



**FEED THE FUTURE**

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



# YCEC Delivery of Milestone 3

STRATEGY FOR ACTIVATING THE INCLUSIVE CHAMPIONS GROUP (ICG)

*This publication was produced on June 30, 2021*

*This publication was produced by the Yambio Civic Engagement Center (YCEC) on behalf of the Policy LINK program for the United States Agency for International Development.*



**USAID**  
FROM THE AMERICAN PEOPLE



# YCEC Delivery of Milestone 3

## STRATEGY FOR ACTIVATING THE INCLUSIVE CHAMPIONS GROUP (ICG)

|                                 |   |
|---------------------------------|---|
| <b>Program Title:</b>           | USAID Policy LINK                             |
| <b>Sponsoring USAID Office:</b> | USAID Bureau for Resilience and Food Security |
| <b>Award Number:</b>            | 7200AA19CA00019                               |
| <b>Awardee:</b>                 | DAI Global, LLC                               |
| <b>Date of Publication:</b>     | June 30, 2021                                 |
| <b>Author:</b>                  | Yambio Civic Engagement Center (YCEC)         |

*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.*

# Table of Contents

|  |    |
|--|----|
| Background.....  | 4  |
| Purpose of the Strategy for Milestone 3 .....                                | 4  |
| Overview of the Stakeholder Consultation.....                                | 5  |
| Methodology.....   | 5  |
| Participation .....  | 5  |
| Target Audience.....   | 6  |
| Key Discussion Findings.....   | 7  |
| Dimension 1: Level of formation of the Inclusive Champions Group (ICG) ..... | 7  |
| Dimension 2: Inclusive Champions Group (ICG) Formation Process.....          | 8  |
| Dimension 3: Composition of the Inclusive Champions Group (ICG).....         | 8  |
| Dimension 4: Inclusive Champions Group (ICG) Terms of Reference (ToR) .....  | 9  |
| Dimension 5: Level of engagement of the ICG in the PfRR .....                | 9  |
| Dimension 6. Mutual Accountability and Reporting.....                        | 9  |
| Summary of Key Take-aways.....   | 9  |
| Key Accomplishments .....  | 10 |
| Key Challenges.....  | 10 |
| Key Lessons Learnt.....  | 10 |
| Recommendations.....   | 10 |
| Annex I: Plan for feedback dissemination to stakeholders .....               | 11 |
| Annex II: Selected activity photos .....                                     | 11 |

## List of Tables

|  |   |
|--|---|
| Table 1: Yambio County Participants' Data by Category and Gender ..... | 6 |
| Table 2: Nzara County Participants' Data by Category and Gender .....  | 7 |

## List of Figures

|   |   |
|---|---|
| Figure I: Stakeholder Consultations Meetings..... | 6 |
|---|---|

# Background

The Partnership for Recovery and Resilience (PfRR) Inclusive Champions Group (ICG) provides vision, raises community awareness, represents the community to the outside world, and leverages resources and participation internally and externally. It's a leadership body that is expected to operate across all levels, charged with the responsibility of taking the partnership to both boma and Juba levels.

The ICG is a community-based organization that is meant to organize community resources as the first step in the building of community solutions for local resilience programming. It brings different forms of knowledge that will help create an enabling environment for PfRR partners to work hand in hand despite the challenges.

Yambio Partnership Area pioneered the establishment of the ICG. The group was headed by the former Governor and was functional until the country returned to ten states. According to the initial information, members who constituted the ICG were scattered or relocated to other parts of South Sudan following the change of the governance structure. Subsequently, the leadership of the ICG was absent, leaving the body nearly non-functional or redundant.

In an attempt to reconstitute this vital community-based structure to advance the PfRR agenda to the grassroots level, the Yambio Civic Engagement Centre (YCEC), a community-based structure that consists of local civil society organizations (CSO) and community-based organizations (CBOs), conducted consultative meetings with the four corners of the community - youths, women, people with disability, traditional authorities, the private sector, civil society, and local government in Yambio and Nzara. The meetings were held with the objective to gather local community perceptions on how the ICG can be reconstituted, and how the local community can participate in the PfRR.

The community consultative meetings were part of YCEC's broader community engagement strategy and, specifically, the Milestone 3 activity with technical support from Policy LINK.

## Purpose of the Strategy for Milestone 3

The overall goal of the stakeholder consultations on the ICG was to gather the views and perspectives of the of different community groups on how the ICG can be reconstituted or formed for effective PfRR activities in the Partnership Area.

Under Milestone 3 specifically, Yambio Civic Engagement Center (YCEC) sought to achieve the following objectives for the period ending June 30, 2021:

- To conduct stakeholder consultation meetings with youths, women, people with disability, traditional authorities, the private sector, civil society organizations, and local government in Yambio and Nzara on how the ICG can be reconstituted or formed.
- To document a report detailing strategy for activating the ICG in Yambio Partnership Area.
- Develop a plan to disseminate feedback on the stakeholder consultation meetings to the community.

