

# Midterm Evaluation

*Supporting Peace, Security and Stability in Northern Regions through Strengthening Border Management Capacities and Inclusive Community Engagement Project (Period: 1 November 2020 – 31 October 2022)*

# 2021



Project implemented by



Project funded by



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IOM South Sudan

1/1/2021

**Disclaimer:** The midterm evaluation was conducted by IOM's Monitoring and Evaluation staff from IOM Regional Office for East and Horn of Africa. The project is managed by Fitriana Nur, Program Coordinator Migration Management Unit

## Glossary

CID	<b>Criminal Investigations Department</b>
CHD	County Health Department
CP	Community Policing
GFFO	German Federal Foreign Office
GBV	Gender-Based Violence
NTLI	National Transformation Leadership Institute
DNPI	Directorate of Civil Registry, Nationality, Passport and Immigration
FGD	Focus Group Discussion
IBMC	Integrated Border Management Committee
IDP	Internally Displaced Person
IOM	International Organization for Migration
KII	Key Informant Interviews
M&E	Monitoring and Evaluation
MTR	Mid-Term Review MTR
MoH	Ministry of Health
NGO	Non-governmental organization
NAC	National Aliens Committee
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
AC	Assistance Committee
OCHA	Office of Humanitarian Coordination
PHCU	Public Health Care Unit
PCRC	Police Community Relations Committee
SoP	Standard Operating Procedures
SPLA-IO	Sudan People's Liberation Army-In Opposition
SSNPS	South Sudan National Police Service
SSPDF	South Sudan People's Defense Force
UN	United Nations
WASH	Water, Sanitation and Hygiene
WFP	World Food Program
UNDP	United Nations Development Program

## Key Terminologies

### **Community Policing**

"A strategy for encouraging the public to act as partners with the police in preventing and managing crime as well as other aspects of security and order based on the needs of the community". (Community Oriented Policing in United Nations Peace Operations, 2018)

### **Police Community Relations Committee (PCRC)**

"A PCRC is a community platform where members of the community meet with members of law enforcement agencies to discuss safety and security concerns, by prioritizing those concerns, analyzing them, and suggesting long term solutions through the development of community safety plans (CSPs), representing a model of good security sector governance" (South Sudan Community Policing SOP, 2022).

**Border Management**

Is the facilitation and fostering to enhanced movement management at borders, prevents irregular migration, helps dismantle organized criminal networks, and protects the rights of migrants by ensuring unimpeded flow of people and goods including means of transportation for the mutual benefit of countries bordering each other.

**Integrated Border Management Committee (IBMC)**

It encompasses national and international coordination and cooperation among all relevant authorities and agencies involved in border management and trade facilitation in order to establish effective, efficient and coordinated border management

**Border Security**

Protecting of borders from the illegal movement of weapons, drugs, contraband, and people, while promoting lawful trade and travel, is essential to homeland security, economic prosperity, and national sovereignty.

**Trafficking in Persons**

(a) "Trafficking in persons" shall mean the recruitment, transportation, transfer, harboring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labor or services, slavery or practices similar to slavery, servitude or the removal of organs;

**Peace keeping**

the preserving of peace especially international enforcement and supervision of a truce between hostile states or communities

**Smuggling of Migrants**

Smuggling of Migrant shall mean the procurement, in order to obtain, directly or indirectly, a financial or other material benefit, of the illegal entry of a person into a State Party of which the person is not a national or a permanent resident. The smuggling of migrants is the facilitation of crossing borders illegally or residing illegally in another country with the aim of making a financial or other material profit.

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## Executive summary

IOM's project on Supporting Peace, Security and Stability in Northern Regions through Strengthening Border Management Capacities and Inclusive Community Engagement Project runs from 1 November 2021 through to 31 October 2022 in Renk County, Upper Nile is a German Federal Foreign Office (GFFO)-funded project, delivered in partnership with National Transformation Leadership Institute (NTLI), Directorate General for Civil Registry, Nationality, Passports and Immigration (**DCRNPI**) and South Sudan National Police Service (SSNPS). This project aims to establish processes of positive change at institutional, individual and societal levels, and to strengthen peace, security, and protection at the northern borders of South Sudan. It further intends to lay the foundation for access to longer term and sustainable development through strengthening border management, and engaging inclusive community participation, whilst contributing to the COVID-19 responses in the country. The Community Policing, Border Management and Women and Youth Empowerment project in Renk County, Upper Nile was launched in November 2020, adopting an area-based approach, targeting governments, security actors and inclusive communities in Renk, with special attention to returnees and Displacement, internally displaced persons (IDPs), particularly women and youth herein.

Within its framework, International Organization for Migration (IOM) conducted a mid-term review (MTR) of current project design to capture the project progress and lessons learned to date. The overall objective of the mid-term review is to evaluate the project's design, management and implementation and whether or not it has achieved intended results by analyzing project objectives, results and activities, with considerations to the overall objective of the project. Specific objectives include:

- Evaluate the relevance and validity of the choice of strategies and activities for achieving the project objective
- Evaluate the project's effectiveness in achieving its objective and project purposes including assessing level of quality the project has achieved.
- Analyze the efficiency in addressing the project objective. Measuring of how economically resources/inputs (funds, expertise, time) are converted into results.
- Analyze the project impact looking at primary and secondary long-term effects produced by the project intervention, directly or indirectly, intended or unintended.
- Analyze the sustainability of the project by looking at the lesson learned, best practices

With these goals in mind, this document provides an analysis of key documents and will lay out the key indicators that will serve as a guide to tool development as per the project logframe and workplan and balance these objectives with the broader goals of understanding the project more completely at the mid-point of implementation.

The MTR focused on findings from key stakeholder interviews with government counterparts and key implementing partners and focus group discussions (FGDs) with Community Policing (CP) groups and Border Management Committee members in a fieldwork that was carried out in the three project locations in Renk county (Abayok, Shawary and Gerger) in January 2022.

The MTR findings indicate that despite the delay in project kick-off due to extenuating circumstances, the activities have picked up and are now on track including the formation of the Police Community Relations Committee (PCRC) and Border Management Committee (BMC), capacity building of the PCRC and border management members, improved relationship between police and the community members according to FGD findings. Despite improved relations and collaborations between the police and the community members, there is still a need for more capacity building and awareness raising activities on the role of the PCRC members through simplified materials, trainings, exchange visits when possible, operational capacities including border management equipment, means of

transport and facilitation allowances to meet objectives of sustainable outcomes beyond the project period. The MTR also identified some areas of potential improvement in terms of inter-sectoral partnership; cross-border management coordination among IOM offices, stakeholders of both South Sudan and Sudan; and platforms and infrastructure to support the youth.

#### Key Recommendations

##### ➤ **Coordination**

*Strengthen partnerships with key stakeholders and community to promote more local involvement and ownership and enhance the sustainability of the community policing and IBMC.* For instance, the establishment of the Police Post is a good opportunity to enhance police and community relations. Build on the good track with the involvement of the police, local government in programme activities and implementation.

##### ➤ **Capacity Building**

- *Put emphasis on capacity building activities in the remaining programme period.* There is further need to scale-up and the follow-up training of PCRC and IBMC members. This will help members to fully understand objectives of community policing in the remaining part of the project period. It will also further strengthen some of the skills learnt during the training sessions for the PCRC members including communication, presentations and communication skills. The youths who are to be registered at the youth center can be trained to promote youth engagement on peace-building initiatives. This will enhance their involvement hence meeting the objective of the project.
- Develop audience-specific hand-outs materials and if possible, translate the materials to Arabic to promote better understanding of the project objectives and their role in achieving the target objectives.
- Include innovative pedagogical methodology such as exchange visits, where possible, of PCRC members and IBMC members to promote practical learning and develop good networking and coordination among the different project sites.
- Provide equipment and supplies to police stations and immigration officers to facilitate their support and efficiency in enhancing security concerns within Renk county. The recommended items include communication equipment such as satellite phones (Thuraya), and VHF radios; transportation means like motorbikes, boats, cars, and fuel; and office and/or visibility materials such as uniforms, boots, office space, desks, and computers.
- Support police leadership to boost the literacy of the police service and expand and standardize those efforts. Based on interviews and FGDs conducted, most of the police officers do not know how to read and write.
- Advocate for the adjustment of salary scales of police officers and border officials to better reflect the current value of the South Sudanese Pound, which will promote the continued professionalization of the officers involved in security provision and border management.
- Support in the development of police job training curriculum and subsequent capacity building/training for the local police force on their responsibility and mandate to ensure better understanding.

