, and respond to shocks and stressors. The three specific objectives of this workshop were: 1) To build mutual trust and lay a foundation for collaboration by creating a safe space and opportunity for sharing information between IPs and community representatives; 2) To facilitate conversations between IPs and community representatives about potential opportunities for collaboration on Community Resilience Action Plans and; 3) Enhance evidence-based decision-making and learning among IPs and community representatives in Wau county. It was expected that the community, local government, and IPs in Wau County would reach consensus on ways to collaborate better, identify potential opportunities for collaboration, and document how learning will be measured.

This report serves as a reference point for USAID IPs and local communities across Wau county to build on any potential opportunities for collaboration in the short-term, medium-term, and long term. It also describes how collaboration is viewed in the Wau context, guiding principles and expected roles of actors. Overall, it summarizes the joint work plan that includes the community-identified priority actions needed to address the five most impactful shocks in Wau county.

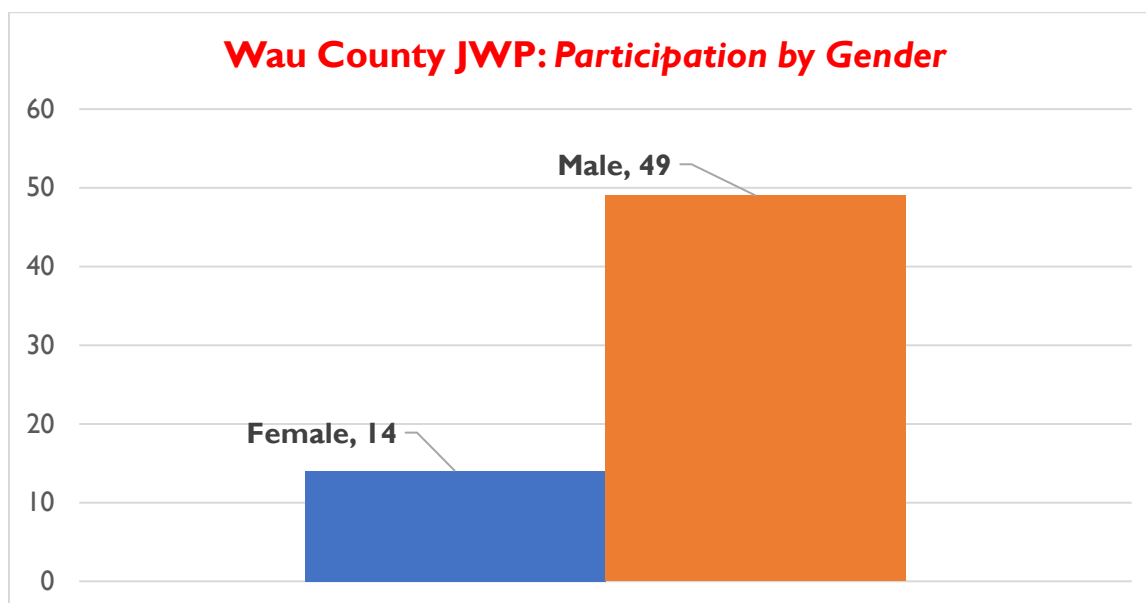
## 2.0 Participation

The three-day workshop was officially opened by the Honorable State Minister for Local Government and Law Enforcement, Western Bahr el Ghazal State and closed by the Honorable Commissioner, Wau County. As depicted in the tables below, participation in the Joint Work Planning Workshop slightly exceeded the expected number. The total participants registered included 63 individuals over a period of three days, representing different community-based institutions, IPs, and local government. Out of this, 25 were community-selected representatives. This high turnout reflects the desire of the local community to be engaged in this novel process. The high turnout by local government officials also reflects their willingness to listen to the local communities and IPs, and identify ways to work better with the latter in their path to self-reliance. Moreover, some of the local government officials often referred to themselves as "fellow community members".

Table I: Wau County JWP Participant Data Disaggregated by Category and Gender

Participant Category	Attendance recorded		
	Female	Male	Total
Civil Society Organizations (Women, PWD, Youth)	8	12	20
Private Sector	0	5	5
Local Government	2	4	6
Traditional Authority	0	4	4
Government (Sub-national or State)	2	11	13
USAID Implementing Partners	2	13	15
<b>Total number of participants</b>	<b>14</b>	<b>49</b>	<b>63</b>

Figure 1: Wau County JWP: Participation by Gender



One positive outcome of the workshop is that participants maintained a keen awareness of gender dynamics (balanced participation as a workshop norm). While participant selection was guided by set criteria, each payam was given the opportunity to democratically select its representatives to participate in the JWP. In the future, it is important to improve gender balance and ensure equal representation of both genders in the process. In addition, IPs should take more proactive measures to ensure the participation of women in community-based activities.

### 3.0 Workshop Structure

The agenda of the workshop was divided into three main sessions over a period of three days. Policy LINK facilitators used a mix of presentations, working groups, and plenary discussions to ensure optimal participation of all participants. Participants were divided into five shock-based discussion groups, consisting of five to seven persons while adhering to the COVID-19 prevention protocols. Within each group, participants identified a moderator, note-taker and presenter. Following each activity, the small groups shared the outcome of their deliberations with the larger group, where they would consolidate their conversation and conclusions with additional suggestions from the larger group. Each session was guided by specific discussion questions led by the facilitators and translators (co-facilitators).



**Day 1** focused on establishing a shared understanding of the Policy LINK technical approach and how it fits into the USAID Development Objectives. It was also used to reinforce participants' understanding of Policy LINK's 'evidence journey'—a look back on the participatory planning process in Wau County. Finally, it provided an opportunity for community representatives to present shock-focused responsive resilience action plans. Critical to this session was the opportunity for IPs to listen to the local community voices and understand what this plan means to their programming in the face of shocks and stressors.

**Day 2** elicited a common understanding of USAID's Development Strategy by IPs' county-level staff, community representatives and local government. This session enabled participants to reflect on the USAID Development Hypothesis and what it means in the context of Wau County and Western Bahr el Ghazal State at large. The major part of Day 2 focused on giving IPs the opportunity to present their programs to their peers at the county level and to local communities. IPs were requested to share highlights of their activity objectives, geographic location, and ongoing and/or future plans.

**Day 3** focused on generating ideas for making collaboration work. It also provided a platform for dialogue to reach a consensus on potential opportunities for collaboration between local communities, local government, and IPs for each of the five most impactful shocks.

The sections below summarize sessions from the three-day workshop.

### Shared Understanding: Socializing the Policy LINK technical approach and how it fits into the USAID Development Objectives

In South Sudan, USAID integrates humanitarian and development assistance to promote household and community resilience. USAID's goal is to strengthen the foundation for a more self-reliant South Sudan. It does so through four Development Objectives (DOs). (See the box below.)

The USAID Policy LINK Activity supports the achievement of these objectives by promoting collaborative governance, facilitative leadership, evidence-based decision-making, and the convergence of community and donor resources for joint work planning in five of the 13 counties encompassing the USAID RFZs: Akobo, Budi, Jur River, Kapoeta North, and Wau.

