

Third-party Monitoring of the Community Security Programme

Final Contract Report
(Activity 26482)

Submitted to:
Embassy of the Kingdom of the Netherlands, South Sudan

02 September 2016



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1 Introduction

The Saferworld Community Security Programme, funded by the Kingdom of the Netherlands, was originally scheduled to run from 01 December 2013 – 31 December 2015. The programme began working in Warrap State and Western Bahr-el-Ghazal State as part of the Dutch Reconstruction Programme (DRP) and then expanded to Northern Bahr el Ghazal, Lakes State, Western Equatoria, Central Equatoria, and Eastern Equatoria, with the current tranche of Dutch Embassy (DEG) funding. Programming is concentrated predominantly in large urban centres, mainly capitals, in each state. Integrity was engaged to carry out third- party monitoring and evaluation (TPME) of the programme operating in the five states funded through DEG.

2 Overview of Support Provided

The project objective was to conduct an independent assessment of a component of Saferworld's programme funded through the Embassy of the Kingdom of the Netherlands. The community security project was designed to support community-based mechanisms for conflict prevention, done by facilitating community security working groups (CSWGs) and police community relations committees (PCRCs) that prioritised local solutions to security issues and that hold local authorities accountable for addressing them.

Priority activities included:

- Integrity tested assumptions and theories that underpin the programme through analysis of the existing evidence base and provision of additional data to fill contextual and thematic gaps
- Verified programme logic and feedback mechanism frameworks, as well as activity level outputs to ensure the achievement of set benchmarks
- Enabled results-based management to emphasise the programme's contribution to observable changes in the environment
- Shared iterative learning that informed decision makers and contributed to improved implementation processes
- Generated data that improved the quality of programme delivery through evidence-based decision-making at the policy, institutional and community levels
- Promoted greater accountability to the donor, beneficiaries and other key stakeholders by promoting transparent access to programme data and disseminating key observations, findings and lessons

Billable Direct Costs	
Expense Description	Total Cost
Flights	€ 3,068.95
Visas	€ 317.58
Accommodation	€ 2,720.52
Per Diems	€ 2,132.53
Local Travel	€ 498.38
Communications	€ 444.60
FGD Sundries	€ 1,025.43
Equipment and SMS platform	€ 3,110.01
Total Direct Costs	€ 13,317.99

3 Summary of Deliverables

3.1 Inception Report

Integrity undertook a collaborative design phase in order to further refine the TPME framework from the proposal to ensure that activities were fit-for-purpose and consistent with expectation of the Dutch Embassy. The inception phase included: a) Desk review of Saferworld CSP documents, b) Consultations with key stakeholders in Juba, and c) Development of methodology for assessments. The report provided the following key observations and recommendations:

- Suggestions for how to improve the CSP internal M&E framework by strengthening the theory of change, refining indicators to make them more measurable, and enhancing feedback loops to better respond to beneficiaries;
- Options for developing an independent SMS feedback platform to triangulate perceptions of key stakeholders in each of the five states;
- Tentative approach and methodology for the interim and final assessments in response to the priorities of the Dutch Embassy and information requirements of Saferworld and other actors.

3.2 Interim Assessment

The interim assessment was conducted from Nov 2015 – Jan 2016 and adds to the initial findings by focusing on revisions to the internal CSP M&E framework, progress made toward its objectives, and levels of beneficiary satisfaction with overall performance. The methodology involved a follow-up desk review of relevant programme documents, interviews with CSP staff, interviews with community representatives and local authorities, SMS surveys with stakeholders, and focus group discussions with the wider beneficiary community. A summary of the findings and recommendations generated through the assessment is presented below.

- Observations on how to improve the organisation and facilitation of community security working groups as well as suggestions to make the selection criteria for participants more robust;
- Identified different avenues for gathering more community feedback directly related to programme performance as well as suggested methods for doing this in a structured and rigorous way;
- Recommendations for how to refine the community-driven project selection process to make interventions more aimed toward addressing key drivers of instability in target areas as opposed to traditional development activities.

3.3 Final Assessment

The final assessment took place over a three-week period between the 22nd April and the 15th May. The methodology was adjusted from the original workplan in consultation with the Dutch Embassy to ensure avoid duplicating methods being used as part of internal reviews, and to mitigate respondent fatigue. The final assessment covered two main objectives: 1) To elicit and understand the perceptions and opinions of the international community regarding Saferworld and its programming and; 2) To conduct two case studies covering specific outcomes in Juba and Torit respectively. The key observations from the final assessment included:

- Recommendations from developing clear guidelines for CSWG and PCRC participants along with suggestions for making the selection criteria more inclusive and participatory.
- Consolidated perceptions of external stakeholders on Saferworld's performance and recommendations for how to improve coordination with regional actors in the event the programme was extended and expanded.
- Findings from two case-studies examining the link between CSP activities and changes in levels of security and stability at the community level. This included recommendations for how to strengthen the theory of change to ensure interventions were more evidence-based.
- Trends emerging from stakeholder perceptions gathered through the SMS feedback platform. This also included recommendations for how to improve respondent engagement with the platform in the even the Dutch Embassy chose to continue using the mechanism in the future.

4 Financial Summary

Total expenditure on the project was EUR €49,731.99, out of a total contract value ceiling of EUR €49,917.00. As per the contract, payment is to be in made in two tranches: the first was a 40% advance payment of EUR €19,966.80 and final invoice, upon project completion, of EUR €29,765.19 based on actual expenditures for fee rates and direct costs.

Whilst overall expenditures came within the total budgeted amount, there were some discrepancies between planned and actual expense for consultant fees as well as direct costs. The discrepancies in levels of effort across the team resulted from changes to the project's scope and methodology agreed in advance with the client to respond to priorities of the Dutch Embassy. The discrepancies in direct costs arose largely from unexpected deteriorations in stability in South Sudan during the period of implementation which

necessitated additional resource to support the team. The details of these changes are outlined below, along with a consolidated financial summary of direct costs provided as an annex.

- During the inception phase it was agreed with the Dutch Embassy that more project resource should be allocated to field data collection for the interim assessment to increase the quantity of beneficiary level feedback included in the report. Therefore, the number of M&E Officers and their collective level of effort (LoE) was increased, and the LoE for the Technical Advisor was decreased. For the final assessment, the Dutch Embassy prioritised gathering feedback on Saferworld's performance from key partners and stakeholders, so the days for the M&E Lead were increased to accommodate this methodology.
- The discrepancies in direct costs occurred as a result of: a) A sharp deterioration of the security situation in target areas, which delayed data collection in certain areas and delayed return travel for M&E officers from training locations, and led to an increase in per diems and travel expenses, b) Additional cost required to design and pilot the SMS feedback platform. A breakdown of these costs is provided below.