##### ➤ **Community-awareness/local involvement**

*Put emphasis on awareness campaigns of community-oriented policing and BMC in Renk through strengthened engagement of community leadership including sheikhs, pastors as well as police officials of all levels in the remaining project period.*

There seems to be good efforts to engage the community and evidently, several activities are being conducted including supporting CPFs in conducting community meetings with a larger number of community members aimed at raising awareness of the community on security and protection risks. These can be taken as an impetus to pilot awareness-raising/training, social

events including sports and cultural activities for the wider community with the PCRC members to lead under IOM technical supervision to promote social cohesions and interaction between communities and law enforcement actors.

➤ **Build platforms and infrastructure to support the youth**

*Build more livelihood Youth Centers which can serve as a platform that offers activities to motivate youth to take more ownership of their livelihoods, exchange ideas around business/entrepreneurship, etc.*

Although the project is not intended to address economic empowerment, it is noted that the unemployment is among the risk factors to peace and security. It is recommended to establish the centers to support the youth as an important stakeholder in peacebuilding at the same time help reduce crimes, GBV, and alcohol consumption brought about by unemployment. This can be accommodated through the project or through partnership with project partners.

➤ **Strengthen cross-border management coordination among stakeholders of South Sudan and Sudan.**

*Utilize the current coordination mechanism relation between the IOM offices in Sudan and South Sudan, IBMC and Sudan border officials to further scale-up the cross-border engagement to implement the activities which were not conducted if the situation allows.*

Despite the current limitation in Sudan following the political instability this year, it is recommended to support in-country events for border management officials which brings together the stakeholders from Sudan and South Sudan. This will provide forums to further champion the coordination.

➤ **Initiate Inter-sectoral partnership with other humanitarian actors in activities where the project may not be able to support due to limitations in resources or technical capacity.**

*Continue the discussion of expanding inter-sectoral partnership with other developmental and humanitarian partners to link program to other development projects and support the ongoing infrastructures rehabilitation and construction i.e water pump where the project cannot solely support to help reduce the challenges attributed to women and girls fetching water at night.*

- Strengthen partnerships with key stakeholders including humanitarian organizations, government institutions, religious organizations and community to promote more local involvement and ownership and enhance the sustainability of the community policy and Integrated Border Management Committee (IBMC).



## Section 1: Introduction

In November 2020, International Organization for Migration launched the project on Supporting Peace, Security and Stability in Northern Regions through Strengthening Border Management Capacities and Inclusive Community Engagement Project. The project engaged National Transformation Leadership Institute (NTLI), Directorate of Civil Registry, Nationality, Passport and Immigration (DCNPI), South Sudan National Police Service (SSNPS) and it aims enhancing institutional and individual capacities around improved border management, prevention and mitigation of crimes, and the protection of migrants. The project is also aimed at strengthening collaboration between law enforcement and community members through community policing approaches and support to the engagement of women and youth in peace and security dialogues. The project's main activities include but are not limited to investments in border infrastructure; training-of-trainers of border management officials as well as law enforcement officials; the creation of Police Community Relations Committees (PCRCs); and accompanying trainings to community members and law enforcement regarding the community policing approach; creation of safe spaces for women; the development of community safety plans; and capacity building trainings for women and girls.

The overall objective of the mid-term review is to evaluate the project's design, management and implementation and whether or not it has achieved intended results by analyzing project objectives, results and activities, with considerations to the overall objective of the project. Specific objectives include:

- Evaluate the relevance and validity of the choice of strategies and activities for achieving the project objective
- Evaluate the project's effectiveness in achieving its objective and project purposes including assessing level of quality the project has achieved.
- Analyze the efficiency in addressing the project objective. Measuring of how economically resources/inputs (funds, expertise, time) are converted into results.
- Analyze the project impact looking at primary and secondary long-term effects produced by the project intervention, directly or indirectly, intended or unintended.
- Analyze the sustainability of the project by looking at the lesson learned, best practices

With these goals in mind, this report provides an analysis of key documents and lays out the key indicators that will serve as a guide to tool development as per the project log frame and workplan and balance these objectives with the broader goals of understanding the project more completely at the mid-point of implementation.

### 1.1. Renk County context

Renk County has historically been a relatively prosperous farming and trading area and its population includes people from all over South Sudan. Renk has been under the firm control of Division 1 with only sporadic episodes of violence, including clashes between the SSPDF and a militia from north Sudan in November 2019 and protests related to perceptions of marginalization from the centre of power in Upper Nile State and the capital, Juba after the reversion from 32 to 10 states in February 2020. While not a conflict hotspot within South Sudan or even Upper Nile, unemployment, underemployment and a weak economy are destabilizing factors within Renk. With few economic opportunities aid has been politicized and competition for jobs and programming has led to repeated attacks against Non-Governmental Organizations (NGO) activities with the recent one after the initiation of the project. Identity issues around who is an 'insider' and who is an 'outsider' are often manifested in ethnic terms and NGOs have been repeatedly accused of providing too many jobs and services to those who are not considered 'native' to Renk compared to those that are, primarily the Abilang Dinka. This issue, in various iterations, is present in many locations throughout the country. In Renk, despite sustained efforts led by OCHA, this issue remains unresolved and NGO and UN activities

have been suspended for six of the last eight months in Renk County. The repeated protests and attacks can be seen within the framework of the larger livelihoods and governance/rights crisis that has been present throughout South Sudan since independence. Poor employment prospects coupled with weak educational opportunities and a very weak economy have made it almost impossible for many young people in Renk to find gainful employment. The Government of South Sudan has as yet been unable to make significant headway on this issue and has not created a regulatory environment conducive for private businesses to flourish. It is likely that tensions around unemployment will continue to play out in protests the hiring practices of NGOs and the United Nations (UN) for the foreseeable future. Renk's borders and location have given it strategic importance both as a border town and as a major trading hub. Sudan's democratic transition has been marred by political instability that slowed the pace of rights and rule of law reforms, and a dire economic situation that compounded public discontent. There have been sporadic episodes of violence, including clashes between the SSPDF and a militia from north Sudan in November 2019 which have affected the cross-border collaboration between the two countries

## 1.2. Program Context

The cumulative effects of years of violent conflict have taken a significant toll on the people of South Sudan. As of November 2019, nearly 3.6 million people (over a third of the country's population) had been displaced, many of them experiencing recurrent displacement. About 2.3 million have fled to neighboring countries, while 1.4 million continue to be displaced within South Sudan, of whom 181,000 are hosted in Upper Nile.<sup>1</sup> 2 Poverty in South Sudan has reached unprecedented levels. Poverty rate, as measured by the proportion of population living under the international poverty line of US\$1.90 PPP per day, has increased substantially from 51 percent in 2009 to 82 percent in 2019. About 91 percent of IDPs were found to be below the poverty line.<sup>3</sup> The sharp increase in poverty is aligned with the escalation of violent conflict as well as the macroeconomic crisis. Poverty rates were (and remain) the highest in the former states of the Greater Upper Nile region, Eastern Equatoria, Northern Bahr el Ghazal, and Western Bahr el Ghazal, where poverty has reached an unprecedented level of over 90 percent<sup>4</sup>

**Wunthou border crossing point (lat :12.262900; long: 32.766373)** is the northern most border crossing into Sudan, located approximately 60 Kilometers (1-hour drive) north of Renk Town, and bordering three States in Sudan, namely; White Nile, Senar - Mazimum county, and Blue Nile - Bouth County. This border crossing point stands along a key route that runs adjacent to the Nile River. Long-distance commercial and humanitarian trucks transporting essential life-saving food, medical other and supplies from Port Sudan, Khartoum and Kosti transit through Wunthou en route to Renk and other locations in South Sudan. Wunthou is also linked to significant population centers in Sudan, including Jebellein, Rabak and Kosti. Jebellein is an urban area hosting a sizeable population of South Sudanese refugees and a node for the oil pipeline to Port Sudan, whereas Rabak and Kosti (3-hour drive to Khartoum), twin cities separated by the river Nile, are located on a major trade route to Khartoum. Due to mobility restrictions imposed by the Government of South Sudan in response to COVID-19, only cargo - mostly humanitarian trucks and oil trucks - are permitted to enter through the official border. Approximately 40-50 trucks are estimated to cross the border on a weekly, corresponding to an average of 20 individuals per day in each direction, virtually all of whom are male. Prior to the introduction of mobility restrictions, Wunthou was also an important crossing for refugee returns to South Sudan. Some returns reportedly continue along unofficial routes.