#### USAID/South Sudan Development Objectives

- DO1: Meeting basic needs of communities in crisis, while decreasing aid dependence
- DO2: Household resilience increased in targeted areas
- DO3: Improved social cohesion in targeted areas
- DO4: Government of South Sudan more responsive to its citizens

Policy LINK uses a five-step participatory planning process to help communities identify and implement a community-led resilience agenda. The "Shared Understanding" session discussed this five-step participatory planning process in detail in order to familiarize participants with Policy LINK's technical approach. Figures 2 below summarize Policy LINK's technical approach.

Figure 2: About the USAID Policy LINK/South Sudan Activity Technical Approach



## The Evidence Journey: Reflection on the Participatory Planning Process in Wau County

This session was a retrospective of Policy LINK’s ‘evidence journey’. It took a ‘look back’ on the participatory planning process with local communities and stakeholders in Wau County, which started in November 2020. While the preceding session on Policy LINK’s technical approach was used as a point of reference for this session, participants had the opportunity to understand in detail what had happened and why, what resulted from each step, and how the generated evidence would be used to inform decision-making by communities and IPs. Table 2 below summarizes Policy LINK’s evidence journey in Wau County.

Table 2: Summary of the Evidence Journey in Wau County

Step	Highlight – What happened? What’s happening?	Results	
		Community	IPs
<b>Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>Engaged state-level stakeholders</li> <li>Engaged the county-level authorities and partners</li> <li>Held consultations and discussions with the community: traditional authority, private sector, civil society, and local government</li> </ul>	<ul style="list-style-type: none"> <li>Community members get the space and opportunity to voice their concerns and issues.</li> <li>Often marginalized and disenfranchised voices get the chance to be heard</li> </ul>	<ul style="list-style-type: none"> <li>Resource Guide #1: Inclusivity and Stakeholder Engagement</li> <li>IPs get to know good practices and entry points into communities.</li> <li>Inventory of local stakeholders and partners</li> </ul>
<b>Gathering Evidence</b>	<ul style="list-style-type: none"> <li>Community Resilience Mapping Exercise in Wau</li> <li>Review Community Resilience Mapping Data for Wau with Wau Area Reference Group (ARG)</li> <li>Review of Resilience Profiles with Wau ARG</li> </ul>	<ul style="list-style-type: none"> <li>Community members can voice what resilience capacities exist, the strength of the community institutions, and the entry points to strengthen resilience capacities.</li> </ul>	<ul style="list-style-type: none"> <li>Community Resilience Mapping Data findings highlight the realities on the ground.</li> <li>Provides an excellent starting point for all IPs as resilience is a multisectoral topic.</li> </ul>
<b>Sense-Making Workshops</b>	<ul style="list-style-type: none"> <li>Shared the preliminary findings from the community resilience mapping exercise</li> <li>Community members reviewed the community resilience mapping findings</li> <li>Community members dialogued and voiced aspirations and documented resilience priorities, needs, and actions</li> </ul>	<ul style="list-style-type: none"> <li>Participatory process:               <ol style="list-style-type: none"> <li>1) strengthens trust, agency, and ownership of communities;</li> <li>2) increases the communities and Policy LINK’s understanding of the dynamics within</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>IPs get a more nuanced understanding of the community resilience in the county/payams that are USAID RFZs</li> </ul>

	<ul style="list-style-type: none"> <li>• A bottom-up evidence-informed resilience priority-setting and decision-making</li> </ul>	communities related to resilience	
<b>Local Action Planning</b>	<ul style="list-style-type: none"> <li>• Review and ranking of the most impactful shocks &amp; stressors</li> <li>• Defining the community's focus – envisioning exercise</li> <li>• Identification of payam-specific resilience priorities</li> <li>• Ranking of priority shock-responsive actions</li> <li>• Identification of local (i.e., community) resources</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthened community capacity to prepare for, prioritize, and provide input (decision-making) into potential resilience programming</li> <li>• Strengthened social cohesion through participatory community engagement (planning &amp; decision-making)</li> </ul>	<ul style="list-style-type: none"> <li>• Prepared and prioritized community input (priorities and actions) that benefits the work planning process by IPs</li> <li>• Action plans give significant insights for IPs on what the community views as the real issues that need to be addressed</li> </ul>
<b>Joint Work Planning</b>	<ul style="list-style-type: none"> <li>• A look back on the participatory planning process in Wau County</li> <li>• Community representatives present shock-wise responsive resilience action plans</li> <li>• IPs share high-level plans of ongoing and/or potential resilience-building activities with the community</li> <li>• IPs and community representatives brainstorm on potential opportunities for collaboration</li> <li>• Reaching consensus and documenting potential opportunities for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Agency and Ownership by community</li> <li>• Opportunity and space to interact with IPs, and be part of the resilience conversation</li> </ul>	<ul style="list-style-type: none"> <li>• IP activities are more likely to address community needs and major shocks</li> <li>• Increased ownership and agency has proven to increase household and community participation, and therefore results in better outcomes (lesson learned from Northern Kenya resilience work)</li> </ul>

### Collaborative Governance at Work: Community Representatives Present Shock-Focused Responsive Resilience Action Plans for Each of the Five Most Impactful Shocks for Wau County

This session reflected on the community-driven participatory planning process for building community-led resilience as described in the previous session. Part of the process included the payam-level and county-wide local action planning. During this session, Policy LINK also equipped community representatives with participatory planning tools such as Action Plan template that helped them identify, prioritize and rank shock-responsive actions.

While the county-wide local action planning prepared the 25 community representatives to work better together as a community, it also enhanced their skills and confidence to work with USAID and other donor IPs.

Each of the five shock-based groups selected representatives to present to the larger group the summary of their group discussions per shock. The information was framed around the following themes:

- Brief profile of shock that each group worked on
- How the shock has impacted the community
- Top five priority actions proposed by the community representative for each shock, which will help address and/or reduce future impact of the shock.
- Resources, including local community resources, needed to implement these proposed actions
- Local community resources available
- External resources required (from government) to address the shock, and
- External resources required (from IPs) to address the shock

## Small Group: Summary Profiles of the Five Most Impactful Shocks

**Group 1: Seasonal Cattle Related Movement:** This is referred to as the movement of cattle and cattle herders from one location to another. In Wau county, cattle herders from Tonj and Gogrial areas of Warrap State often move to areas of Wau county, mainly occupied by agriculturalists, in search of green pasture and water. While both cattle herders and agriculturalists recognize that agricultural and animal (livestock) resources are all national resources and must therefore be protected and preserved, some of the communities in Wau view this movement as a shock.

The affected payams are Besselia (Abushaka, Khor Gana, Besselia, Mboro, Ngongba, Rhian Fe, Ngo Kasi, Ngomini, Khor Ghana bomas), Baggari (Agok, Ngoalima, Bringi, Ngovendego, Momo, Natabu, Ngolingbo, Ngosulugu, Ngodakla, Busere, Gisa), and Bazia/Kpaile (Khor Gizaz, Natakmapuru, Taban, Rafili, Ndokoto, Geitan, Gedi).