Table 1: Financial Summary Table

Total Contract Fee: €49,917

FEES

Consultant	Invoiced Days (2015-2016)	Rate	Total Fees
Project Manager	7	€ 400.00	€ 2,800.00
Technical Advisor	7	€ 680.00	€ 4,760.00
M&E Lead	42	€ 380.00	€ 15,960.00
M&E Officer 1	30	€ 180.00	€ 5,400.00
M&E Officer 2	8	€ 180.00	€ 1,400.00
M&E Officer 3	8	€ 180.00	€ 1,400.00
M&E Officer 4	8	€ 180.00	€ 1,400.00
M&E Officer 5	8	€ 180.00	€ 1,400.00
TOTAL			€ 34,600.00

EXPENSES

Receipt no.	Expense Date	Expense Currency	Amount Local Currency	Exchange Rate	Refund Currency	Invoice Currency	Details
1.	01/06/15 to 01/07/16	GBP	£9,600.32	Varies with expense date	EUR	€ 13,317.99	See attachment for details

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Final Assessment Report

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May 2016

Acronyms

CES	Central Equatoria State
CSA	Community Security Assessment
CSO	Civil Society Organisation
CSP	Community Security Programme
CSWG	Community Security Working Group
DEG	Dutch funded CSP expansion programme
DFID	UK Department for International Development
DRP	Danish Reconstruction Programme
EES	Eastern Equatoria State
FGD	Focus Group Discussion
ICG	International Crisis Group
IDP	Internally Displaced Person
IGAD	Intergovernmental Authority on Development
KII	Key Informant Interview
LS	Lakes State
MEL	Monitoring, Evaluation, and Learning
NBGS	Northern Bahr el Ghazal State
NGO	Non-governmental Organisation
OH	Outcome Harvesting
PCRC	Police Community Working
QC	Quarter Council
SAJP	Security and Justice Programme
SSNPS	South Sudan National Police Service
ToC	Theory of Change
ToT	Training of Trainers
TPME	Third-party Monitoring and Evaluation
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNPOL	United Nations Police
WES	Western Equatoria State

Executive Summary

Integrity was engaged by the Embassy of the Kingdom of the Netherlands to undertake a final assessment of the Community Security Programme (CSP) currently being implemented by Saferworld. The DEG portion of the CSP was contracted from December 2013 – April 2016 to work in five states: Central Equatoria (CES), Western Equatoria (WES), Eastern Equatoria (EES), Lakes (LS), and Northern Bahr el Ghazal (NBGS). The Community Security Project is designed to support community-based mechanisms for conflict prevention by facilitating community security working groups (CSWGs) and police community relations committees (PCRCs) that prioritise local solutions to security issues and hold local authorities accountable for addressing them.

Integrity's final assessment report is comprised of three main objectives. These were to assess:

1. the reputation and relationships Saferworld has built with external stakeholders in the five states where programming is currently taking place,
2. the levels of interaction and coordination between Saferworld and other actors,
3. the factors that contributed to the achievement of two of the stated outcomes in Juba and Torit through a case study methodology. The two programme objectives are complemented by a SMS survey conducted in five states which focused on levels of beneficiary satisfaction and overall performance. The SMS survey builds on the previously conducted survey that took place during the interim assessment in November 2015.

The methodology involved a follow-up desk review of relevant programme documents, interviews with CSP staff, interviews with the international community and other external stakeholders, community representatives and local authorities and SMS surveys with stakeholders.

The Community Security Working Groups are filling a vital gap in maintaining an oversight and monitoring function as well as providing a platform by which engagement between community members and authorities can take place. However, the bigger challenge will be political and security reform if violence is to be prevented in the future.¹ Durable peace requires a democratic process, which in turns requires that all the key stakeholders be accounted for in the process leading to an agreement. A holistic and inclusive framework that includes the needs and rights of civilians, and the interests of all political actors, is a starting point for long-term peace and stability in South Sudan². It is this collective

¹ <http://www.monitor.co.ug/Magazines/PeoplePower/Understanding-the-South-Sudan---conflict-outside-the-ethnic-box/-/689844/2134208/-/item/1/-/sfwsodz/-/index.html>

² <http://www.monitor.co.ug/Magazines/PeoplePower/Understanding-the-South-Sudan---conflict-outside-the-ethnic-box/-/689844/2134208/-/item/1/-/sfwsodz/-/index.html>

responsibility to address their own security concerns that will ultimately determine whether safety and security within the community increases.

By increasing the involvement of local people in this process, public participation in community decisions and dialogue with key decision makers strengthens transparency and accountability and builds civic capacity. Such a system promotes increased buy-in, stronger relationships and better ability to influence power holders in the community. CSWGs were found to be effective in facilitating interaction between local people and key decision makers through the PCRC meetings. However, feedback loops between CSWG members and Saferworld Staff remain weak and there is concern regarding Saferworld's oversight of the project prioritization process as currently, the identification of security issues remains the task of the groups with no oversight provided by Saferworld to better guide this process.

Trust between community members and the local authorities remains a key barrier to participatory, effective decision-making that will lead to any resolution of security issues. It is critical that local people and other stakeholders are genuinely engaged in solving local security concerns. To this end, the CSWGs have provided a mechanism within which they are able to engage with key decision makers, however, greater downward accountability mechanisms need to be in place to ensure information is disseminated and shared with community members.

A summary of the recommendations generated through the assessment is presented below.

External Stakeholder perceptions

- Clear guidelines for the selection of CSWG representatives should be developed and disseminated amongst stakeholders to prevent any potential confusion around Saferworlds selection criteria and exclusion of certain groups within the community. Participatory mechanisms for community members that do not hold membership in the CSWGs should also be strengthened through regular open meetings and greater sharing of information about the group's activities and initiatives. Saferworld should continue to broadcast community messages and increase the listenership by including other states and radio broadcasts in local dialect.
- If CSWGs are to sustainably create and foster strong relationships with local officials and government level power holders in new areas where PCRCs do not already exist in the future, capacity building with a specific emphasis on advocacy skills will be invaluable in ensuring a sustainability for the groups beyond the lifespan of Saferworlds programme. Saferworld should extend and further develop the advocacy-training component of their program.

- Sustainability of the CSWGs will depend greatly on their ability to supersede the leverage that Saferworld currently has with UNDP to resolve disputes at the state level through their own legitimacy. Capacity building of already existing CSWGs should be scaled-up along with the incorporation of a Training of the Trainers model to ensure longevity beyond the life span of Saferworlds programming.

Case Studies – Torit and Juba

- Whether for lack of awareness, interest, family commitments or lack of time, low levels of participation within the existing CSWGs remain an issue as do the expectations and motivations of current CSWG members. Efforts should be made to emphasize the importance of participation through targeted advocacy campaigns to increase buy-in of community members. CSWGs within the states should be working together to share lessons learned and to create a stronger community voice.
- The CSWG are identifying, prioritizing, analyzing and resolving local-level security concerns by holding local authorities to account, however, issues resolved tend to be of a developmental nature with a focus on service delivery rather than those that addressed fundamental security concerns. The CSWGs currently act as dispute resolution mechanisms rather than a representative body that holds the local authorities accountable. Saferworld should facilitate and provide more strategic oversight in the identification of security issues that focus on fundamental security concerns as well as community level developmental issues.
- Given Saferworlds inability to fund all the CSWGs directly through seed funding, Saferworld should seek to strengthen its coordination and relationships with other NGOs working in the same states in order to be better placed to jointly identify funding sources.
- In developing countries like South Sudan with rampant levels of domestic and gender based violence, women may typically feel uncomfortable discussing gender sensitive issues amongst men. In particular, when they represent a minority, as is the case with the Torit CSWG. A stronger gender perspective needs to be integrated into the CSWGs by increasing the number of women representatives in the group. Alternatively, a female only sub-group could be established and linked with a female PCRC member in order to provide a safe space where female CSWG members can openly discuss and identify domestic and gender based violence concerns. Saferworld should integrate a stronger gender perspective into its current policy on the selection of security concerns in the communities and the subsequent action planning training given to local partners and CSWGs. Donors should insist that a percentage of the security concerns identified on the action plan and resolved through the PCRCs contain gender specific security issues.
- Saferworld should emphasize the need for not only upward accountability between the CSWGs and local officials but also downward accountability between the groups and their constituents. This could take the form of public information sharing sessions between the CSWGS and the community members through either monthly open CSWG meetings or more frequent radio broadcasts that disseminate CSWG initiatives and successes.