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<sup>1</sup> UNHCR, South Sudan data portal. Note that Sudan and Uganda host the majority of South Sudanese refugees, with 811,452 and 857,268 registered in each country, respectively. Also see IOM, *Displacement Tracking Matrix: Mobility Tracking Round 6* (November 2019) for internal displacement figures. As of IOM's Mobility tracking Round 6, UNOCHA baseline data and IOM findings are consolidated within IOM's Displacement Tracking Matrix (DTM).

<sup>2</sup> Humanitarian Needs Overview, South Sudan (2020) op cit.

<sup>3</sup> World Bank (2019). "South Sudan Economic Update: Poverty and Vulnerability in a Fragile and Conflict Environment". (Draft)

<sup>4</sup> World Bank (2018a). "Impact of Conflict and Shocks on Poverty: South Sudan Poverty Assessment 2017".

South Sudan has a total 26 official borders across its administrative territory. Six of those are located in Renk County border Sudan, namely Wunthou, Kaka, Taswin, Majok, Railway, and River port. The Government of South Sudan has limited capacities in managing its 26 borders. These limited capacities are characterized by – inter alia –insecurity and armed conflict impeding territorial border security and migration management; incomplete demarcation of borders where some border posts location are in disputed area such as in the border with Sudan (i.e. Abyei); insufficient capacity of agencies with border roles, such as immigration, border police, and customs; limited infrastructure due to remoteness and porosity of borders; lack of collection of mobility data to inform policy priorities; A visa system does not respond to patterns of movement such as for labor, visitation, education, health, pastoralist movements, border community movements, and humanitarian movements; and a lack of official border management protocols on preventing the spread of cross border pathogens and epidemics.

### **Theory of Change**

Long term Peace and Security at the borders will be achieved **IF** migration is well-managed and community participates in the process.

#### **1.2.1. Programme objectives, results and activities**

The project aims to establish processes of positive change at institutional, individual and societal levels, to strengthen peace, security, and protection at the northern borders of South Sudan. It further intends to lay the foundations for access to longer term and sustainable development through strengthening border management, and engaging inclusive community participation, whilst contributing to the COVID-19 responses in South Sudan. The budget of the programme is 2.4 million, funded by the German Federal Foreign Office (GFFO) and is delivered in partnership with National Transformation Leadership Institute, DG DCRNPI and SSNPS. The programme logic aims to contribute to one overall objective that subsumes two outcomes, and targets to accomplish five outputs/results with their corresponding activities tied to each of the specific outcomes. The table below is the results framework of the project.

**Key actors:** IOM recognizes that local partners have a unique capacity to respond in South Sudan given their position in communities, knowledge of the local environment, and access to communities. The project employs a consultative/participatory approach with gender and human rights mainstreaming, involving key actors and inclusive stakeholders in the decision-making processes (planning and execution). IOM includes target populations throughout the project by applying a participatory approach and holding a series of consultations to reflect the needs and concerns of beneficiaries, and to increase their ownership and sustainability, through facilitating a community policing approach that underpins the capacity building efforts. The project links individuals, communities, and institutions, and engage with community members that do not traditionally or currently have a voice in decision-making, such as women, youth, people with disabilities, and ethnic minorities. Other networks i.e. women’s organizations or youth groups are engaged to identify how to increase meaningful participation of these groups in the project. Mainstreaming of gender and human rights approach throughout the project cycle will aim to proactively tackle existing gender disparities and power inequalities

**Table 1: Overview of the outcome and attached results**

<p><b>Overall objective: To establish processes of positive change at institutional, individual and societal levels, to strengthen peace, security, and protection at the northern borders of South Sudan. It will further lay the foundations for access to longer term and sustainable development through strengthening border management, and enabling inclusive community participation, whilst contributing to the COVID-19 responses in South Sudan</b></p>
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<p><b>Outcome 1</b></p> <p><b>Institutional and individual capacities are enhanced to better manage borders, prevent and mitigate crimes and protect migrants</b></p>	<p><b>Results 1.1</b> Local authorities, security forces, border management agents and other key actors in border areas are trained and equipped on thematic issues/topics related to crime prevention and migrant protection</p> <p><b>Results 1.2</b> Community members have enhanced knowledge, skills and resources to contribute to social cohesion, maintaining peace and security at the community level</p>
<p><b>Outcome 2</b></p> <p><b>Strengthened collaboration between law enforcement and community members in contributing to peace and security, through community policing approaches and support for engagement of women and youth in peace and security dialogues</b></p>	<p><b>Results 2.1</b> Law enforcement officials have increased capacities and skills to meaningfully engage with communities through provision of community policing trainings</p> <p><b>Results 2.2</b> Community members have enhanced knowledge, skills and resources to contribute to social cohesion, maintaining peace and security at the community level</p> <p><b>Results 2.3</b> Women and youth are more engaged in the peace and security dialogue at the community level</p>

## Section 2: Mid-term evaluation background

### 2.1. Purpose of the Evaluation

The midterm evaluation was commissioned to evaluate the project’s design, management and implementation and whether or not it has achieved intended results by analyzing the project’s objectives, results and activities, with considerations to the overall objective of the project. Using the findings from the evaluation, recommendations were identified on how the project can be strengthened in the second phase of implementation. Specific objectives include:

- Evaluate the relevance and validity of the choice of strategies and activities for achieving the project objective.
- Evaluate the project's effectiveness in achieving its objective and project purposes including assessing level of quality the project has achieved.
- Assess the efficiency in addressing the project objective. Measuring of how economically resources/inputs (funds, expertise, time) are converted into results.
- Analyze the project impact looking at primary and secondary long-term effects produced by the project intervention, directly or indirectly, intended or unintended.
- Analyze the sustainability of the project by looking at the lesson learned and best practices.

### 2.2. Scope and Limitation of the Evaluation

The evaluation focused on the two outcomes of the project results framework:

**Outcome 1:** Institutional and individual capacities are enhanced to better manage borders, prevent and mitigate crimes and protect migrants

**Outcome 2:** Strengthened collaboration between law enforcement and community members in contributing to peace and security, through community policing approaches and support for engagement of women and youth in peace and security dialogues

The mid-term evaluation's scope is centered on assessing progress of activities from initiation and capturing lessons learned as a means to improve future interventions for the next phases of the project. The evaluation was conducted internally through the support of an internal evaluator from the regional office in Nairobi to ensure the objectiveness of the process.