Some of the impacts caused by the cattle movement are the destruction of crops and farmlands, resulting in hunger and household vulnerability. In addition, the economic viability of the farmers has been affected as a consequence of poor agricultural yields. Other negative consequences include land degradation, random brush burning, denying local communities the right to use/access local resources for house construction, displacement of local communities, and conflict. These have led to recurring conflict among farmers and pastoralists over the destruction of crops, and have engendered systematic instability and insecurity, which perpetuates displacement of people.

**Group 2: Food Security and Livelihoods/Economics Related Shocks:** The impact of food insecurity and unstable household livelihood options has led to chronic hunger and vulnerability at individual, household, and community levels, which has compromised people's abilities to produce surplus food. This has further perpetuated a cycle of chronic hunger and vulnerability, which underpins current community dependence on humanitarian aid for survival. Areas affected by this shock include Besselia, Bazia/Kpaile, Bagari, Wau North and Wau South payams. Malnutrition rates, especially among children and lactating mothers, have increased due to poor feeding, which in turn contributes to health problems and maternal and neonatal deaths in the community. Market volatility has been experienced in the form

of high dependence on imported food, which at times reach local markets with delay due to poor roads and instability. The compounded impact of these stressors is the communities' growing inability to access food and other basic necessities.

**Group 3: Health Related Shocks:** In recent times, health related shocks have increased leading to high morbidity rates in Wau County. Waterborne diseases have also increased, while health facilities remain either underserved vis-à-vis staff and medicines or non-existent in most areas of the county. In addition, poor health conditions result in reduced economic productivity of the population. The consequences of other shocks such as war and conflict, insecurity, and food insecurity have been credited as contributing factors to some of the chronic illnesses, including trauma and mental health issues in the communities. The outbreak of COVID-19 and its effects have exacerbated the already dire health system, especially in the three rural payams of Bazia, Baggari and Besselia, and communities of Wau North and Wau South.

**Group 4: Land Grabbing Related Shock:** The large-scale movement of people from Jur River County and subsequent settlement/occupation of land in Besselia and Bazia/Kpaile has created tension between the new settlers and the original owners of the land who were previously displaced due to conflict, but now find themselves unable to return because their land has been occupied. The occupation of the land in the two locations has led to the erasure of cultural landmarks like graves, historical places and their names, and trees, which the occupants are destroying in order to remove evidence of the ownership of the land by the host community. The host community has also been denied access to traditional rights over their land such as fishing in local rivers. Administrative structures responsible for Jur River County have been established and local people excluded. In Besselia payam, the areas affected are Abushaka, Khor Gana, Besselia, Mboro, Ngongba, Rhian Fe, Ngo Kasi, Ngomini, and Khor Ghana. Meanwhile, in Bazia/Kpaile payam, bomas affected include Agok, Ngohalima, Bringi, Ngovendego, Momoi, Natabu, Ngolingbo, Ngosulugu, Ngodakala, Busere, and Ngisa. This poses the potential for an outbreak of intercommunal conflict with significant consequences if not addressed in a timely manner.

**Group 5: Insecurity and Conflict-Related Shock:** Widespread insecurity in Wau County has engendered fear among people to go to their farms and cultivate, adversely impacting food security and community livelihoods. Persistent insecurity has remained a challenge in the county, which is mainly an agricultural area with unlimited productive capacity in terms of soil fertility and conducive climate for cash crops. The most affected areas include Besselia, Bazia/Kpaile, and Baggari. Also, Wau North and Wau South have been affected by this shock.

Table 3: Summary of Community Resilience Action Plan for Wau County

Group / Shock	Effects of Shock on Community	Top Priority Actions to Address this Shock	Resources Needed to Implement these Actions	Local Community Resources Available	External Resources Required (Govt)	External Resources Required (IPs)
<b>Group I: Seasonal Cattle Movement</b>	<ul style="list-style-type: none"> <li>Increased violence in the community</li> <li>Displacement of community</li> <li>Reduction in food production</li> <li>Land degradation due to cattle destroying the soil</li> <li>Decreased agricultural yields affecting the economic conditions of the farmers</li> <li>Destruction of local construction materials e.g., grass due to cattle consuming the grass</li> </ul>	1. Support civil society to engage in targeted advocacy in WBG 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 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' representative 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</li> <li>Accommodation</li> <li>Meals and refreshments</li> <li>Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>Venue</li> <li>Human resource 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 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</li> <li>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>
<b>Group 2: Livelihood and Food Security</b>	<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>	1. Provision of improved agricultural inputs and training of farmers in modern farming techniques.	<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 technical support</li> </ul>
		2. Expansion of household agricultural land amongst 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. Food processing, preservation and marketing techniques for value chain.	<ul style="list-style-type: none"> <li>• Land</li> <li>• Seeds, tools, training, machines, pesticides</li> <li>• Human resource</li> <li>• Organic manure</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 restoration /renovation of network</li> </ul>	<ul style="list-style-type: none"> <li>• Tools</li> <li>• Fuel</li> </ul>
<b>Group 3: Health-Related (Diseases and WASH)</b>	<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 bread winners are lost</li> <li>• Mistreatment/ discrimination of</li> </ul>	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>

	<p>affected people through stigma</p> <ul style="list-style-type: none"> <li>• Poor economic situation of people due to reduced productivity</li> <li>• Trauma as a result of chronic illnesses/poor health</li> </ul>	<p>3. Training of medical personnel (e.g. doctors, midwives, nurses, clinical officers and community health workers.</p>	<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>	<ul style="list-style-type: none"> <li>• Monitoring and leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Funds and equipment</li> </ul>
		<p>4. Provision of medicines, ambulances, health care equipment and tools.</p>	<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>
		<p>5. Installation or provision of clean drinking water and training of water management committees.</p>	<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>
<p><b>Group 4:</b> <b>Land Grabbing or Encroachment</b></p>	<ul style="list-style-type: none"> <li>• Conflict among the 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>	<p>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.</p>	<ul style="list-style-type: none"> <li>• Land</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>• 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>
<b>Group 5: Security and Conflict</b>	<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> </ul>	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>

<ul style="list-style-type: none"> <li>• Fear and trauma among communities</li> <li>• Affect development/economy in the conflict affected areas</li> <li>• Increased lawlessness and impunity, which affect community morale</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</li> <li>• 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>• IEC 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>

## Socializing USAID's Development Strategy in 13 Target Counties, and What It Means for Wau County

This session elicited a common understanding of USAID's Development Strategy among IPs county-level staff, community representatives and local government. This session particularly enabled participants to reflect on the USAID Development Hypothesis and what it means for Wau County and Western Bahr el Ghazal State at large. The session was designed to enable participants develop a deeper understanding of USAID's strategic framework in South Sudan.

While the strategic framework represents the Mission's Theory of Change, the Mission's development hypothesis is also a critical part of the strategy.