SMS Survey Findings

- Saferworld should capitalize on the positive interest of CSWG members to attend and engage in the meetings by increasing efforts to ensure equal participation of group members. This could be achieved through stronger facilitation during the meetings to ensure each member has the opportunity to express his or her opinion.
- Although interest amongst CSWG members remains high, irregular attendance at the meetings was reported. In order for the CSWGs to successfully act as a representative mechanism within the communities, higher levels of member attendance need to be encouraged. Saferworld should ensure that advanced notice is given to members in order to allow for adequate time management.

1. Introduction

The Saferworld Community Security Programme, funded by the Kingdom of the Netherlands, was originally scheduled to run from 01 December 2013 – 31 December 2015. The programme began working in Warrap State and Western Bahr-el-Ghazal State as part of the Dutch Reconstruction Programme (DRP) and then with the current tranche of Dutch Embassy (DEG) funding expanded to Northern Bahr el Ghazal, Lakes State, Western Equatoria, Central Equatoria, and Eastern Equatoria. Programming is concentrated predominantly in large urban centres – mainly capitals – in each state. Integrity was engaged to carry out third- party monitoring and evaluation (TPME) of the programme operating in the five states funded through DEG and the approach presented in the methodology section.

Due to the renewed crisis in late 2013 the programme was temporarily halted and key staff were relocated to Saferworld offices in Juba, South Sudan and Kampala, Uganda for three months. Following consultations between Saferworld and the Dutch Embassy the inception period of the Saferworld project was extended to 30 September 2014 and the programme was extended until 31 May 2016.

The programme aims to achieve four key outcomes through its interventions in five states. Their intended outcomes are described as follows:

1. Targeted communities in South Sudan experience improved security, leading to conditions that allow for increased socio-economic development.
2. Authorities and state institutions responsible for public security in South Sudan demonstrate increased willingness to consult with communities on security provision, incorporate community concerns into their responses, and operate to standards that are transparent and legitimate.
3. Communities and CSOs in South Sudan demonstrate increased capacity to engage in dialogue with and hold authorities and governments to account on security provision and conflict prevention interventions.
4. International and national development actors in South Sudan (including donors, national and local authorities, INGOs and local NGOs) have been influenced by the results and lessons from the programme to better address underlying conflicts and increase the peace dividend for participating communities.

To achieve these outcomes the Saferworld programme is working through eight national partners to implement community-based, demand-side interventions that aim to improve the relationship between the population and local authorities by establishing forums for engagement and interaction. The approach prioritises inclusivity and participation to provide communities with the tools required to articulate their security related concerns to authorities and hold them accountable for addressing them.

As part of this approach, programme staff conducted Community Security Assessments (CSAs) in target areas to create a baseline for the programme outcomes and to better understand the community security concerns and responses by security providers to those concerns. The CSAs also gathered information on the relationships between authorities and communities, and on possible solutions to inform subsequent stages of the community security cycle.

There are two primary forums at the community level to facilitate constructive engagement between the population and local authorities and security providers. These forums are known as Community Security Working Groups (CSWGs) and Police Community Relations Committees (PCRCs). The former were established through the Saferworld Programme, while the latter were pre-existing committees that the programme is also working through. These two forums are comprised of representatives from communities, civil society, local authorities and security providers. They meet on a regular basis to identify drivers of conflict, prioritise security needs and develop action plans to address them. This process is intended to deliver sustainable, community driven solutions to mitigate conflict at the local level in target areas.

2. Methodology

The methodology involved a follow-up desk review of relevant programme documents, interviews with CSP staff, interviews with the international community and other external stakeholders, community representatives and local authorities and SMS surveys with stakeholders. The following Programme Outcomes were selected from Saferworlds November 2015 Outcome Harvesting Summary

Juba

- Feeder road maintained in Munuki block A by the community initiatives in Juba.
- Town mayor and Munuki payam administrators responded to request of the community on feeder roads in Juba

Torit

- Community raise resources to repair and maintain four boreholes
- Damaged boreholes collaboratively repaired by the communities and local authorities through effective advocacy work in Illangi community

For the purpose of the case studies, outcomes were selected from CSWGs in Juba Munuki Block A and Torit, Illangi. It should also be noted that although Saferworld and its partners refer to the below results as outcomes, they are in fact project successes rather than programmatic outcomes linked to the broader theory of change. These outcomes form part of Saferworlds outcome harvesting approach whereby Saferworld documents positive impacts of its global programming. Saferworld Project Coordinators capture these outcomes in each state on pre-designed templates that are then shared on a cloud-based knowledge platform.

Within the logical framework, the outcomes selected below fall under project outcome 1: targeted communities in South Sudan establish and use representative mechanisms to identify, prioritize, analyze and resolve local-level security concerns. Saferworld and its implementing partner did not directly support the achievement of either the feeder road or borehole repairs in Juba or Torit by providing any seed money for the selected initiatives. Rather, the CSWG representatives approached community members for monetary contributions needed for the repairs of the feeder road and boreholes. Nonetheless the CSWGs were mobilized and trained by Saferworld on how to advocate for community initiatives and it was therefore decided to include these success stories as a way to highlight program sustainability.

Final Assessment

The Dutch Embassy tasked Integrity as third party monitor to conduct a final assessment, which took place over a three-week period between the 22nd April and the 15th May. The final assessment covers two main objectives:

1. to elicit and understand the perceptions and opinions of the international community regarding Saferworld and its programming and;
2. to conduct two case studies covering specific outcomes in Juba and Torit respectively.

In light of the close proximity of this assessment with the previously conducted interim assessment, a different methodology was selected in order avoid duplicating the methods adopted by Saferworld for their own internal assessment. Feedback was gathered from the international community through key informant interviews using a questionnaire designed to elicit points of views and opinions about Saferworld programming with a particular emphasis on awareness, reputation and levels of interaction with Saferworld throughout the five states. A total of thirteen participants were selected from a list of stakeholders provided by Saferworld covering the following five geographical areas; Juba, Torit, Yambio, Aweil and Rumbek. An additional SMS survey was also carried out to leverage community driven monitoring of programme interventions through an SMS feedback platform.