Although the evaluation was conducted in accordance to the purpose and objectives set forth, there were several limitations that were taken into account. There is significant delay in starting the project implementation due to months of humanitarian and development operation hiatus in Renk County due to surmounted tensions from youth groups and non-governmental organizations (NGOs). Despite Sudan and South Sudan being separated by contested international boundaries, communities frequently cross borders, goods are being traded between the two countries, and many of the communities in the area have cross-border linkages. Sudan's waves of protests against the authorities began in December 2018 mainly in northern and eastern regions, ultimately resulting in the overthrow of the former President Omar al-Bashir in April 2019. Protests and unrest have been on resulting in the disruption impact of the activities of cross border collaboration under the peace building initiatives. Despite the signature of a power-sharing agreement between the Transitional Military Council and civilian negotiators on 17 August 2019, this major transition remains a source of possible instability continue to slow economic situation that compounded public discontent also impacted the northern part of South Sudan. This had an impact on the workplan and overall implementation as most of the activities just recently commenced. The evaluation took this into consideration of the scope and coverage of the assessment. At this evaluation stage, no household survey was conducted but is recommended for the end-line evaluation in order to measure the impact of the project and its activities.

Furthermore, the limited time schedule for fieldwork did not allow for in-depth interact with the PCRC community and police members. The field work only allowed for interviews and focus group discussion and observational visits in the project sites but not to the actual border locations as earlier planned. Some interview subjects who were programmed to be interviewed program also missed the interview and could not be re-scheduled due to time constraints.

### **2.3. Methodology**

The evaluation framework is based on four evaluation criteria developed by the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), which are relevance, effectiveness, efficiency, and sustainability as per the evaluation Terms of Reference (ToR). Following discussions between the IOM program team, the impact of the project to the community will be difficult to evaluate at this stage as the programme had delays and still at the initial stages of implementation. It is therefore recommended to cover this on the end

#### **2.3.1. Evaluation Questions**

Aside from assessing the progress of the project indicators, which are the main considerations for monitoring the project progress and success, the midterm evaluation was guided by evaluation questions based on the four evaluation criteria mentioned. The questions as listed below steered the development of the mid-term evaluation tools.

##### **Relevance**

1. Are the project activities relevant to project objectives and results?
2. What were the economic, social and political challenges, and how did the project deal with them?
3. Have the projects' assumptions been accurate?
4. Which objectives could be built-on further, and which objectives (or project aspects) have not been met, yet are still relevant for the target countries because they are relevant to the needs of the project's key stakeholders?

### **Effectiveness**

1. To what extent did the specific objectives support efforts to maintain peace and security using the community policing approach and strengthening of border management capacities? What factors contributed to the success and/or underachievement of each objective?
2. Were the target populations, target locations and activities sufficiently well-defined and implemented in order to reach the projects' objectives? If the objectives were not achieved, would other activities have been more effective in reaching the projects' objectives?
3. What are the main obstacles or barriers that the project has encountered during the implementation of the project? Has the project been successful in addressing these obstacles?
4. On the basis of the project achievements and challenges encountered, what follow-up actions can be recommended/are considered necessary?

### **Efficiency**

1. How appropriate are the project designs to achieve project results in the context in which they operate?
2. This project also engages neighboring country in particular Sudan to take part in one of the activities. What was the added value of a cross border component compared to a country-based projects? What was the cross-border management coordination (among IOM offices and among stakeholders of targeted countries) of this project like?
3. How coherent and realistic was the intervention logic?
4. What external socio-economic and political factors affected the implementation of the projects?
5. How effectively were the project performances and results monitored?

### **Sustainability**

1. To what extent are the projects' results likely to be sustained in the long-term?
2. Is the project supported by local institutions and well-integrated with social, political and cultural conditions in the countries?
3. Can the project's results be replicated or scaled up by national partners?
4. What should have been done in order to guarantee sustainability?
5. How successful has the project been in leveraging non-project resources?
6. Identify the most important results, lessons learned, or best practices that should be considered if there is any opportunity to extend this program and what should be avoided in order to improve implementation (a recommendations/next steps section)?

### **Impact**

1. Are the project documents sufficiently well designed to identify which impact was expected from the project?
2. What observed changes in attitudes, capacities and institutions etc. can be causally linked to the project's interventions? Are these results, achievements and benefits likely to be durable?
3. What type of impact did the project have on their beneficiaries and relevant stakeholders? What do the beneficiaries and other stakeholders perceive to be the impact of the projects?
4. Can any unintended or unexpected positive or negative effects be observed as a consequence of the projects' interventions?

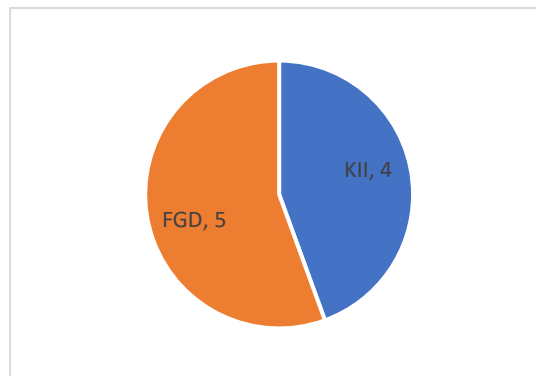
### 2.3.2. Data collection

The evaluation used tools were qualitative in nature and supplemented by quantitative evaluation methods. In particular, the tools used comprised of:

- Desk review of project documents including activity and project reports, M&E tools, financial data, training reports, pre-post training surveys, correspondences, specific agreements and/or sub-agreements, and technical documentation reports;
- Field visits and site observation in selected project locations;
- Key informant interviews (KII) with police and border officials, implementing partners (IP), IOM South Sudan’s project manager, and other project stakeholders;
- Focus group discussions (FGD) with PCRC members, Integrated Border Management Committee (IBMC) members

The evaluator from the IOM Nairobi Regional Office, conducted the data collection on 31 January to 4 February 2022. The evaluator visited three project locations in Renk, namely Abayok, Shwaryy and Gerger from 3-5 February 2022. During the Renk field visit, interviews with key stakeholders were conducted and three FGDs with PCRC police members, PCRC community members, IBMC community members were carried out. Key stakeholders interviewed included the police commissioner, immigration department director and implementing NGO representative. Five FGDs were carried out, which were participated by 6-10 members in each session. Since there was a challenge of space and time, the group composition were a mixture of females and males. Some KIIs were also conducted in Juba such as the interview with the IOM South Sudan project team and PCRC police officer

Figure 1:Types of interview



### Section 3: Findings

This section presents the findings of the study and are presented in two ways. The first part provides a brief general overview of progress and challenges of the project, county (Renk) as well as for each community. The second part presents the findings by evaluation criteria, including the specific sub-questions related to each criterion.

Table 2:Key Achievements and challenges

Key Successes	Key challenges
A comprehensive baseline needs assessment on capacity gaps at all levels at Points of Entry (PoEs) with Sudan, to inform the design of border management activities to be conducted focused on trust and confidence, awareness of crimes and crime prevention, COVID 19 awareness, understanding of key thematic issues such as trafficking in persons and victim protection, in addition to specific technical assessments of infrastructure.	Delayed project inception phase which pushed the initiation of activities due to the security situation in Renk that halted all humanitarian and development programs in the area
Developed SOPs, Guidelines, and tailored training curriculum on border management whereby gender and human rights are mainstreamed, with a focus on victim identification and protection, trafficking in persons, smuggling of migrants, and special guidelines on COVID-19.	Training materials used seem to be too lengthy for the training duration and difficult to consume due to the language and technicality
Set up integrated border management committee and facilitate monthly meetings	Sustainability of the project after IOM implementation period. the county institutional capacity in this area is weak due to challenging economic and political concerns that is beyond the control of the project
Establish and support operationalization of three Community Policing Forums (CPF), comprising 20 community members per CPF, with inclusive representation and meaningful participation prioritized.	Project duration and funding appears to be relatively short to sufficiently build up relevant institutional capacity to attain the project’s overall objective of sustainable management of borders, prevent and mitigate crimes and protect migrants.
Conducted 5-day Training of Trainers (ToTs) to law enforcement officials, including border stakeholders. including community policing section at Juba-level to ensure sustainable impact.	
Conducted cascaded trainings and mentoring PCRC and Integrated Border Management committee	
Conducted capacity building trainings for women and girls, with a focus on leadership, facilitation skills, problem solving, and other life-skills trainings, in addition to thematic trainings on trafficking in persons, GBV, and other key issues as identified	
Construction of a Police post which is intended to further boost the security within the areas through increased visibility.	
The furniture for the PCRC have already been procured to be utilized during their weekly meetings	



Created a safe space for women through organizing community meetings for women and girls to discuss sensitive subjects, with a focus on protection concerns and support for referral as required, particularly to health, legal, and protection actors.