After presentation, participants were asked to individually reflect on it and in plenary, address the following question:

*What does USAID's Development Hypothesis MEAN for Wau County, and Western Bahr el Ghazal State?*

### Plenary Session

#### Responses from participants

#### USAID Development Hypothesis

The Mission posits that, in the absence of an effective central government: IF USAID/South Sudan focuses its resources in target areas AND meets basic humanitarian needs and thereby prevents households from employing negative coping strategies that set them back on the development ladder; AND it boosts the resilience of households to shocks by boosting their ability and tendency to pursue diverse livelihood opportunities and employ positive planning and coping strategies in the face of shocks; AND it helps communities strengthen bonds within and between communities; AND it gives households and communities more responsibility and ability to control their development "journey," THEN the target areas will be less dependent on aid and will have a stronger foundation for eventual "self-reliance."

**A Local Government Participant (M) from Wau Municipal Council:** "USAID acknowledges that we are faced with many problems as a community of Wau, but we can be supported to address them. So, partners are creating awareness on how best we as a community can collaborate and work together so that even in the absence of partners, we can still be able to address our problems by ourselves."

**A Community Leader (M) in Wau Municipality:** "It means that if we in Wau are able to organize ourselves, identify the shocks and stressors that are impacting our lives, and believe that we can do things for ourselves as a community, then partners will help us with skills and knowledge that we can use to solve our problems."

**A Local Government Participant (F) from Wau Municipal Council:** "USAID has seen the importance of us coming to work together as a community, government, and partners in order to become self-reliant and work towards the development of our county and country South Sudan."

**Implementing Partner participant (M) in Wau:** "It means we need to know the importance of coming together to identify our problems, identify solutions, mobilize, and utilize our local resources effectively to address the challenges facing us, because we do not have enough resources. It also tells us that as partners, we need to collaborate with communities in the geographical areas we operate in and direct USAID resources to the right purpose and priority areas with the highest needs in order to bring about positive changes in the communities."

## IP Spotlight: Taking Inventory of USAID IPs' Activities in Wau County

This session was designed to give IPs the opportunity to present their programs to their peers at county-level and to the local communities. IPs were requested to share their activity objectives, geographic location, and ongoing and/or future plans.

This session also provided a platform for face-to-face interaction between the IPs as peers, whereby each IP learned about what other IPs are doing at the field level. Community representatives were provided with the opportunity to familiarize themselves with what IPs are already doing or plan to do and position themselves on how to collaborate better with the IPs during the dialogue session on Day 3. Overall, nine IPs were present, including

1. Integrity Global - MELS
2. Resilience through Agriculture in South Sudan (RASS) - DAI Global LLC (Consortium partners: CARE, IFDC, and WDG)
3. DT Global - Shejeh Salam
4. Norwegian Refugee Council (NRC) - Complementary Action for Resilience Building in South Sudan (CARB)
5. Agency for Technical Cooperation and Development (ACTED) - Complementary Action for Resilience Building in South Sudan (CARB)
6. Danish Refugee Council (DRC) - Complementary Action for Resilience Building in South Sudan (CARB)
7. MOMENTUM Integrated Health Resilience (IMA World Health)
8. CARE International
9. United Nations Food and Agriculture Organisation (UNFAO)

Each partner had the opportunity to present their ongoing resilience activities and/or future plans in Wau. At this point, participants were given the opportunity to reflect on the presentations, ask for clarity, and identify potential opportunities for collaboration. This session was also used to prepare participants for the next sessions that discussed how community representatives, IPs, and local authorities can work better together.

## Discussion

### Seeds and Other Farming Inputs

From the presentations, a community participant reflected on his past experiences where seeds were distributed by some IPs when the farming season was nearly over. Though he saw this as an opportunity to engage with IPs, there was a belief that supporting progressive farmers to become seed suppliers in the communities would provide a more sustainable way to address potential challenges that are related to seeds for local farmers across all payams in Wau county.

### Creating Access to Markets for Farmers: Do IPs have plans for helping farmers to market their produce after harvests?

Despite the different challenges as a result of the different shocks and stressors, a community representative believes that “they are ready” to engage in farming this year. Therefore, creating market information and access for local farmers by partners would be welcomed especially for rural payams like Bazia, Baggari and Besselia. On the other hand, IPs expressed interest to work with local communities and encouraged progressive farmers to be suppliers of seeds, so they can then buy and distribute to the other farmers.

## Towards IP Collaboration: Brainstorm Ideas for Co-locating Operations in Wau County

This session mapped out IPs' geographical areas of operation by county as each IP presented.

### IPs with Operations in **Wau** County

- Norwegian Refugee Council (NRC) - Complementary Action for Resilience Building in South Sudan (CARB)
- DT Global - Shejeh Salam
- Resilience through Agriculture in South Sudan (RASS) - DAI Global LLC (Consortium partners: CARE, IFDC, and WDG)
- MOMENTUM Integrated Health Resilience (IMA World Health)
- CARE - Resilience through Agriculture in South Sudan (RASS)
- Danish Refugee Council (DRC) - Complementary Action for Resilience Building in South Sudan (CARB)
- UNFAO

### IPs with Operations in **Jur River** County

- Norwegian Refugee Council (NRC) - Complementary Action for Resilience Building in South Sudan (CARB)
- DT Global - Shejeh Salam
- ACTED - Complementary Action for Resilience Building in South Sudan (CARB)
- Resilience through Agriculture in South Sudan (RASS) - DAI Global LLC (Consortium partners: CARE, IFDC, and WDG)
- MOMENTUM Integrated Health Resilience (IMA World Health)
- CARE - Resilience through Agriculture in South Sudan (RASS)
- Danish Refugee Council (DRC) - Complementary Action for Resilience Building in South Sudan (CARB)
- UNFAO

From these discussions, some of the potential points of co-locating operations and convergence by IPs at the county level could include:

- Cluster systems (WASH, Health, Education, Protection, and Food Security & Livelihoods)
- USAID IPs County Coordination Meetings
- Support to community-based structures (e.g., community development committees, community action groups, Community Managed Disaster Risk Reduction groups, peace committees etc.)
- Support to farmer cooperatives
- Support to access to markets and marketing information
- Support for community access roads

USAID defines convergence as the integration of evidence-based decision-making, community-based planning and layered household-level interventions and implementing partner and donor priorities in the pursuit of sustainable development outcomes.

### Generating Ideas for Making Collaboration Work

This session elicited a shared understanding of the word ‘collaboration’ and discussed the concepts of collaboration in the context of Wau county. Participants were grouped into five groups, consisting of five to eight persons including community representatives, IPs, and line local government participants. Each group was provided with a set of discussion questions as below:

1. What does collaboration mean to us?
2. What does collaboration between community, local government, and implementing partners mean to us?



A co-facilitator reviews a group work session translating it from Arabic to English.

According to USAID, collaborating intentionally happens when USAID staff and stakeholders identify areas of shared interest and work together where it makes sense, reduce duplication of efforts, and share knowledge across sectoral and institutional boundaries.