Assessment Objectives:

- Describe the perceived purpose of the program from the member's (respondent's?) perspective;
- Assess the extent to which the program met members' expectations;
- Describe how the above outcomes were achieved and how they relate to the program impact;
- How they coordinate with other programmes to fund community projects?
- Identify key success factors for effective programming
- Identify perceived barriers and/or other factors that limited participation in the programme.

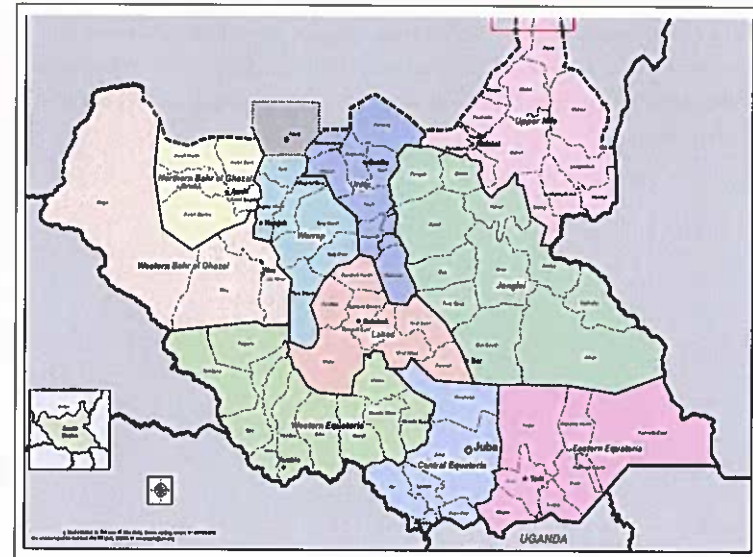
Respondents consisted of combination of staff from UNDP, UNPOL, Care International, ADEESA, Interfaith Council for Peace, SNV Netherlands Development Organisation, South Sudan National Police (SSNPS), PCCV and high-level members of the community security working groups. All of the respondents have had a presence in their respective areas for no less than two years and are therefore well placed to provide opinions and perspectives of Saferworld programming.

Design Limitations

It was not in the scope of this assessment to include perceptions by community members not directly involved in the CSWGs. Views presented and reported therefore represent

direct stakeholders and not the wider community. A full impact evaluation is recommended in order to fully understand impact level results following the completion of Saferworld's programme.

The assessment was designed to gauge opinions and perceptions of stakeholders. As such opinions were subjective and based on individual perceptions. Due to the time constraint, it was only possible to interview stakeholders who were available during the two weeks of data collection. In light of this, the pool of respondents was mainly comprised of those who have worked directly with Saferworld and were available and willing to be interviewed on short notice. Due to the degree of familiarity, the neutrality of some of the responses may be affected.



3. Findings and Recommendations

This section presents the evaluation’s findings and analysis based on the data collected through the evaluation tools and methods described in section two. The observations and recommendations are broadly structured according to the priorities agreed in consultation with the client and include: external stakeholder perceptions, case studies and relevance of programming.

3.1 External Stakeholder Perceptions of Saferworld Programming

3.1.1 Awareness of Saferworld Activities

Saferworld programming is foremost associated with the community security working groups (CSWGs) established in the five states. All but one of the respondents from Yambio were aware of the CSWGs, however, respondents from Rumbek and Gudelle Juba were unaware of any other Saferworld activities taking place in those areas.

Saferworld is implementing a strategy concurrently to the CSWGs that is designed to improve both the public’s awareness in community policing and gender based violence, as well as the reporting of suspicious activity. Educational activities mainly take the form of workshops and are well regarded in the five states. Of those respondents that were aware of the CSWGs existence, the majority have attended a CSWG meeting or workshop on peace building or community policing.

“In most cases I have attended workshops and trainings organized by Saferworld which brings together all the police, civil society, groups of women, youth or elders and government and they introduce community policing to the police and the community to understand the work of the community policing”.

Nurse, ADEESA, Yambio

In general, the CSWGs are highly regarded within the communities and in most cases they have fostered strong relations with the local authorities and other international actors in the states. The CSWGs serve as the ears and eyes of the community and act as an intermediary between the local officials and the community members. The groups were established to provide accountability mechanisms and to increase trust between community members and the institutions that govern them.

The process of identification of target communities and representative members for the CSWG was unclear to interviewees. Although most respondents felt that selection did in fact incorporate the most vulnerable members of society, there was discrepancy amongst respondents about how this translates into reality. When questioned during the previous

interim assessment, Saferworld staff acknowledged that the level of access by local partners; pre-existing security structures and relatively high levels of safety were key drivers in determining selection of communities. Notably, none of the respondents were able to identify how communities were selected to take part in the program. In some instances, respondents were under the impression that Saferworld selects the CSWG members amongst the youth, men, and women and elderly. Yet in other responses, stakeholders either did not know about the selection criteria or – as stated by a chairperson of the CSWG in Juba – were tasked with the selection themselves. While many respondents had stated that the CSWG was comprised of the most vulnerable groups in the community including women, children and the disabled, the interviewer found no evidence to support the claim that disabled people were members of the CSWG.

The international community is only partially acquainted with awareness-raising activities taking place with no awareness at all from UNPOL in Rumbek and Juba, Gudelle. Those that were acquainted with Saferworld awareness-raising activities stated training sessions and awareness raising workshops as the type of Saferworld activities being conducted. Where awareness-raising sessions are taking place, respondents have noticed a positive influence on the security situation. Citizens are more aware of the role they can play in resolving minor disputes. Interaction with police, in the communities where awareness raising has taken place, has noticeably increased and citizens seem more aware of how to report a crime.

“The police commander was willing to come and attend the meetings [CSWGs], which was not happening before and when he transferred he demanded to work with the same program in the location he was transferred to.”

Law enforcement Officer, UNDP, Juba

3.1.2 Cooperative Relationships with international agencies

Saferworld has fostered and maintained strong relationships with external actors in the five states. They either partner directly with organisations or collaborate closely. In Juba, Gudelle, Saferworld implements activities through a local partner (ONAD) who deals directly with the CSWGs in the area. As such, respondents from Juba Gudelle had limited interaction with Saferworld staff directly.

All respondents have had some form of interaction with Saferworld or its implementing partner in varying degrees. Direct interaction mainly took the form of joint trainings or through the attendance at the CSWG meetings. There is an overwhelmingly positive response from recipients regarding this interaction.

"We have interacted with the Saferworld PC. We have a good relationship with them."

Community Police Officer, SSNPS, Torit

Saferworld collaborates directly with UNDP through the CSWG and PCRC meetings in Aweil, Rumbek and Torit. They have plans for future collaboration with ADEESA and Interfaith Council for Peace, which will take the form of a joint workshop, although this remains unconfirmed.

"In Torit we we have conducted a community policing training in collaboration with UNDP providing materials for the training and Saferworld helped with the transportation."

Law Enforcement Officer, UNDP, Juba

In order to ascertain the degree to which Saferworld has fostered external networks within the communities they operate in, respondents were asked the frequency and nature of Saferworlds interaction with other organisations and stakeholders within the UN protection cluster meetings. High levels of attendance and visibility of Saferworld reps in the UN protection cluster meetings were reported, with the exception of in Yambio and Torit.