### **3.1. Outcome 1: Institutional and individual capacities are enhanced to better manage borders, prevent and mitigate crimes and protect migrants**

The project had two output level objectives under this outcome namely; Local authorities, security forces, border management agents and other key actors in border areas are trained and equipped on thematic issues/topics related to crime prevention; and migrant protection and Improved infrastructure at the borders to facilitate access for humanitarian assistance, protection and economic development. The mid-evaluation therefore evaluated the achievements under this pillar through the OECD criteria as below.

#### **3.1.1. Relevance**

##### **RELEVANCE SUB-QUESTIONS**

- ✓ Are the project activities relevant to project objectives and results?
- ✓ What were the economic, social and political challenges, and how did the project deal with them?
- ✓ Have the projects' assumptions been accurate?
- ✓ Which objectives could be built-on further, and which objectives (or project aspects) have not been met, yet are still relevant for the target countries because they are relevant to the needs of the project's key stakeholders?

The project activities that have kicked off are all relevant and contribute to the overall of objective, which is the continued need for institutional and individual capacities enhancement to better manage borders, prevent and mitigate crimes and protect migrants, and strengthen collaboration between law enforcement and community members in contributing to peace and security through community policing approaches and support for engagement of women and youth in peace and security dialogues.

IOM conducted a comprehensive baseline needs assessment on capacity gaps at all levels at Points of Entry (PoEs) with Sudan, to inform the design of border management activities to be conducted focused on trust and confidence, awareness of crimes and crime prevention, COVID 19 awareness, understanding of key thematic issues such as trafficking in persons and victim protection, in addition to specific technical assessments of infrastructure. The project has also supported the development of Standard Operating Procedures (SOPs), guidelines, and training curriculum on border management whereby gender and human rights are mainstreamed, with a focus on victim identification and protection, trafficking in persons, smuggling of migrants, and special guidelines on COVID-19. The SoP acts as guidance document to the trainers who are cascading the trainings to IBMC members and border management officials. Utilizing the training curriculum developed, a five-day training-of-trainers of border management agencies and officials encompassing COVID-19 sensitization where appropriate was conducted in Juba with the objective of equipping the trainers with required knowledge and skills to conduct similar trainings to IBMC officials in Renk.

The process of formation of the IBMC including selection of members was successful with the support of the project. The membership of the committee is inclusive and representative of the relevant actors including police, immigration officers Criminal Investigation Department (CID), border police, wildlife unit, traffic unit, prison, Ministry of Health (MoH), Bureau of Standards, and local government. The

IBMC meetings are conducted monthly and are normally organized by IOM. The meeting frequency is enough, and they supplement with ad-hoc calls whenever there is an emergency to attend to. The monthly meeting location is normally within the church location Episcopal Church of South Sudan (ECSouthSudan) with adequate space that enables the members to talk freely and conduct presentations with refreshments normally provided. The ad hoc meetings are normally done, when necessary and where space is available.

Even though the security situation deteriorated at some point and humanitarian assistance support to the county stopped hence the assumption was not accurate, the project still managed to achieve some of its key objectives. Accessibility (due to COVID 19) in host communities did not deteriorate, and project activities are being provided to the targeted population. However, there are still improvements to be made with regards to IBMC functionality, communication across the border, and advancing their capacities in terms of training, equipment, and resources, hence the need for a road map on the sustainability of the IBMC. There is a need to develop a capacity building plan and an information, education, and communication (IEC) strategy for the next project phase to better support the learning objectives of the project. Thematic joint trainings for officials from each side of the border have not been done but still relevant have not been met, yet still relevant for the target countries because they are relevant to the needs of the project's key stakeholders. The programme design is focusing beyond short-term interventions and aiming at building capacity and sustainability in the longer term also makes it highly relevant in a context where national and regional security is comparatively unstable.

### **3.1.2. Effectiveness**

#### **EFFECTIVENESS: SUB-QUESTIONS**

- ✓ To what extent did the specific objectives support efforts to maintain peace and security using the community policing approach and strengthening of border management capacities? What factors contributed to the success and/or underachievement of each objective?
- ✓ Were the target populations, target locations and activities sufficiently well-defined and implemented in order to reach the projects' objectives? If the objectives were not achieved, would other activities have been more effective in reaching the projects' objectives?
- ✓ What are the main obstacles or barriers that the project has encountered during the implementation of the project? Has the project been successful in addressing these obstacles?
- ✓ On the basis of the project achievements and challenges encountered, what follow-up actions can be recommended/are considered necessary?

To a good extent, the programme seems effective in maintaining peace and security through strengthening of border management capacities through the formation of IBMC. The formation of IBMC to discuss issues related to the border and given recommendations to relevant stakeholders, training for the members on understanding different border units have increased coordination between border officials and relevant units. This has resulted into observed reduced poaching due to controlled coordination at the border with different units hence the poachers get caught at the border. The FGD also revealed that there is improved current state of communication with border management counterparts in Sudan. There is minimal interference from Sudan as observed with their limited operations at the border and the Sudan border counterparts communicates with IBMC in case there is an issue.



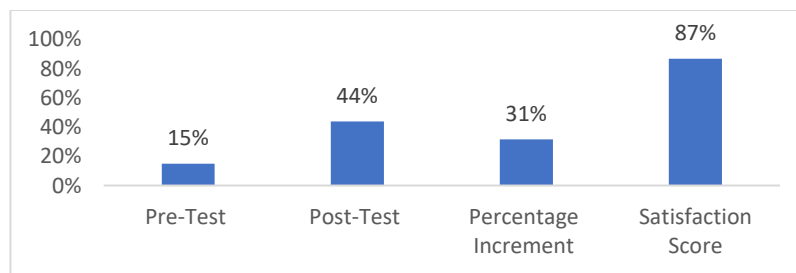
Picture 1: Unfinished infrastructure. Wunthou

Effective border security is an essential part of combating transnational crime. The capacity building to relevant structures and stakeholders to work collaboratively on effective border management to provides a means to reduce crimes and improve migrant protection is an effort to maintain peace and security within the county. The IBMC formation also further strengthens the collaboration between the relevant border officials for coordinated response as border management involves many units within the government. In addition, the cross-border collaboration between Sudan and South Sudan is an initiative that ensures good collaboration for

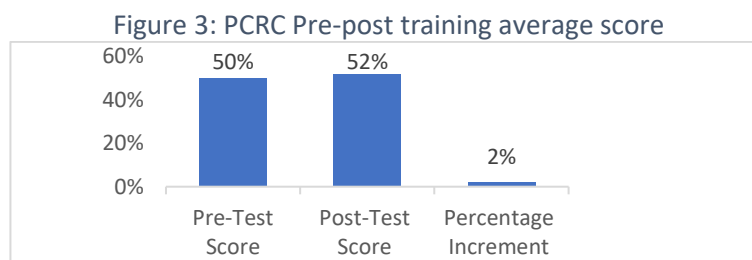
improved security, help deal with issues of irregular migration and economic empowerment between the countries. The Therefore, project population target, locations and activities sufficiently well-defined and implemented in order to reach the projects' objectives. Even though there is still pending activities, the activities are effective in reaching the projects' objectives.