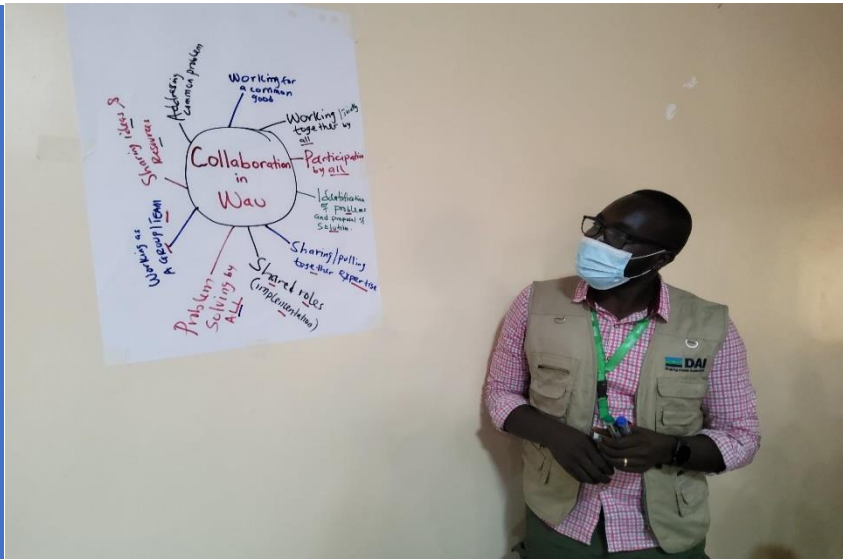
Table 4: Summary of Definitions by Small Group

Group #	What Does Collaboration Mean to Us?	What Does Collaboration between Community, State & County Governments, and Implementing Partners Mean to Us?
<b>Group 1</b>	Collaboration means the ability to share information, resources, and expertise within a group to achieve common objectives. It means working together based on agreed upon shared roles in order to achieve the common goals.	Collaboration between govt, community, and IPs means pooling all resources, unique expertise, and experiences towards addressing common problems and reaching common goals.
<b>Group 2</b>	Collaboration means pulling together the resources and expertise to solve specific problems in order to reach the common goal.	Bringing in resources or capacities of the government and communities to fill in the gaps to address the common problems.
<b>Group 3</b>	Collaboration is when a group of people come together and work jointly and contribute their expertise for the benefit of shared objectives.	Collaboration with the community means converging together to address a common issue that affects them. External factors such as the government, partners and civil society organizations (CSOs) can come in and provide support to the community to enable it over the common problem.
<b>Group 4</b>	Collaboration is the collective work.	Group of People working together to address common problems that occurred in their community.
<b>Group 5</b>	It is working together, coordinating, and understanding each other to achieve specific work.	Collaboration between community, govt and the IPs means sharing roles and responsibilities. For example, in security issues, the community should play its role and the govt should play its role and the IPs can also play a role.  These roles depend on the capabilities and resources available to each unit.

## Discussions Summary

From the discussion, some common words cut across all groups illustrating participants' perspectives on collaboration. These words/phrases include:

- Joint Identification of problems, including problem solving
- Working for common good
- Sharing/pulling resources together
- Shared roles and responsibilities
- Sharing ideas and resources
- Shared expertise
- Balanced participation by all parties



Policy LINK APM facilitator consolidates a session on contextualizing collaboration in Wau County after group work report out.

Interestingly, participants in Wau view collaboration as “coming together of diverse community stakeholders, who are faced by a common problem to jointly identify, plan, and work together to address the common problems facing them through sharing of roles and responsibilities, pulling of resources and expertise to solve a jointly identified problem.” From these concepts, there was consensus that each actor has a role to play in the development process.

While collaboration may have different definitions, it's prudent that IPs view collaboration from both technical and contextual perspectives. Contextualizing it provides local communities with an opportunity to easily understand, reflect on what it means to them, and build their confidence to meaningfully engage with IPs.

## Brainstorming Session: Generating Ideas for Making Collaboration Work

The brainstorming session was designed to generate practical ideas for making collaboration work in the Wau context. This session was also used to provide a common point of reference and a basis to consider how to enhance collaboration. During the session, each of the five groups was provided with printed discussion questions. The questions focused on: 1) How will this collaboration work? 2) What principles should guide this collaboration? 3) What is the role of communities, IPs, and local government in ensuring that this collaboration works? 4) What are anticipated challenges and how to address them? 5) How will all of these be monitored and how can we learn from them?

## Summary of Small Group Responses

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

### *How will we make this collaboration work?*

- Building trust among the community, IPs, and relevant line authorities through regular engagements and open communication.

- Identifying specific areas where collaboration is needed.
- Sharing information for transparency purposes.
- Ensuring resources are available and used efficiently towards addressing community needs.
- Clear distribution of roles and responsibilities in order to facilitate effective collaboration.
- Joint monitoring of the activities by all parties involved i.e., community and IPs.
- Ensuring inclusion at all levels.

*Discussion Summary*

The strategies, actions, and activities required to make collaboration work in Wau centers around confidence and trust-building among stakeholders, provision of and prudent use of locally available resources, focus on community needs, engendering a culture of information sharing, coordination, and transparency including joint participatory monitoring and learning to ensure goals are achieved.

*What principles should guide this collaboration between community, implementing partners, and local government?*

- Mutual understanding and respect among all partners i.e., community, IPs, and line local government
- Open communication and information sharing among partners
- Transparency, mutual accountability, and feedback
- Commitment to collaborate by/with all partners
- Balanced roles and responsibilities
- Inclusivity (women, persons with disabilities, religious leaders, etc.)

*Discussion Summary*

From the discussion, there was a consensus that certain guiding principles are necessary for effective collaboration between the community, relevant local government, and IPs. The proposed guiding principles for collaboration by participants encompass the need to ensure all stakeholders at all times endeavor to create a shared understanding, embrace inclusion and participation in the planning and implementation of identified priority actions, and provide an accessible platform for information sharing and continuous communication among all partners.

It also highlighted the need to ensure roles and responsibilities of key partners are well defined and the commitment from all components is obtained for the successful implementation of identified priority actions.

*Table 5. Summary of Small Group Responses*

What should be the role of the community in ensuring that this collaboration works?	What should be the role of implementing partners in ensuring that this collaboration works?	What should be the role of the state and county governments?
<ul style="list-style-type: none"> <li>• Identification of problems and priority initiatives for collaboration</li> <li>• Mobilization of local resources, including participation of community members to</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity strengthening or development</li> <li>• Provision of expertise (facilitation support) for trainings and workshops</li> <li>• Mobilization of resources (looking for donors to</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of enabling environment for partners, including development and implementation of existing policies and strategies</li> <li>• Development and sharing of government strategic</li> </ul>

<p>participate in either community-led or IP-supported initiatives</p> <ul style="list-style-type: none"> <li>• Take active role and responsibility in promoting effective collaboration</li> <li>• Information sharing with other partners</li> <li>• Monitoring &amp; Evaluation</li> </ul>	<p>support community priorities)</p> <ul style="list-style-type: none"> <li>• Facilitate coordination, including at local community level</li> <li>• Information sharing with other partners involved</li> <li>• Monitoring &amp; Evaluation</li> </ul>	<p>plans with community and IPs</p> <ul style="list-style-type: none"> <li>• Mobilization of resources</li> <li>• Provision of the Infrastructure needed to enable effective collaboration</li> <li>• Provision of security</li> <li>• Coordination support</li> <li>• Monitoring &amp; Evaluation</li> </ul>
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**Discussion Summary**

From the discussion, there was a consensus on the need for communities and IPs to reflect on and understand the roles and responsibilities each partner is expected to play. However, this should be expressed in conformity with the proposed guiding principles discussed above.