# Overview of the Stakeholder Consultation

## Methodology

The stakeholder consultation was structured around five key steps as follows:

- Step 1: Stakeholder mobilization – four corners of the community
- Step 2: Stakeholder consultation meetings – across the four corners of the community
- Step 3: Drafting of meeting minutes / translation of recorded audio files
- Step 4: Compilation of report
- Step 5: End of milestone report submission

**In Step 2, Stakeholder Consultation Meeting discussions were guided by 6 dimensions:**

|   |   |  |
|---|---|--|
| <p><b>Dimension 1: Level of formation of the Inclusive Champions Group (ICG):</b><br/>This dimension sought opinions of stakeholders on what level(s) they think the ICG be formed or reconstituted</p>                                     | <p><b>Dimension 2: Inclusive Champions Group (ICG) Formation Process:</b><br/>Explored community views on the steps or processes to be followed when reconstituting the ICG. It also asked who should be involved in the reconstitution of the ICG, and why. It further explored what the leadership structure of the ICG should look like.</p> | <p><b>Dimension 3: Composition of the Inclusive Champions Group (ICG):</b><br/>Explored key questions areas such as who should be part of the ICG, what number should constitute the ICG, how many women should be part of the ICG, how many persons with disability should be included in the ICG, what specific criteria qualify someone to be part of the ICG, and who should head the ICG.</p> |
| <p><b>Dimension 4: Inclusive Champions Group (ICG) Terms of Reference (ToR):</b><br/>Explored community views on the main roles and responsibilities that the ICG should play, and what they think should be the Term limit of the ICG.</p> | <p><b>Dimension 5: Level of engagement of the ICG in the PfRR:</b><br/>Discussed the level of engagement or influence of the ICG in the PfRR.</p>   | <p><b>Dimension 6. Mutual Accountability and Reporting:</b><br/>Explored views on ICG accountability and transparency in playing its roles and responsibilities.</p>   |

As part of the capacity building, Policy LINK provided technical and logistical support to YCEC as a community-based structure through a **discussion guide**.

## Participation

Overall, YCEC held 47 stakeholder consultative meetings in nine different locations in Yambio and Nzara reaching 206 participants (127 males, 79 females) between June 17 - 23, 2021. Specifically, 33 stakeholder consultative meetings were held in five payams of Yambio County (Ri-Rangu, Gangura, Bangasu, Yambio Town and Bazungua) reaching out to 141 participants (83 males, 58 females). Further, 14 consultative

meetings were held in three payams of Nzara County (Sakure, Basukangbii and Nzara Central) reaching out to 65 participants (44 males, 21 females).