Saferworld has a limited presence in Yambio and while the local partner Change Agent Association (CAA) implementing activities on behalf of Saferworld does represent Saferworld at the UN Conflict sub-cluster working group, attendance is sporadic and limited.

3.1.3 Perceptions of the international community of Saferworlds engagement with community members

Although Saferworld has fostered strong community relationships in all areas, most agree that effective long-term implementation remains a challenge. Strengthening those relationships and the longevity of the CSWGs further will be vital in meeting citizens demands for accountability in the longer term. Nevertheless, in all cases, improvement in relationships between communities and the police were reported. This positive improvement can be seen in Juba where the community and the police were able to interact directly to resolve a community dispute. This interaction is crucial in building trust between parties and shows willingness on the part of the authorities to engage. Respondents also noted that community members were more proactive in reporting incidents in their areas as they were now more aware of how to handle such security concerns.

"People are becoming aware that security is not only the responsibility of the government"

Police Advisor, UNDP, Aweil

According to stakeholders, the Saferworld programme is contributing to increased interaction between communities and the authorities through the CSWGs. However, the attribution of the Saferworld programme to improved security remains tenuous. One respondent in Juba reported that there was an improvement in security as a direct result of the deployment of additional police to the police station. Another cited the construction of a new police station as actions that improved community security. Saferworld conducted neither activity and furthermore, actions identified and addressed by the CSWGs have focused on developmental issues that substitute service delivery in the past.

Community members are not always aware of the role and activities of the CSWG. Although Saferworld is making efforts to inform the communities of the programming and other community level safety and security issues through the advent of radio talk shows broadcast through RADIO EYE, these broadcasts are a relatively new initiative with the first broadcasts taking place in January 2016. The talk show is currently being piloted in Juba and is conducted in Arabic and English. Saferworld should prioritise and extend this service in those states where activities are taking place.

Despite this, respondents who were interviewed ranked their overall confidence in future collaboration with Saferworld highly at 4/5, with a score of 5 being excellent. Interestingly stakeholders from Gudelle Juba and Torit were slightly less confident and responded with scores of 3.

3.1.4 Recommendations

- Clear guidelines for the selection of CSWG representatives should be developed and disseminated amongst stakeholders to prevent any potential confusion around Saferworlds selection criteria and the exclusion of certain groups within the community. Participatory mechanisms for community members that do not hold membership in the CSWGs should also be strengthened through regular open meetings and greater sharing of information about the group's activities. Saferworld should continue to broadcast community messages and increase the listenership by including other states and radio broadcasts in local dialect.
- If CSWGs are to sustainably create and foster strong relationships with local officials and government level power holders in new areas where PCRCs do not already exist in the future, capacity building with a specific emphasis on advocacy skills will be invaluable in ensuring sustainability for the groups beyond the lifespan of Saferworld's programme. Saferworld should extend and further develop the advocacy-training component of their program.

- There is room for increased participation and network building particularly in Yambio state. This could be facilitated by the provision of additional support in the form of manpower and additional capacity building in the form of trainings to CAA in Yambio to increase Saferworlds level of attendance in the UN protection cluster meetings.

3.2 Case Studies – Torit and Juba

In their own words, Saferworld describes the purpose of community security as “a powerful approach that builds human security and contributes to wider peace and development goals. The public is engaged as having both the right and the opportunity to articulate security priorities and to be part of planning and implementing responses”³. To this end, the CSWGs are fulfilling their function of articulating security concerns and planning and implementing responses. A platform and space for dialogue has been created between local officials and power holders and their constituents through the establishment of the PCRCs.

3.2.1 Selection and Operation of Security Working Groups

Participation in the CSWGs involved a structured engagement between members of the group and the local authorities at elected and official levels. This medium enables, supports and facilitates public participation in the decision making process. The CSWG has provided a platform for constructive and inclusive conversations between communities and local authorities. As a result of joint dialogue, responsibility of local safety concerns rests with both parties.

Saferworld conducted a community safety assessment in Juba in order to select communities who would participate in the CSWGs. Criteria for selection of participating communities was based on areas with the highest respondent rate in Juba. However in direct contradiction to previously stated criteria of selecting communities that could be classified as having relatively high safety, the Torit community was selected on the basis of high insecurity rather than the opposite as previously stated. Moreover, none of the interview responses confirmed either method of community selection criteria.

Once the area is selected for participation in the program, members of the CSWGs are then elected. This process was undertaken by the quarter councils and not by Saferworld. The quarter councils were given guidelines by which to select representatives, which include: gender balance, being resident in the area for a minimum of two years, a willingness to serve in the community, being hardworking regardless of the profession and individuals with the capacity to raise relevant issues. As Saferworld does not have direct oversight of the recruitment and selection of CSWG members, it is unclear clear as to whether there was strict adherence to the guidelines, or whether there was inclusion of all ethnic groups.

Saferworld activities are conducted through Organization for Nonviolence and Development (ONAD), the local partner in Juba and South Sudan Association Recovery for Returnees and Disposal Affairs (SARRA) in Torit. Munuki Block A CSWG members traditionally meet monthly and are jointly chaired by the chairperson and quarter council representative. Regular meetings are held jointly between the CSWGs and PCRCs and the CSWG members appear to have strong relationships with both the quarter council and PCRCs in Juba.

Under Munuki payam, Munuki block A and C and Gudele block 5 and 9 were selected. CSWGs in Munuki block A were the first to be established in November 2014 and consisted of a total of 25 community members, with a 60% female representative rate. CSWGs were initiated in February 2015 in Munuki Block C totaling 31 members including 17 female. Closely following on from Munuki Block C, Gudele Blocks 5 and 9 were established in March and April 2015 respectively. Female representation in the CSWGs is significantly lower in both blocks in Gudele with figures amounting to 36% in Block 5 and 33% female representation in Block 9. Although all four of the Juba CSWGs fall under the centralized Munuki Payam, CSWGs act independently of each other and do not hold joint meetings or share lessons learned. The Torit CSWG in Illangi fairs rather badly in the integration of female members in the group with only 4 out of the 24 members being female.

In 2013, the UNDP established PCRCs throughout South Sudan. The intended purpose of these PCRCs was to bridge the gap between communities and high-level officials. Following the disengagement by UNDP, Saferworld successfully filled this gap by adopting and supporting the PCRCs independently. Saferworld has successfully leveraged this relationship by linking the CSWGs and the PCRCs in Juba through monthly meetings that allow for high-level negotiations and dialogue to occur. In the event of a non-agreement around the resolution of a security concern raised by the CSWG to the PCRC, Saferworld is in a strong position to advocate to the UN in order to help resolve the matter.

Whilst it is clear that on their own the CSWGs do not hold enough legitimacy at the state level to effectively hold local authorities to account, Saferworld has successfully leveraged this partnership with UNDP by linking the CSWGs to the PCRCs in those states that had a functioning PCRC established by UNDP. Saferworld has also taken the initiative to establish PCRCs in those states where none previously existed. Given some of the challenges the CSWG face, it does however remain uncertain as to whether the CSWGs, without the support of Saferworld and its connections, can sustainably create and foster these high-level relationships with the local authorities on their own.