*Table 6. Responses to: What could be some of the challenges this collaboration will encounter? How can these challenges be addressed?*

What could be some of the challenges this collaboration will encounter?	How can these challenges be addressed?
<ul style="list-style-type: none"> <li>• Lack of understanding the nature of collaboration and issues that require collaboration by partners</li> <li>• Limited resources to address a common problem by all partners.</li> <li>• Exclusive decision-making processes i.e., some stakeholders not involved in the decision-making processes</li> <li>• Lack of clear understanding of the roles and responsibilities.</li> <li>• Failure to reach a consensus on a particular course of action.</li> <li>• Lack of implementation of existing policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Create awareness among all stakeholders and facilitate participatory problem identification, planning, and collaborative implementation of strategies for people.</li> <li>• Strengthen local capacity to mobilize local resources from diverse sources both internally and externally.</li> <li>• Encourage a collective/participatory decision-making process where everyone is involved</li> <li>• Participatory dialogue to reach an agreement or consensus</li> <li>• Maintaining clear understanding of roles and responsibilities</li> </ul>

**Discussion Summary**

Participants feel that stakeholders have a unified understanding of what collaboration is and issues that require collaboration. Moreover, the role of local government in creating an enabling environment through strategy and policy development, and implementation is key. From the discussion, it was clear that some of the government strategic plans if implemented (e.g., plans for addressing seasonal cattle movements etc.), could trigger potential opportunities for collaboration with local communities and IPs.

*Table 7. Responses to: How will we monitor our collaboration? How will we learn from this collaboration?*

How will we monitor our collaboration?	How will we learn from this collaboration?
<ul style="list-style-type: none"> <li>• Establish joint monitoring teams at the county level</li> <li>• Establish community beneficiary groups               <ul style="list-style-type: none"> <li>• Set common standards and measurable indicators to guide data collection, analysis, and decision-making</li> <li>• Conduct routine meetings</li> <li>• Coordination and communication among the partners</li> <li>• Establish joint participatory monitoring</li> <li>• Ensure routine field supervision of the activities by IPs and community structures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Establish effective, inclusive, and accessible communication and information platforms to facilitate sharing and communication among stakeholders</li> <li>• Conduct learning sessions by IPs</li> <li>• Use of feedback mechanism where community and IPs can relay information in a timely manner</li> </ul>

*Discussion Summary:* Community participants expressed interest in being part of the monitoring process. Therefore, adopting participatory monitoring, evaluation, and learning best practices were viewed as ideal.

**The Dialogue: Building Consensus on Opportunities for Collaboration among Communities and Partners for Each of the Five Most Impactful Shocks.**

This session provided an opportunity for community representatives, IPs, and local government representatives in Wau county to identify potential opportunities for collaboration for each most impactful shock. Participants at the five tables were organized by the five most impactful shocks.

The original five shock-based groups formed by community participants during the county-wide local action planning workshop were maintained. IP representatives were assigned to each of the groups with direct alignment to their sector/project/activity. In addition, government participants with a direct functional line to each of the most impactful shocks were assigned to the groups of their work.

Table 8. Composition of Shock-Based Groups

Group 1: Seasonal Cattle Movement / Conflict between Cattle Herders and Farmers Shock	Group 2: Food Security and Livelihoods / Economic Shocks	Group 3: Health-Related Shocks (Diseases / Water)	Group 4: Land Grabbing Shock	Group 5: Insecurity and Conflict Shock
<ul style="list-style-type: none"> <li>• 5 community representatives (each payam represented)</li> <li>• Wau Civic Engagement Centre</li> <li>• Danish Refugee Council (DRC)- Complementary Action for Resilience Building in South Sudan (CARB)</li> <li>• State Ministry of Peace Building</li> </ul>	<ul style="list-style-type: none"> <li>• 5 community representatives (each payam represented)</li> <li>• Wau Civic Engagement Centre</li> <li>• Resilience through Agriculture in South Sudan (RASS) – DAI Global LLC (Consortium partners: CARE, IFDC, and WDG)</li> <li>• Norwegian Refugee Council (NRC) - Complementary Action for Resilience Building in South Sudan (CARB)</li> <li>• ACTED - Complementary Action for Resilience Building in South Sudan (CARB)</li> <li>• UNFAO</li> <li>• State Ministry of Agriculture, Environment, and Forestry</li> <li>• State Ministry of Cooperative and Rural Development</li> </ul>	<ul style="list-style-type: none"> <li>• 5 community representatives (each payam represented)</li> <li>• Wau Civic Engagement Centre</li> <li>• MOMENTUM Integrated Health Resilience (IMA World Health)</li> <li>• CARE</li> <li>• State Ministry of Health (MCH-N)</li> <li>• Wau County Directorate of WASH</li> <li>• State Ministry of Gender, Child, and Social Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• 5 community representatives (each payam represented)</li> <li>• Wau Civic Engagement Centre</li> <li>• Wau County Commissioner</li> <li>• State Ministry of Local Government and Law Enforcement</li> <li>• State Ministry of Housing, Land and Public Utilities</li> <li>• Wau Municipality Council</li> <li>• Ministry of Finance and Economic Planning</li> <li>• State Relief and Rehabilitation Commission</li> <li>• County Relief and Rehabilitation Commission</li> <li>• State Ministry of Education</li> </ul>	<ul style="list-style-type: none"> <li>• 5 community representatives (each payam represented)</li> <li>• Wau Civic Engagement Centre</li> <li>• South Sudan Police Service</li> <li>• State Ministry of Youth, Culture and Sports</li> </ul>

**Participants in each group were asked to address the following question for each shock:**

- 1) What do we see as potential opportunities for collaboration to address this shock?
- 2) Why is it important to undertake this initiative?
- 3) Where is this initiative expected to happen?
- 4) Who will initiate this? E.g., community, IP, CSO, or local government
- 5) When is it expected to happen?
- 6) Which other actors need to be involved in addressing this shock?

Participants were encouraged to reflect on previous sessions 1) collaborative governance at work: community representatives present shock-wise responsive resilience action plans for each of the five most impactful shocks in Wau county, and 2) IP Spotlight.

The two sessions were used to generate potential opportunities for collaboration between and among partners.