All (100%) of the participants indicated that they recalled the training they received in recent months about border management. Topics covered in the training were roles of border management committee, human trafficking, gender-based violence issues, health, conflict resolution, smuggling and climate change. According to post evaluation findings, most (70%) of participants said that, the modules should be translated in both English and Arabic and more days should be added for such training to enable fully understanding of the modules. Majority (90%) of the participants also appreciated IOM for the training and confirmed that they are ready to transfer the knowledge and skills to other colleagues. In terms of increase frequency, 25 of the participants had a positive increase while only one participant had a negative increase score of 8% indicating overall positive effectiveness. The knowledge gain and satisfaction level are also illustrated in the figure below.

Figure 2: Training of trainers (ToT) Pre-post training average score



Cascaded trainings and mentoring for relevant entities were also done to the IBMC members in October 2021. Half of the respondents (50%) indicated that the training increased their knowledge of the topics covered only to a certain degree due to the too many topics on a very short training duration. IOM pre and post training evaluations also showed small percentage (2%) increase in the knowledge with 12 participants indicating a positive increase of 22% while 16 participants had a negative average increase score of 24% indicating overall positive effectiveness.



However, it should be noted that the government institutions lack enough capacity to fully support the implementation of the IBMC. For instance, the Border Management Committee cannot work well due to lack of equipment and sufficient skills to help deal with issues of irregular migration i.e mobility and communication devices which pose a challenge to their operations as they are limited by lack of ready transport means to respond to an incident destination. The IBMC has no sitting space (office space), therefore, meeting becomes challenging whenever it's not planned by the IOM project team. The project has supported the Border officials with facilitation of the meeting space and logistics and provided training and the materials. There is further need to sensitize IBMC member on communication, writing and conflict resolution skills to boost their capacity. Also, office space and supplies are needed to help them carry out their functions. There is also need for more inter-agency collaboration, i.e water pipe rehabilitation, which has a direct effect to security challenges faced by women and girls who must fetch water at odd hours of the night. This intervention requires other relevant agencies intervention. For the project to sustain its efforts, there is need for more resources in order to strengthen the capacities of the IBMC members; conduct bench marking activities in countries with same context as South Sudan as a learning exercise to better help equip IBMC members with the required skills ; and to conduct frequent monitoring and tracking of the project activities in the next phase.

### 3.1.3. Efficiency

#### EFFICIENCY: SUB-QUESTIONS

- ✓ How appropriate are the project designs to achieve project results in the context in which they operate?
- ✓ This project also engages neighboring country in particular Sudan to take part in one of the activities. What was the added value of a cross border component compared to a country-based projects? What was the cross-border management coordination (among IOM offices and among stakeholders of targeted countries) of this project like?
- ✓ How coherent and realistic was the intervention logic?
- What external socio-economic and political factors affected the implementation of the projects?
- ✓ How effectively were the project performances and results monitored?

The project uses consultative/participatory approach involving key actors and stakeholders in the decision-making processes from planning to the execution of project activities. The project implementation ensures accountability to affected population by consultations with different border management officials and stakeholders to reflect their own needs and concerns and to increase their ownership and sustainability through facilitating Integrated Border Management approach that focuses on the capacity building efforts. The project links institutions, and individuals to enhance capacities for better borders management, prevent and mitigate crimes and protect migrants. The project also aligns with national, regional, international and UN frameworks and peace building initiatives. The FGD revealed that there is improved current state of communication with border management counterparts in Sudan. There is minimal interference from Sudan as observed with their

limited operations at the border and the Sudan border counterparts communicates with IBMC in case there is an issue. Major obstacles are mainly, misunderstanding between the Renk IBMC and the Sudan border team regarding their roles but this was resolved between the two parties according to FGD findings. There is good relation and collaboration between the IOM offices in Sudan and South Sudan to ensure proper coordination and support is provided at the border points. There seems also to be mutual agreement though not formal from the FGD between the Sudan border officials and the South Sudan border officials which has somehow helped. Sudan on the other side continues to face an ongoing political crisis following the recent military coup d'état and therefore efforts to enhance the collaborations is still be met.



Picture 2: Focus Group Discussion with Beneficiaries

There seems to be good collaboration efforts between the institutions involved in Border management and gender inclusion in the formation of the IBMC. The woman member of the IBMC does the same duties as the men. It's also known that farming has historically been an economic powerhouse in the county although the operations have been significantly disrupted by independence and the changes in management and land ownership which accompanied it as well as by the crises of 2013 and 2016. Renk County is currently facing significant humanitarian needs related to food security, WASH and healthcare.

Nearly everyone in the county is living in poverty and Office of Humanitarian Coordination (OCHA) estimates there are currently at least 189,100 people in need of humanitarian assistance. Sudan on the other side continues to face an ongoing political crisis following the recent military coup d'état. The conflicts drive displacement and cross-border migration thereby hindering the collaborative efforts. The security situation in Renk in late 2021 also halted all humanitarian and development programs in the area hence affected the implementation of the project which are all beyond the control of IOM. Despite Sudan and South Sudan being separated by contested international boundaries, communities frequently cross borders, goods are being traded between the two countries, and many of the communities in the area have cross-border linkages. Lack of cooperation between Sudan and South Sudan governments, national level conflict over border issues, the politics of oil, and the economic trade war that emerged following South Sudanese independence have affected market prices, hindered trade and led to a livelihood crisis for populations in the area. Border disputes have additionally led to limited border management capacity and weak cross-border coordination.

The project performances and results are monitored effectively. There is an internal structure to monitor the progress of projects through data collection, analysis, reporting and feedback. Continuous project monitoring is done through regular monthly/quarterly meetings and field visits to review progress made against the detailed work plan; discuss successes and challenges; and address identified bottlenecks. Trainings are monitored through a pre and post-test assessment. Financial report is monitored through an integrated system (PRISM), which is an institutional global resource management tool that supports and monitors financial planning, project management, budgets, donor management, financial accounting, and monitoring of real time expenditures.

### 3.1.4. Impact

#### IMPACT: SUB-QUESTIONS

- ✓ Are the project documents sufficiently well designed to identify which impact was expected from the project?
- ✓ What observed changes in attitudes, capacities and institutions etc. can be causally linked to the project's interventions? Are these results, achievements and benefits likely to be durable?
- ✓ What type of impact did the project have on their beneficiaries and relevant stakeholders? What do the beneficiaries and other stakeholders perceive to be the impact of the projects?
- ✓ Can any unintended or unexpected positive or negative effects be observed as a consequence of the projects' interventions?

Even though there are some noticeable changes observed in attitudes and behaviors, around the topic of women's participation in security forums which can be causally be linked to the project's interventions, good collaboration between the relevant institutions in border management, capacity building initiatives including cascaded trainings to the IBMC members, the impact of the project cannot be evaluated at this stage. Most of the activities have just started therefore the final evaluation will provide this component when all the activities will have been implemented.

### 3.1.5. Sustainability

#### SUSTAINABILITY: SUB-QUESTIONS

- ✓ To what extent are the projects' results likely to be sustained in the long-term?
- ✓ Is the project supported by local institutions and well-integrated with social, political and cultural conditions in the countries?
- ✓ Can the project's results be replicated or scaled up by national partners?
- ✓ What should have been done in order to guarantee sustainability?
- ✓ How successful has the project been in leveraging non-project resources?
- ✓ Identify the most important results, lessons learned, or best practices that should be considered if there is any opportunity to extend this program and what should be avoided in order to improve implementation (a recommendations/next steps section)?

From the group discussions, there is still need for relevant Border management institutions capacity building activities. Although there is good support from local and national relevant institutions, there seem to be limited sense of ownership and leadership from local authorities here the suitability seems not attainable at this point. Project's results be replicated or scaled up by national partners. The Border Management, Community policing context, capacity building trainings for women and girls, with a focus on leadership, facilitation skills, problem solving, and other life-skills trainings to advocate for their inclusion in peace and security dialogues; creation of safe spaces for women through community meetings for women and girls to discuss sensitive topics to enable issues facing women to be raised and responded to by relevant parties; community safety plans inclusive of community safety initiatives which specifically address issues affecting women and girls, are national and international concerns.