³ Saferworld Community-Security-Handbook April 2014

"The project is only centred in the town where the community is safer. We cannot solve issues of revenge in the outskirts of the town"

Field Coordinator, Torit

3.2.2 Stakeholder expectations and suggested changes

Current CSWG members initially reported limited expectations around personal benefits to joining the groups, and most stated altruistic reasons. They highlighted the insecurity facing communities and placed emphasis on a desire to see peace through a process of change. Common forms of insecurity cited included night robberies, and criminal activities in general. Interestingly none of the respondents in Juba cited community security concerns that specifically included inaccessible feeder roads as a specific problem they were hoping to have resolved by joining the CSWG. Moreover, respondents appeared to have very little expectations on what the CSWGs could in fact achieve in terms of specific issues, rather, they expected to gain knowledge on dispute handling.

"I decided to join the CSWG because I feel it will help my community to live in peace."

CSWG member, Torit.

These security concerns were corroborated by an external local NGO worker working in the area on community safety and security and police engagement activities. He ranked the relocation of internally displaced people in the community as a serious problem followed by incidents of crime, night robberies, shootings and finally socio-economic challenges such as the high prices of goods.

CSWG members' expectations from active participation in the groups were overwhelmingly positive however there was contradiction in some cases. For example, in the case of a Torit CSWG member, he cited good cooperation among members and understanding when called for agent meetings, but on the other hand he expressly stated that non active participation during meetings was a common occurrence. Another CSWG member who also felt that members had poor time management and a misconception of the programs goals further corroborated this statement. Expectations that were met included the ability of the CSWG to maintain the wellbeing of the community to live in a peaceful manner, awareness of community members' problems and improvement in security.

Failed expectations were more concerning and CSWG members gave the overall impression that there is a lack of understanding of the CSWG mandate and goals, a lack of commitment by members and low attendance levels during the meetings. Despite these failed expectations, all of the respondents wished to see the continuation of the CSWGs.

Suggestions for future programming ranged from additional capacity building and more regular meetings to a stronger emphasis placed on conflict resolution amongst members.

Stakeholder Recommendations:

1. Stronger collaboration between CSWGs and the local police
2. Greater emphasis placed on community learning and their role in community safety and security
3. Expansion of current CSWGs to include other areas in the states and more regular meetings to be to facilitate dialogue between the community and local authorities
4. Clearer guidelines on the role of the police and local authorities to provide safety and security
5. Increased police presence in some areas by constructing additional police posts
6. Further capacity building of CSWG members

"We expect these people [CSWG members] to be peaceful and to be advisors to the community and to enlighten the community"

Chairperson CSWG, Juba

3.2.3 Observed Outcomes

As the role of Saferworld is to facilitate and provide capacity building of the CSWGs, the groups act independently of Saferworld in the selection of security concerns in the community. The security concerns are then ranked and recorded on an action plan.

Following on from this process, the group then identifies which of the security concerns should be addressed, raises the concerns in the PCRC meetings and follows up on the outcome of the meeting. While this system allows for community ownership of the security concerns and their respective outcomes, the system relies heavily on those individuals that make up the CSWGs.

In Munuki Black A, the CSWG identified the degraded state of the feeder roads as a priority concern. This decision was based on the slow response of the police rapid response vehicles (777) units in responding to security concerns raised by the communities. Upon discussions held during the PCRCs, the police cited the poorly maintained roads as a reason for the slow response. The CSWGs then approached community members to raise funds to fill in the potholes on the feeder road in order to facilitate easier movement on the roads for police vehicles. While the repair of the feeder road did address the access issue,

it did not address a bigger priority of lack of police vehicles in which to transport the police to the scene of the security issue.

Members of the Torit Illangi CSWG originally identified six different community safety concerns. Respondents were unable to agree on the amount of boreholes that were repaired with some stating four, and others stating two repaired boreholes. However it was noted that community members – and especially women – faced potential security threats by having to collect water from wells outside of the community during evening times. It also became clear that insufficient water wells in the community contributed towards community tensions over lack of water supplies and ultimately led to ethnic tensions. Unclean river water is a major contributor of diseases, especially cholera and in extreme cases this can lead to death.

The achievement of this outcome is not widely known outside of the CSWGs with one respondent from the international organization SNV operating in Torit in the WASH sector stating that he was not aware of any CSWGs or PCRCs operating in Torit nor the repairs of any boreholes in that state. He had however heard of boreholes being repaired by other international organisations namely CARITAS, SNV, NIRAS and Drop in the bucket. Saferworld should support the CSWGs in linking and fostering stronger relationships with other WASH organisations working in Torit to avoid overlap of activities.

Whilst the achievement of these success is commendable, the objective of the groups should be to apply pressure and demand accountability to the authorities whose task it is to repair the feeder road and boreholes in the community rather than to directly provide these services themselves.

"SARRA and Saferworld cannot construct and build everything tangible. There are too many guns in the community which challenges our activities".
Field Coordinator, Torit

The groups themselves need to move beyond the selection of soft developmental targets and broaden the criteria to include broader scale socio security concerns like domestic and gender based violence and criminality.

The potential for exclusion of tribes in the community remains critically high, as does the exclusion of any women's security issues being prioritized and resolved in the action plan. Neither CSWG in Juba nor Torit ranked tribal issues, insecurity caused by crime due to

local gangs⁴ or IDPs or any women's issue like GBV as primary security concerns. All of the above security concerns remain at critical levels within both Juba and Torit states.

Whilst the groups have had success from their chosen outcomes, there is no substantive evidence to suggest that either outcome has resulted in the security situation being averted. Furthermore, even though the CSWGs have provided a platform for citizens' voices to be heard and are received positively in the communities, based on interviews with local NGOs operating in South Sudan, the level of insecurity among the communities of South Sudan is increasing rather than decreasing. Viewed in this way, the selection and prioritization of "soft targets" like the repairing of feeder roads and boreholes do not seem to be addressing the fundamental underlying roots of insecurity.

Upon further investigation into the roots of insecurity, it becomes clear that the behaviour of the formal security providers is a serious issue, with many of them unmotivated, unskilled and underequipped to carry out community policing. In some cases, it is the police themselves perpetrating the crimes, which only serves to increase public distrust in the system that is meant to support them. There are a limited number of police officers in areas outside of the capital and those that do exist lack basic equipment like mobile phones and cars to facilitate movement and a regular salary, all of which can lead to demotivation.

Viewed in this way, prioritizing developmental issues seems somewhat redundant if improved security and safety is to be achieved. Other drivers of insecurity currently facing South Sudan include tribalism, the proximity of the police barracks to the communities and institutional gaps in addressing internal issues such as the army using their guns for purposes outside of their mandate and the impunity army officers currently enjoy.

3.2.4 Key Barriers and Lessons Learned

One barrier associated with the outcomes was distrust between communities and their representative CSWG. In the case of Torit, communities were initially skeptical about paying for the repairs to the boreholes. The CSWG did not respond appropriately to accountability demands nor was timely information and regular updates on the status of the activities jointly funded by the community shared with the community. As a Saferworld M&E manager explained, "This initially created an environment of distrust".