**I.0. The Joint Work Plan: Opportunities for Collaboration to Address Seasonal Cattle Movement / Conflict between Cattle Herders and Farmers Shock in Wau County**

Shock	What do we see as the potential opportunities for collaboration to address this shock?	Why is it important to undertake this action, activity, initiative?	Where is this initiative expected to happen?	Who will initiate this? (Community / IP / CSO / Local Gov't)	When is it expected to happen?	Which other actors need to be involved in addressing this shock?
Seasonal Cattle Movement / Conflict between Cattle Herders and Farmers Shock	I.1. Working with CSOs to engage in targeted advocacy in Western Bahr el Ghazal and Warrap to promote strategies for controlling/regulating cattle movement across state boundaries	To sustain commitments from Warrap and Western Bahr el Ghazal State governments and communities to formulate and address cattle related conflicts	Wau and neighboring counties of Warrap	CSOs with support from IPs, including UNFAO	August 2022-2024	UNMISS, UNDP, law enforcement institutions (Police, NSS, CID), politicians, (Parliamentarians), cattle owners, youth (herders), traditional leaders, media
	I.2. Dialogue meetings between farmers and cattle herders' representatives (inclusive)	Offer avenues to build trust and confidence among cattle herders and farmers and promote participatory resolution of cattle related conflicts	Wau town. WCEC, CSO	CSOs, local government, community	Oct. 2022-2024	IPs, UNMISS, UNDP, law enforcement institutions (Police, NSS, CID), politicians, (Parliamentarians) traditional leaders, media houses
	I.3. Support to initiatives for trade and economic exchange between farmers and cattle herders	Promote mutual relationship and benefits between farmers and cattle keepers	Bazia, Baggari, Besilia	Local farmers, cattle keepers	Oct. 2022-2024	State Ministry of Animal Resources, Fisheries and Tourism, private sector, input providers, IPs



	1.4. Peace and social cohesion activities targeting cattle herders and farmers	Promote awareness and mutual respect among cattle herders and farmers through peace education and engagement	Bagari, Besselia, Kpaile/Bazia & Wau Municipality	CSOs, IPs/NGOs	June-Dec 2022	UNMISS, UNDP, media
	1.5. Provision of water resources for cattle in their places of origin	Provides alternative sources of water and reduces negative competition over water resources between cattle herders and farmers	Tonj South & North, Gogrial East	Government and CSOs/IPs through food for asset activities	Oct. 2022-2024	Private sector, UNMISS, UNDP

## 2.0. Opportunities for Collaboration to Address Food Security and Livelihoods / Economic Shocks in Wau County

Shock	What do we see as potential opportunities for collaboration to address this shock?	Why is it important to undertake this action, activity, initiative?	Where is this initiative expected to happen?	Who will initiate this? (Community / IP / CSO / Local Gov't)	When is it expected to happen?	Which other actors need to be involved in addressing this shock?
Food Security and Livelihoods / Economic Shocks	2.1. Provision of improved agricultural inputs and training to local farmers in modern farming techniques	Increase agriculture efficiency & productivity through adoption of new farming techniques & technological innovation among targeted beneficiaries	Besilia, Baggari, Kpaile, Wau North and Wau South.	County Agriculture Department / State Ministry of Agriculture, Environment, and Forestry, IPs	2022-2024	Farmers' Associations, South Sudan Seed Association, Community, private sector

	2.2. Support to formation / reconstitution of agricultural cooperative groups and training in the five payams	To improve income level of individuals through increased productivity and marketing	Besilia, Baggari, Kpaile, Wau North and Wau South.	Community, State Ministry of Cooperative and Rural Development	2022-2024	IPs, County Agriculture Department / State Ministry of Agriculture, Environment, and Forestry, private sector, National Cooperative Union
	2.3. Support to food processing, preservation and marketing techniques for value chain	Increase household income from agricultural products through investing in value chain addition and training of farmers	Besilia, Baggari, Kpaile, Wau North and Wau South	Community, County Agriculture Department / State Ministry of Agriculture, Environment, and Forestry	Ap. 2022-2024	State Ministry of Animal Resources, Fisheries and Tourism, State Ministry of Cooperative and Rural Development, private sector, input providers, IPs
	2.4. Improve / rehabilitate feeder roads, markets, and communications network infrastructure	To facilitate access to, and enable easy communication services for farmers and ease marketing of agricultural produces	Baggari, Besilia, Kpaile	State Ministry of Roads and Bridges, community	2022-2024	UNMISS, State Ministry of Housing, Land and Public Utilities, State Ministry of Information and Communication, private sector, IPs

### 3.0. Opportunities for Collaboration to Address Health-related Shocks (Diseases / Water) in Wau County

Shock	What do we see as potential opportunities for collaboration to address this shock?	Why is it important to undertake this action, activity, initiative?	Where is this initiative expected to happen?	Who will initiate this? (Community / IP / CSO / Local Gov't)	When is it expected to happen?	Which other actors need to be involved in addressing this shock?
Health-related Shocks (Diseases / Water)	3.1. Scaling up Boma Health Initiative	To enhance community awareness on common diseases, better hygiene and sanitation practices and malnutrition	Besilia, Baggari, Kpaile (Payams)	County Health Department, State Ministry of Health, IPs	2022-2024	media houses
	3.2. Support for construction / renovation of health care facilities in target payams	Increase access to and availability of health services closer to communities in remote and hard to reach areas	Wau North (Hai Dinka, New Bilpham). Baggari Payam (Ngovar B, Ngotivim, Gongo ulisi, Noudog. Besilia Payam (Rihan, Jebel, Andia, Ngobolo). Kpaile Payam (Gobolo, Nakpataguru, Geddi, Geitan,). Wau South (New Site, Jebel Rabih).	County Health Department, State Ministry of Health, and Community	2022-2024	IPs, donors, private sector

	3.3. Support for training of medical personnel (e.g., doctors, nurses, and midwives)	To strengthen the health systems to provide effective, quality and accessible health services to communities in Wau County	State level	County Health Department, State Ministry of Health, and Community	April 2022-2024	IPs, donors, private sector
	3.4. Provision of drugs including family planning services	To increase access to quality health care service for communities in Wau County	All health facilities at county level	County Health Department, State Ministry of Health	May 2022-2024	Community, IPs, donors, private sector
	3.5. Support for Installation of clean drinking water infrastructure and training of water management committees	To prevent waterborne diseases through provision of safe and clean drinking water for 30,000 community members in Wau county	At Wau county level (Wau South, Wau North, Baggari, Besilia and Kpaile)	County Health Department, State Ministry of Health, and Community	1 <sup>st</sup> May 2022-2024	IPs, donors, private sector