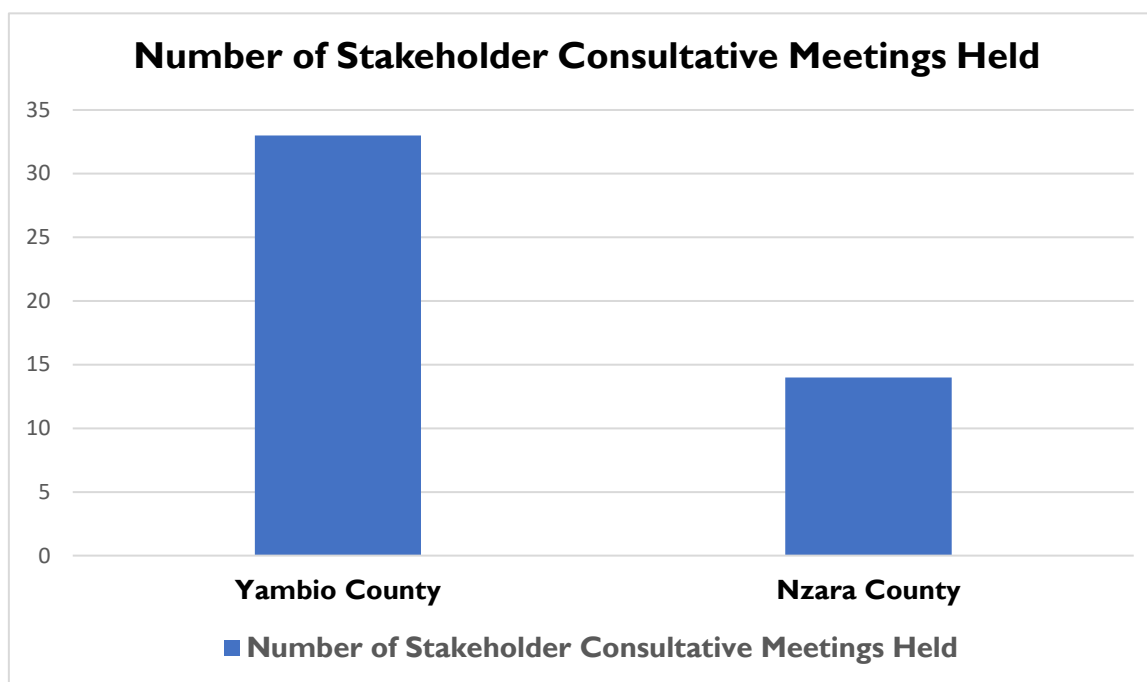


Figure 1: Stakeholder Consultations Meetings

## Target Audience

In Yambio, YCEC targeted: local government (payam administrators, boma administrators, county officials, etc.), traditional authorities (community leaders, chiefs, etc.), private sector (businessmen and women, farmers, cooperatives etc.), civil society organizations (CBOs, FBOs etc.), youth groups, women groups, and people with disabilities in five payams.

| S/No. | Participants' Category   | Male      | Female    | Total     |
|-------|--|-----------|-----------|-----------|
| 1     | State Government (directors, director generals, etc.)                                | 0         | 0         | 0         |
| 2     | Local Government (payam administrators, boma administrators, county officials, etc.) | 17        | 3         | 20        |
| 3     | Traditional Authorities (community leaders, chiefs, etc.)                            | 15        | 3         | 18        |
| 4     | Private Sector (businessmen, farmers, etc.)  | 24        | 8         | 32        |
| 5     | Civil Society Organizations  | 7         | 5         | 12        |
| 6     | Youth Groups   | 13        | 2         | 15        |
| 7     | Women Groups   | 2         | 33        | 35        |
| 8     | People with Disabilities   | 5         | 4         | 9         |
|       | <b>Total</b>   | <b>44</b> | <b>21</b> | <b>65</b> |

Table 1: Yambio County Participants' Data by Category and Gender

Meanwhile, in Nzara, YCEC focused on: local government (payam administrators, boma administrators, county officials, etc), private sector (businessmen and women, farmers, cooperatives etc.), civil society organizations (CBOs, FBOs etc), youth groups, women groups, and people with disabilities in three payams.

| S/No. | Participants' Category  | Male      | Female    | Total     |
|-------|---|-----------|-----------|-----------|
| 1     | State Government (Directors, Director Generals, etc)                                | 0         | 0         | 0         |
| 2     | Local Government (Payam Administrators, Boma Administrators, County Officials, etc) | 12        | 2         | 14        |
| 3     | Traditional Authorities (Community leaders, Chiefs, etc)                            | 0         | 0         | 0         |
| 4     | Private Sector (Businessmen, Farmers, etc.)   | 16        | 4         | 20        |
| 5     | Civil Society Organizations   | 3         | 0         |           |
| 6     | Youth Groups  | 10        | 0         | 10        |
| 7     | Women Groups  | 0         | 15        | 15        |
| 8     | People with Disabilities  | 3         | 0         | 3         |
|       | <b>Total</b>  | <b>44</b> | <b>21</b> | <b>65</b> |

Table 2: Nzara County Participants' Data by Category and Gender

As part of the approach, 11 YCEC User Committee members were divided into two teams. One team consisting of six individuals covered stakeholders within Yambio County whereas another team that consisted of five User Committee members were deployed to Nzara County to cover stakeholders in the three selected payams. The teams were equipped with a printed discussion guide that was used for each group met. Where possible, recorders (phones and a recorder) were used to record some of the discussions with the various groups to ensure authenticity of the information collected.

## Key Discussion Findings

### Dimension I: Level of formation of the Inclusive Champions Group (ICG)

- Majority of the community members agreed on the need for more awareness on the PfRR program because in the first phase the communities were not well informed about the steps to be followed.
- There should be nomination and election through voting as one of the key processes to be followed.
- The 14 youth groups interviewed in Nzara County and its payams collectively agreed that youth should be part of the committee which will reconstitute the ICG. The Sakure community selected a particular youth group that is particularly active in any type of activity in the community.
- The six groups representing people with disabilities agreed that they should be part of the community because they have good ideas to contribute towards the ICG.
- Women groups were selected to be part of the committee because they are accepted as the peacemakers in the community.

- The government is the host of any activity implemented by the partners, and they provide good security for the community.
- The 14 CSOs/NNGO agreed that CSOs should be part of the ICG because they can easily spread information on PfRR through community awareness and are neutral bodies.
- The groups from Sakure suggested that the structure should look as follows - chairperson, deputy, secretary, deputy secretary, treasurer information, advisors, and members.