⁴ Respondents used the term 'niggers' when referring to local gangs. Reports indicate that in the South Sudan context this is a local term specifically referring to criminal gangs rather than exclusively a derogatory racial slur. See: <https://radiotamazuj.org/en/article/100-rape-cases-reported-over-last-month-south-sudan%E2%80%99s-wau-town>

[There are] No policies and procedures to handle beneficiary complaints. We only raise awareness and allow dialogue but we don't build anything tangible. No lessons were incorporated.

Saferworld Field Coordinator, Torit

In Juba, the role of the Quarter council is to act as a mediator between government officials and communities. Without the active buy-in of the quarter council, the CSWG would be unable to apply sufficient pressure on the local authorities to ensure accountability. Saferworld is aware of the need to further develop and foster these relationships with both the Quarter Councils and the PCRCs in order to achieve program goals. One example of how they incorporated this knowledge into a lesson learned approach could be seen through the establishment of PCRCs in states whereby they did not previously exist.

Saferworld has adopted and supported those PCRCs that were previously established by UNDP and established new PCRCs in areas where they did not previously exist.

Saferworld Staff, Juba

3.2.5 Recommendations

- Gender norms and relations play a critical role in conflict and peace dynamics. Security issues often affect women differently to men⁵. In developing countries like South Sudan with rampant levels of domestic and gender based violence, women may typically feel uncomfortable discussing these issues amongst men – in particular when they represent a minority as is the case with the Torit CSWG. A stronger gender perspective needs to be integrated into the CSWGs by increasing the number of women representatives in the group. Alternatively, a female only sub-group could be established and linked with a female PCRC member in order to provide a safe space where female CSWG members can openly discuss and identify domestic and gender based violence concerns.
- There is a lack of understanding of individual roles of group members. Saferworld should provide clearer guidelines and encourage a shared understanding and vision of members' roles and responsibilities and state the purpose and limitations of the programme by supporting the creation of a common vision for the future.
- A critical gap exists in current capacity. Additional capacity building should be provided to CSWG members. This could take the form of trainings for expanding leadership base, strengthening individual skills and expanding diverse and inclusive community participation. Saferworld should build on and expand their existing model of enhancing community decision-making and problem solving by facilitating the implementation of practical strategies for creating change.

⁵ <http://www.saferworld.org.uk/news-and-views/comment/161-integrating-gender-in-community-security>

- Community confidence levels in policing institutions remain low. The CSWG members have provided valuable insight into community level changes that need to be incorporated into future programming. Saferworld should integrate these failed expectations into a lessons learned approach to inform future programming.
- Whilst the resolution of development issues are a positive outcome, attention should also be given to conflict resolution strategies in the community in order to avoid any future confrontations that could easily lead to tensions among ethnic lines. Saferworld should create better linkages between the CSWGs and other NGOs working on similar projects in order to better access funding and joint activities.
- Saferworld should integrate a stronger gender perspective into its current policy on the selection of security concerns in the communities and the subsequent action planning training given to local partners and CSWGs. Donors should insist that a percentage of the security concerns identified on the action plan and resolved through the PCRCs contain gender specific security issues.
- There are currently no policies and procedures to handle beneficiary complaints in Torit. Saferworld should emphasize the need for not only upward accountability between the CSWGs and local officials but also downward accountability between the groups and their constituents by institutionalizing policies and procedures for beneficiary complaints across all the CSWGs as well as ensuring lessons learned are incorporated into future programming in Torit.

3.3 SMS Survey results

Building on from the previous SMS survey launched during the interim assessment, Integrity conducted a performance review of Saferworld programming using an SMS survey. The SMS feedback platform gathered perceptions from key stakeholders about the performance of the Saferworld programme, effectiveness of the CSWGs, and levels of security in their communities. The system was initiated in all five states including Juba, Torit, Aweil, Yambio and Rumbek. Integrity incorporated lessons learned from the previous round of the SMS survey such as to provide additional and advanced mobile credit to selected stakeholders and contacting stakeholders prior to each round of the surveys to ensure that respondents were aware of the process and ready to respond. However, response rates were disappointingly low with only 19 valid responses included in the survey results. Whilst issues with mobile network coverage inhibited responses from stakeholders particularly in Aweil, other factors that could have inhibited responses include high levels of illiteracy and an insufficient level of English to understand and respond to the questions. The survey in Juba garnered slightly better engagement from respondents. A full breakdown of results is presented in graph form and can be found in the annex along with the questionnaire.

3.3.1 Stakeholder attendance levels and perceptions regarding the CSWGs

Row Labels	Respondent Rate
CES (Juba)	31.58%
NBGS (Aweil)	10.53%
Rumbek, Lake State	26.32%
Torit, Eastern Equatoria	15.79%
Yambio, Western Equatoria	15.79%
Grand Total	18

Overall, opinions and perceptions regarding the community security working groups were good. While the CSWGs are viewed in a positive light and interest amongst members remains high, there is room for improvement around levels of engagement in Juba, Torit and Yambio within the groups with a particular emphasis on group members being able to voice their opinions in an environment that fosters and facilitates group interest.

Regular attendance levels were low with only 58% of respondents having attended between 0 and 10 community security working group meetings at the time of the survey. 11% had attended over 21 meetings since the inception of the groups. High levels of meeting attendance (21+) were recorded by respondents in Aweil who also stated that they felt the most listened to. 89% had however attended the previous meeting. This indicates that respondents did have a good overall level of exposure and involvement in Saferworld's programme. However, it also highlights that although respondents are attending CSWG meetings, most are not attending on a regular basis and it remains unclear as to whether this is due to conflicting commitments or lack of awareness of meeting schedules and timings. Quality of facilitation and management of the meetings remained high with just under half of respondents, 42%, stating the meetings were organised in an excellent manner, with only 11% suggesting room for improvement. Responses relating to how well group members felt they were able to voice their opinions inside the groups and the extent to which they felt listened to during the meetings was varied. 37% were highly satisfied with engagement levels, while 11% ranked their levels of satisfaction as poor. Despite these variations in levels of satisfaction amongst respondents on engagement levels, the majority of respondents ranked the overall quality and effectiveness of the community security working groups highly, with 42% stating the overall usefulness of the meetings as good and 37% stating very good. This is further corroborated by all respondents planning to attend the next meeting.

The survey sought to elicit opinions on the current level of safety in the five states. Interestingly, Rumbek and Yambio were perceived to be the most unsafe states, while

Juba, Aweil and Torit were the safest states. As safety in Juba in particular remains a serious issue as noted by residents and external stakeholders in previous interviews, these perceptions highlight a need for further investigation into community perceptions on safety and security.

3.3.2 Recommendations

- Saferworld should capitalize on the positive interest of CSWG members to attend and engage in the meetings by increasing efforts to ensure equal participation of group members. This could be achieved through stronger facilitation during the meetings to ensure each member has the opportunity to express his or her opinion.
- In order for the CSWGs to successfully act as a representative mechanism within the communities, higher levels of member attendance need to be encouraged. Saferworld should ensure that advanced notice is given to members in order to allow for adequate time management.