More emphasis can be made on better integrating stakeholders and community in all aspects of the programme implementation in order to promote more sustainable programme outcomes. However, from the mid-term review findings, the materials used to roll-out the trainings were in English, so the committee members expressed difficulty in understanding too much details within a short period of time (training duration) including complicated or technical terms used in the materials, language

barrier making it difficult to understand even during the trainings that were conducted. It should also be recognized that the limitations of most government institutions due to their limited resources, which is beyond the project control, but nevertheless affect sustainability. Limitations of resources apply to low salaries, lack of office space and equipment, basic skills training. The economic, political and security contexts are also complex and natural calamities such as flood may also affect the implementation of the project which are all beyond the control of IOM.

More emphasis on capacity building activities in the remaining programme period including trainings, provision of equipments where possible and simple to use guidelines would be appropriate in enhancing the capacity of the relevant institutions. Awareness campaigns of community-oriented policing and BMC in Renk through strengthened engagement of community leadership including sheikhs, pastors as well as police officials of all levels would help in achieving the sustainability. Livelihood youth centers which can serve as a platform that offers activities to motivate youth to take more ownership of their livelihoods, exchange ideas around business/entrepreneurship and discussion of expanding inter-sectoral partnership with other developmental and humanitarian partners to link program to other development projects and support the ongoing infrastructures rehabilitation and construction.

### **3.2. Outcome 2: Strengthened collaboration between law enforcement and community members in contributing to peace and security, through community policing approaches and support for engagement of women and youth in peace and security dialogues**

Under this outcome, the project had three outputs namely: Law enforcement officials have increased capacities and skills to meaningfully engage with communities through provision of community policing trainings; Community members have enhanced knowledge, skills and resources to contribute to social cohesion, maintaining peace and security at the community level; and Women and youth are more engaged in the peace and security dialogue at the community level. The aim of these interventions was to facilitate interaction between communities and law enforcement actors to identify and resolve security issues through facilitating dialogue and ensuring the meaningful participation of traditionally underserved communities.

#### **3.2.1. Relevance**

##### RELEVANCE SUB-QUESTIONS

- ✓ Are the project activities relevant to project objectives and results?
- ✓ What were the economic, social and political challenges, and how did the project deal with them?
- ✓ Have the projects' assumptions been accurate?
- ✓ Which objectives could be built-on further, and which objectives (or project aspects) have not been met, yet are still relevant for the target countries because they are relevant to the needs of the project's key stakeholders?

The project activities that have kicked off are all relevant and contribute to the overall of objective, which is the continued need for institutional and individual capacities enhancement to better prevent and mitigate crimes, protect migrants, and strengthen collaboration between law enforcement and community members in contributing to peace and security through community policing approaches .



Picture 3: Key informant interviews with PCRC members

The guides include a combination of skill as well as thematic trainings which are relevant to security contexts such as leadership, facilitation/mediation techniques, gender-sensitive policing, human rights and peacebuilding, understanding the dynamics of communities of returnees and displaced persons, and how to apply a community policing. The partnerships between the community and the police brings the notion of shared responsibility for keeping the community safe. The training of trainers (ToTs) to law enforcement officials, including police officers ensure sustainable impact to the

relevant entities. FGD participants remember the recent training they received in October 2021 from IOM on Community Policing and PCRC establishment.

Topics covered in the training include the role of PCRC, gender issues, trafficking in persons, role of women in peace keeping, human rights, peace keeping, justice and rights to ownership, community safety, crime prevention, problem solving, smuggling of persons, leadership, communication and negotiation skills. The training has been useful as evidenced by the formation of the PCRC. The members indicated that they use the training as a guidance on their roles and responsibilities. They elucidated the knowledge gained from the training on community rights, the different terms such as smuggling and trafficking in persons, and they use the information to help with problem solving pertaining security, clan issues, and sexual abuse incidences.

A total of forty-seven women and girls have also been provided with capacity building trainings with a focus on leadership, facilitation skills, problem solving, and other life-skills trainings, in addition to thematic trainings on trafficking in persons, GBV, and other key issues as identified. 79% were satisfied with the trainings.



Picture 4: Key informant interviews with Women Leaders

IOM through the project have also established and supported operationalization of three Community Policing Forums (CPF), comprising 20 community members per CPF, with inclusive representation and meaningful participation prioritized. The members of the PCRC include youths, women, religious organizations, police, and teachers thus the formation of the committee and selection of members is deemed successful. However, in Abayok the respondents expressed an issue with the PCRC secretary is unable to read and write posing a

challenge during meetings. This has led to his absence in most of the meetings.

In Shawary, there is observed absenteeism from some members during the meetings therefore issues affecting the PCRC are difficult to discuss or resolved. Members had raised issues to replace absent members. On their roles and responsibilities, PCRC members all expounded on their activities ensuring community protection right discussion with relevant authorities; building confidence between police and community; negotiate on security matters on behalf of the community; assistance in security resolution issues including crime affecting the community; cleanliness of the community; and awareness raising campaigns on security matters to the police. Supported development of community



safety plans (CSPs) inclusive of community safety initiatives (CSIs), with support provided for certain initiatives under the project and Created a safe space for women through organizing community meetings for women and girls to discuss sensitive subjects, with a focus on protection concerns and support for referral as required, particularly to health, legal, and protection actors. The programme design is focusing beyond short-term interventions and aiming at building capacity and sustainability in the longer term also makes it highly relevant in a context where national and regional security is comparatively unstable.

Initially, women and youths were not included in security matters discussions as such matters were perceived to be men affairs. Renk County is currently facing significant humanitarian needs related to food security, WASH and healthcare. Nearly everyone in the county is living in poverty and Office of Humanitarian Coordination (OCHA) estimates there are currently at least 189,100 people in need of humanitarian assistance. Sudan on the other side continues to face an ongoing political crisis following the recent military coup d'état, lack of cooperation between Sudan and South Sudan governments, national level conflict over border issues, the politics of oil, and the economic trade war that emerged following South Sudanese independence have affected market prices, hindered trade and led to a livelihood crisis for populations in the area. However, the project has managed to ensure inclusion of women and youth in the PCRC promoted the social understanding between the differentiate and gender aspects. This has resulted into observed reduced alcohol consumption, as a direct result of community policing efforts which is perceived to influence the reduction of crimes such as pick pocketing and theft, is attributed to efforts of PCRC initiatives at individual level. IOM have also been working with WASH unit to help with WASH related issues including pipe rehabilitation to ensure water supply. However, the cross -border coordination between Sudan and South Sudan is still in progress with local border officials in informal border cooperation management.

There is still need for proper guidance for the PCRC members on the kind of activities they should prioritize and are relevant to their roles and objectives as PCRC. Notably in Abayok, they are planning to do road demarcation which maybe important but not a priority as far as security is concerned. The road is not a major threat to security as observed during the field trip. In Shawary, their focused is mainly on the means of movement, which is a need, but they can do other priorities rather than focusing on what material resources they do not have. More refresher trainings need to be conducted to further familiarize the PCRC members with the roles and also materials. The three Community Policing Forums (CPF)needs operationalization support to be able to run their operations hence more resources are needed. Community meetings for women and girls to discuss sensitive subjects, with a focus on protection concerns and support for referral as required, particularly to health, legal, and protection actors also still needs to be supported.

Even though the project has achieved key objectives, there are some project objectives (or project aspects) which have not been met yet are still relevant for the target countries because they are relevant to the needs of the project's key stakeholders. These includes: Training to community members on the Community Policing approach, support CPFs in conducting community meetings with a larger number of community members aimed at raising awareness of the community on security and protection risks, Facilitate partnerships between the community and the police joint analysis of the problems ,and develop community safety plans inclusive of community safety initiatives which specifically address issues affecting women and girls, and support key initiatives identified.