## Dimension 2: Inclusive Champions Group (ICG) Formation Process

- All the 14 groups interviewed in Sakure, Basukangbii and Nzara Town payams recommended the following groups to be part of the ICG: youth groups, people with disabilities, women's groups, faith-based organizations (church), NNGOs, and local government.
- The groups in Sakure, Basukangbii and Nzara Town payams suggested the ICG be reconstituted with 15, 20, and 27 members respectively.
- Majority of the different groups in Sakure, Basukangbii and Nzara Town payams agreed for seven women representatives to be part of the ICG in the two counties.
- The different groups consulted in Sakure, Basukangbi and Nzara Town payams agreed for at least three people with disabilities to be part of the ICG.
- Based on the findings in all the three payams under Nzara County, the common criteria agreed upon were: the person should be educated, skillful so they can give the technical knowhow, command respect within the community, and able to demonstrate transparency and accountability to stakeholders.
- Majority of the respondents agreed for an NGO to head the ICG.

## Dimension 3: Composition of the Inclusive Champions Group (ICG)

Based on the different consultative meetings conducted in the three locations namely Nzara Town, Basukangbii and Sakure payams, it was agreed that the following points should be included in the ICG Terms of Reference:

- Should be able to plan and lobby for funds
- Identify community issues and find creative solutions
- All reports should be transparent to both the communities and the partners
- Enhance basic leadership skills in the ICG
- Ensure cooperation and teamwork
- Provide monitoring and evaluation mechanism



The majority also agreed that the ICG term limit should be three years. This duration of time will enable the chairperson and the entire cabinet to plan and execute what they planned and be accurately accountable to the stakeholders.

## Dimension 4: Inclusive Champions Group (ICG) Terms of Reference (ToR)

The community representatives agreed that the ICG should engage the community on the following:

- Cooperation with stakeholders at all levels.
- Create unity among community to foster community development
- Regular reporting system and evaluation
- Organize community meetings and create awareness to wider community on the roles of ICG
- Continued support for the ICG to execute their service to the community

## Dimension 5: Level of engagement of the ICG in the PfRR

- Under this dimension, five community groups from three payams collectively agreed that the ICG should submit the report and be accountable to the following category of people community - community, government, and donors.
- 

## Dimension 6. Mutual Accountability and Reporting

- Under this dimension, six community groups from Yambio, Li-rangu Bazungua, Bangasu and Gangura payams collectively agreed that the ICG should submit the report and be accountable to the following category of people - community, government, and donors.

## Summary of Key Take-aways

- Community representative generally appreciated their inclusion in the process. From the discussions, they felt valued by being consulted on their participation and role in the PfRR. Efforts could be made through awareness creation on the PfRR through radio and local community structures.
- There was consensus in both Yambio and Nzara communities on the common criteria for the selection of ICG members. They suggested that the person should be educated, skillful so they can give the technical knowhow, command respect within the community, and able to demonstrate transparency and accountability to stakeholders.
- It was agreed that the ICG should be inclusive and comprise the different community groups.

## Key Accomplishments

- Warmly received by the communities in all the locations.
- Community was able to contribute to the program effectively.
- Mobilization done before the date of the meetings.
- The activities on the consultative meetings for the ICG were conducted within the given framework.
- The User Committee members were committed to the exercise, and participated actively during the program.
- Good turnout of the respondents allowed for faster execution of the activities.

## Key Challenges

- Low understanding of PfRR among the community/respondents.
- Community expectations for refreshments and transport facilitation were not met.
- YCEC didn't have adequate tools such as camera and recorder.
- Poor accessibility of roads to some payams (e.g. Gangura and Bangasu)
- Timeframe was short for the activities, and it was difficult to meet the exact enough respondents

## Key Lessons Learned

- Community members feel valued whenever consulted on any issue that concerns them. Therefore, this exercise was considered as “best practice” by the community groups consulted. However, emphasis should be placed on feedback to the community.
- Refreshments and transport facilitation are seen as “motivators” for communities during community engagement activities.

## Recommendations

- Need for massive awareness within the community on PfRR programming (e.g. community outreach, targeting weekly market events, road announcements, jingles, radio talk shows and round table discussion with the community leader).
- Provisions of enough tools to facilitate future events (e.g. recorder, camera, and smartphones).
- There is need for refreshment and reimbursements to the respondents.
- Need for strengthening community local initiatives such as engagement of youth on pothole refilling.

# Annex I: Plan for feedback dissemination to stakeholders

## Milestone 2: Report detailing support for PfRR Annual Learning Forum (ALF) Events

| OBJECTIVES  | PLANNED ACTIVITY (IES)  | Location | Target | July | August | Persons Responsible | Remarks |
|---|---|----------|--------|------|--------|---------------------|---------|
| To provide feedback to the communities on the ICG consultative meetings in Yambio and Nzara | A.I. Feedback Meetings on the findings of the consultative meetings in Yambio and Nzara | YCEC     | 206    | XX   | XX     | YCEC UC             |         |

# Annex II: Selected activity photos

(Attached separately)