4. Conclusion

Whilst it cannot be denied that the CSWG are identifying, prioritizing, analyzing and resolving local-level security concerns by holding local authorities to account, issues resolved tend to be of a developmental nature rather than addressing fundamental drivers of insecurity. The CSWGs currently act as dispute resolution mechanisms rather than a representative body that holds the local authorities accountable. They lack real support within the community and are little known outside their direct area of establishment. CSWG members themselves are unaware of activities run by other CSWGs within the same payam as was the case with a CSWG member from Gudele Block 5 being completely unaware activities being conducted in Munuki Block A. If these groups are to generate sufficient support to ensure upward accountability, stronger collaboration amongst the groups needs to be prioritized.

Given the overlap in activities conducted with the support of Saferworld and those conducted independently of it, it is unclear in what capacity improvements in the community can be directly attributed to Saferworld activities. Although Saferworld do provide money for transport for the meetings in some cases, (*'For the meetings, we pay 50% for transport allowance, rental of venues, and they [UN] contribute the rest'* Saferworld field coordinator, Juba) they did not provide oversight and capacity support to the CSWGs in Juba Block A for the repair of the feeder road. Ownership of the security issues belongs to the community and are identified and prioritized by the groups. This had led in some cases to a focus on developmental issues rather than safety and security concerns.

As stated by Saferworld staff, priority has been given to developmental issues as a way to build trust through quick wins with high impact. Action should now be focused on higher, more sensitive targets. Fundamental conflicts within the community themselves need to be addressed with recognition of the ethnic tensions that exist and the root causes of conflict commonly associated with South Sudan such as incidents within and between communities, and the proliferation of armed groups.

Whether for lack of awareness, interest, family commitments or lack of time, low levels of participation within the existing CSWGs remain an issue as do the expectations and motivations of current CSWG members. Emphasis should be placed on the importance of participation through targeted advocacy campaigns to increase buy-in of community members. CSWGs within the states should be working together to share lessons learned and to create a stronger community voice.

Sustainability of the CSWGs will depend greatly on their ability to supersede the leverage that Saferworld currently has with UNDP to resolve disputes at the state level through their own legitimacy. Challenging current discourse on roles and responsibilities of community members remains critically important if citizens are to effectively hold decision-makers to account. Capacity building of already existing CSWGs should be scaled-up along with the incorporation of a Training of the Trainers model to ensure longevity beyond the life span of Saferworlds programming.

Whilst a strong vibrant and cohesive civil society is a vital ingredient in ensuring safety and security concerns are being addressed, on its own it lacks political leverage and power to enforce security that the local officials wield. If real progress towards the attainment of an improved environment for reconstruction and development by increasing safety and security is to happen, a scaling up of advocacy activities, stronger collaboration amongst the CSWGs and further capacity building should be prioritized.

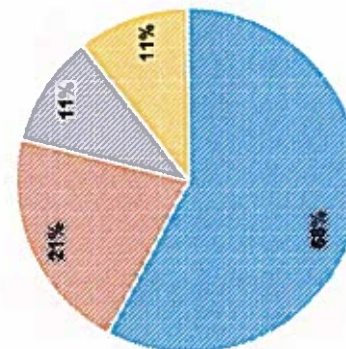
Annex A: SMS Survey Questionnaire

Question 1	How many CSWGs have you attended?
Response	Key number
Rationale	Indicates level of experience with the programme and enables analysis of how/if perceptions change in relation to duration of exposure.
Question 2	How well was the last meeting organised?
Response	Rank on 1-5 scale
Rationale	Looks specifically at the quality of facilitation and management of meetings to improve engagement.
Question 3	Were you able to participate in the meeting?
Response	Yes / No
Rationale	Measures the level of involvement from key stakeholders.
Question 4	What was the level of response to your comments?
Response	Rank 1-5
Rationale	Measures the extent to which participants feel they are being listened to.
Question 5	How would you rank the effectiveness of these meetings?
Response	Rank 1-5
Rationale	Measures changes and trends in overall quality of community security working groups.
Question 6	Do you plan to attend the next meeting?
Response	Yes / No
Rationale	Gauges intent for continued engagement with the Saferworld programme.
Question 7	How would you rank the level of safety in your area?
Response	Rank 1-5
Rationale	Gives a snapshot of the local security environment but not directly related to SW programming.

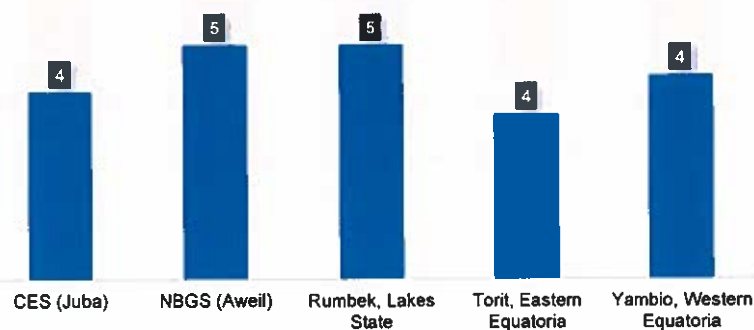
Annex B: SMS Survey Results

HOW MANY CSWGS HAVE YOU ATTENDED?

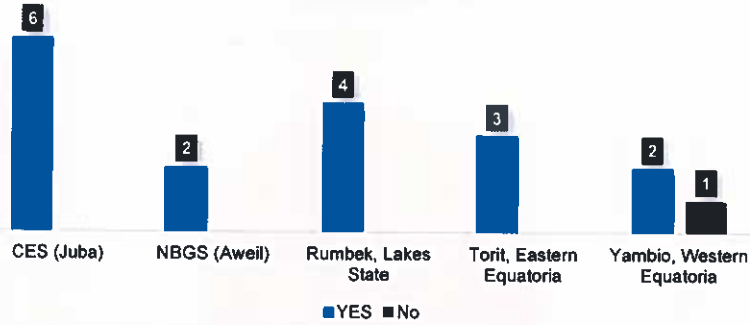
0-10 11-20 21+ Invalid Answers



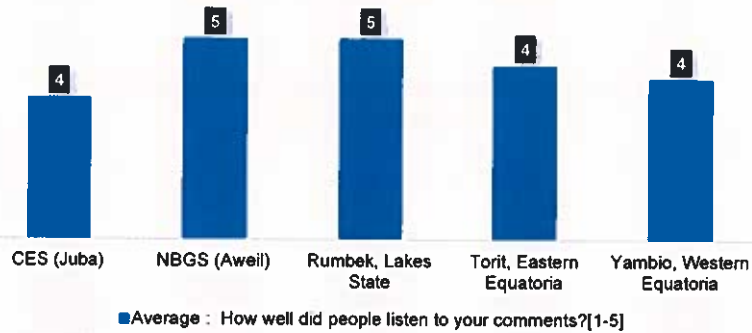
Average: How well was the last meeting organised? 1-5



Average by State: Were you able to attend the meeting? (YES or NO)



Average by State: How well did people listen to your comments? 1-5



**LISTEN
COMPREHEND
RECOMMEND**