#### 4.0. Opportunities for Collaboration to Address Land Grabbing Shock in Wau County

Shock	What do we see as potential opportunities for collaboration to address this shock?	Why is it important to undertake this action, activity, initiative?	Where is this initiative expected to happen?	Who will initiate this? (Community / IP / CSO / Local Gov't)	When is it expected to happen?	Which other actors need to be involved in addressing this shock?
Land Grabbing Shock	4.1. Support to CSOs to convene dialogue meetings between host community and internally displaced persons (IDPs) in <b>Besselia and Kpaile</b> to discuss land grabbing and other harmful practices over community land in these areas	To facilitate communities to peacefully resolve disputes over land through alternative dispute resolution mechanism	Besilia Kpalie	CSOs, community, Wau Municipality Council, and State Ministry of Housing, Land and Public Utilities	Apr-May 2022	Wau County Commissioner, Mayor, State Ministry of Local Government and Law Enforcement, State Ministry of Youth, Culture and Sports, and IPs
	4.2. Addressing barriers / challenges in South Sudan Land Act 2009 implementation at state and county level to ensure functional and effective structures are in place to manage land disputes	To increase efficiency in land administration and management	Wau municipality and counties	CSOs, community, Wau Municipality Council, and State Ministry of Housing, Land and Public Utilities	Aug 2022-Aug 2024	Wau County Commissioner, Mayor, State Ministry of Local Government and Law Enforcement, State Ministry of Youth, Culture and Sports, and IPs
	4.3. Assess capacity of and provide technical support to the land institutions in the state for better management of land	To increase transparency and capacity of land authorities in the state to better manage land issues	Wau Municipality and counties	CSOs and State Ministry of Housing, Land and Public Utilities	Aug 2022-Aug 2024	Community, Wau County Commissioner, Mayor, State Ministry of Local Government and Law Enforcement, State Ministry of

						Youth, Culture and Sports, and IPs
	4.4. Address malpractices in land allocation and management by community leaders (chiefs/sheiks)	To reduce malpractices in land allocation and management	Wau counties and Municipality	Commissioner and Mayor	Aug 2022-Aug 2024	Community, State Ministry of Housing, Land and Public Utilities
	4.5. Increase community awareness on land rights and land law and procedures	To enhance the community's knowledge on land rights and land law	Wau municipality, counties	CSOs and State Ministry of Housing, Land and Public Utilities	Aug 2022-Aug 2024	Community, Wau County Commissioner, Mayor, State Ministry of Local Government and Law Enforcement, State Ministry of Youth, Culture and Sports, and IPs

## 5.0. Opportunities for Collaboration to Address Insecurity and Conflict Shock in Wau County

Shock	What do we see as potential opportunities for collaboration to address this shock?	Why is it important to undertake this action, activity, initiative?	Where is this initiative expected to happen?	Who will initiate this? (Community / IP / CSO / Local Gov't)	When is it expected to happen?	Which other actors need to be involved in addressing this shock?
Insecurity and Conflict Shock	5.1. Establish / reconstitute community policing at local level	To enhance community vigilance and promote collaboration and increased crime prevention and response	In target bomas and payams	Community, South Sudan National Police Service	Aug 2022-Aug 2024	UNMISS, UNDP, State Ministry of Peace Building, and National Government
	5.2. Open and renovate community access roads to facilitate safe movement of people	To facilitate the movement for patrolling	In target bomas and payams	Community, State Ministry of Roads and Bridges	Aug 2022-Aug 2024	UNMISS, UNDP, State Ministry of Housing, Land and Utilities, IPs
	5.3. Support to CSOs to construct and renovate police stations in payams and bomas prone to insecurity	To improve working condition of police personnel through restoration of police infrastructure in conflict-affected areas	In target bomas and payams	Community, CSOs, South Sudan National Police Service	Aug 2022-Aug 2024	UNMISS, UNDP, State Ministry of Peace Building, and IPs

	5.4. Deployment of police personnel in the police stations to provide security	To increase protection of community members through accessible law enforcement services at community level	In target bomas and payams	South Sudan National Police Service	Aug 2022-Aug 2024	National Ministry of Interior
	5.5. Assess capacity of and train rule of law institutions to implement/enforce existing laws	Enhance rule of law and accountability practices	In target payams	CSOs, State Ministry of Local Government	Aug 2022-Aug 2024	UNMISS, UNDP, community



## Discussion Summary

From the discussions, three of the five most impactful shocks i.e., 1) Food Security and Livelihoods/Economic Shocks, 2) Health-related Shocks (Diseases/WASH) and, 3) Seasonal Cattle Movement/Conflict between Cattle Herders and Farmers Shock were viewed as having potential for collaboration between communities and IPs. While two other shocks namely, 4) Land Grabbing and 5) Insecurity and Conflict are considered either community or government-led with limited IP involvement or support.

While there was consensus that the proposed opportunities for collaboration would essentially serve as a Joint Work Plan for communities and IPs, such a plan should be viewed as 'non-static'. The plan should also be adaptable and accommodate flexibility to respond to changes in context. Where feasible, IPs and communities can include and document additional activities that can foster effective collaboration. However, to ensure that such proposed initiatives are measured, both community-led and IP-supported initiatives should be documented, with measurable indicators set.

## Key Lessons Learned

**Creating Platform to Engage:** It is important that opportunities that bring IPs and local communities together are created at both payam and county levels. IPs will benefit from the leverage by other peer IPs in order to address a particular problem better, while local communities will have an opportunity to interact directly with IPs.

To maintain the current positive momentum among all partners, using platforms provided through county or payam-based meetings, workshops and training would allow IPs and communities to build on the identified opportunities for collaboration and identified priority opportunities, but also to actualize the plan.

**Building on Existing Community-based Structures:** Sustaining future collaboration between IPs and local communities will require that current formal or informal community-based structures are built moving forward. In the absence of formal structures like community development committees, IPs are encouraged to engage and build on existing structures such as community action groups, CMDRR groups, community representatives, etc. However, such groups may need to be inclusive and accepted (by the community) to lead community activities.

Moreover, at the county level Wau Civic Engagement Centre (WCEC), a USAID established mechanism consisting of local CSOs in Wau represents a good option for all partners who plan to engage communities in Wau county. Policy LINK has been working with WCEC since 2020, mainly on community engagement. Amidst potential contextual and operational challenges, building/strengthening vertical and horizontal coordination involving the community-based structures would be a value add for IPs.

**Leaving the doors open for collaboration:** While it is important that IPs and local communities work together to try to address the identified community aspirations with limited resources, information sharing with all stakeholders without raising expectations is key.

## Next Steps

The next steps illustrate the next steps to be taken or considered. Policy LINK is proposing some actions that will be undertaken by the community representatives as part of capacity-building efforts. While Policy

LINK is committed to working with all IPs, there are also actions for consideration by IPs moving forward. These are summarized below:

Institution	Next Step (Action)	Tentative Timeline
Policy LINK	Synthesize information and develop JWP Workshop Report	14-24 March 2022
	Socialize JWP Workshop Report with the MELS	31 March 2022
	Convene a Community Feedback Workshop in Wau	29-31 March 2022
Community Representatives	Take part in a radio show as part of community feedback	First week of April 2022
	Convene payam-level meetings at respective payams	April 2022
IPs	Reflect on, and pursue opportunities for collaboration with communities, where appropriate	TBD

## Annex I: Workshop Participants

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### USAID Policy LINK Staff who facilitated the three-day JWP Workshop

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