### 3.2.2. Effectiveness

#### EFFECTIVENESS: SUB-QUESTIONS

- ✓ To what extent did the specific objectives support efforts to maintain peace and security using the community policing approach and strengthening of border management capacities? What factors contributed to the success and/or underachievement of each objective?
- ✓ Were the target populations, target locations and activities sufficiently well-defined and implemented in order to reach the projects' objectives? If the objectives were not achieved, would other activities have been more effective in reaching the projects' objectives?
- ✓ What are the main obstacles or barriers that the project has encountered during the implementation of the project? Has the project been successful in addressing these obstacles?
- ✓ On the basis of the project achievements and challenges encountered, what follow-up actions can be recommended/are considered necessary?

The programme seems effective in maintaining peace and security using the community policing through the formation of PCRC. The members of the PCRC include youths, women, religious organizations, police, and teachers thus the formation of the committee and selection of members is deemed successful. The PCRC meetings are conducted weekly, i.e four times a month, in all the locations. For PCRC members in Shawary and Gerger, the meeting frequency is enough and would like to continue with the same. In Abayok, they recommend being allowed to have ad-hoc meetings as there are a lot of security needs reported by the community members that need their attention. Meeting locations seemed to be an issue though in Abayok and Shawary to the PCRC members as the meetings are conducted in schools and they are forced to cancel or change location during school sessions.

In Gerger, the meetings are conducted in Payam Administration hall, which they find as a conducive environment to discuss their issues. PCRC meeting frequencies for 2022 has changed from weekly to monthly, the change is effective in the sites and accepted by the committees. PCRC Ad-hoc meetings are often done on need based upon the urgency of the matter to be discuss or follow-up, with request from PCRC Chairperson. The locations for the meetings in Abayok & Shawary are deemed safe and convenient for the community, however Abayok PCRC have been allocated a space which is under construction (Enhance community & police post)

Some positive effects that were commonly mentioned were the reduction of gender-based violence issues to a small but significant extent; the establishment of a Police Post in Abayok; and Youth Center in Gerger is in the initiation stages. Support from local authorities, community cooperation, stable security situation and lifted COVID-19 restrictions contributed to the success. The members indicated that they use the training as a guidance on their roles and responsibilities. They elucidated the knowledge gained from the training on community rights, the different terms such as smuggling and trafficking in persons, and they use the information to help with problem solving pertaining security, clan issues, and sexual abuse incidences.

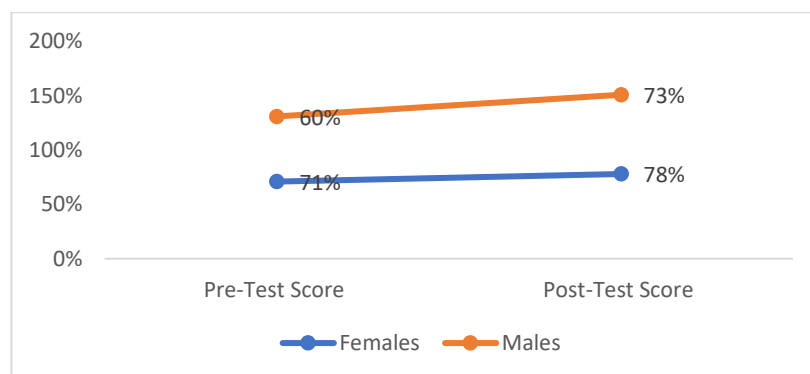
Through participation in the PCRC, the participants also indicated that they have changed their attitudes or behavior around the topic of women's participation in security forums as well as women's participation in leadership roles. "I know now that cannot now beat my wife at home. She can also be empowered to be involved in any leadership position since I know women can also participate in such roles," said one of the participants. "My attitude has changed, I want my wife, our women within the community to be as IOM female staff who supports us, so women can also participate in leadership

positions.” The project is on track therefore activities are more effective in reaching the projects’ objectives.

The project target populations, locations and activities were sufficiently well-defined and implemented in order to reach the projects’ objectives. The representation of both men and women in the PCRC is important in dealing with gender issues especially sensitive issues that may require the specific handling. There are instances that women would like to freely talk to women PCRC members and vice versa. The PCRC participates in the security matters as a group and everyone is involved therefore all the members participate in the same way. The group discussions also had mixed reactions on inclusion of women in discussions about security and crime, which sometimes happens in their community. Some of the FGD respondents felt that it’s not appropriate to exclude women in discussions about security and crime because of the perceptions that women make unbiased decisions to ensure justice is served while men sometimes are biased and may cover up some issues. The PCRC formation has contributed to improved coordination and relations between community and the police. In Gerger, the PCRC initiated the construction of a Youth Training Centre and trainings on computer skills. This is intended to help in reducing the number of youths engaging in crime activities. The police also coordinate on the security issues reported to them by the PCRC members and there is trust between police and PCRC members. The training has been useful as evidenced by the formation of the PCRC.

Majority (82%) of the respondents showed a positive increase in knowledge of the topics covered by the training, 16% indicated negative increase while 2% no increase in the knowledge gained. Based on the pre-post evaluation assessment conducted by IOM during the PCRC trainings, the average pre-test score was 70% while post-test score was at 77%, indicating an average increase of 7% in knowledge gained. 51 participants indicated positive increase frequency with positivity score of 19% while 10 participants had a negative increase score. The satisfaction for the training was rated at 94%. There was no difference in the average score by gender, i.e. both women and men showed 7% increase in the knowledge gained.

Figure 4: PCRC Pre and post test results



However, it should be noted that the government institutions lack enough capacity to fully support the implementation of the PCRC. For instance, the police force also lacks equipment, with low remuneration of officers of which some are unable to read and write that hinders their job performance. These can contribute to effectiveness in achievement of project objective as there is a lot of support needed to ensure smooth project implementation in its remaining duration. Even though it has been said that community policing is not a new concept in Renk with iterations of community policing (CP) having been ongoing since the early 1990s, community policing in Renk and elsewhere in South Sudan is still understood to be associated with community patrolling, arresting

criminals or performing police roles in the community. Roles of the PCRC members and priorities relevant to their roles and objectives as PCRC seems to clear. Notably in Abayok, they are planning to do road demarcation which maybe important but not a priority as far as security is concerned. Language and writing skills pose a major challenge to the members to effectively documents meeting minutes, refer and to effectively utilize the training documents. The diversity in terms of understanding is likely to affect the implementation of community policing and should also be considered in future programming especially in awareness-raising. Through the project, IOM have been able to conduct capacity building trainings for PCRC, women and girls, with a focus on leadership, facilitation skills, problem solving, and other life-skills trainings, in addition to thematic trainings on trafficking in persons, GBV, and other key issues as identified, procure some of the equipments needed including identification attires, facilitate and support the PCRC meetings, Facilitate partnerships between the community and the police. However, the capacity needs collaborative effort between different stakeholders, humanitarian support and more resources to effectively address the obstacles

The evaluation finds the need to build-up on the capacity development initiatives already conducted and supplement with additional training on the role of PCRC and community members in security issues, public health protocols, basic computer skills, gender issues, trafficking in persons, role of women in peace keeping, human rights, peace keeping, justice and rights to ownership, community safety, crime prevention, problem solving, leadership, communication and negotiation skills. There is also need for first aid trainings in case of emergency. It still remains that the project requires more support including the need for more resources than earlier anticipated; more follow-up capacity building to the relevant stakeholders and PCRC members with simplified guidance documents that are tailor-fitted to the audience; provision of equipment and facilitation for the PCRC activities. Similar to the recommendations in the FGD with the IBMC members, there is a clamor to improve the capacity of the PCRC members on response mechanism through providing them with communication equipment including Thuraya-satellite phones, mobile phones; means of transport (bicycles, motorbikes, cars) to speed up the response time whenever there is an issue. There is also a need to support cultural activities e.g. sports, cultural events to promote social cohesion between police and the community. One recommendation during the FGD was to include female representatives in chief court to enhance the justice on the kind of judgements given at the courts which are believed to be sometimes one sided due to women roles in security matters in the past. Currently all chiefs of court are all men. The FGD participants also felt that there is a need for training on human rights and information sessions on topics like prevention of gender-based violence, and roles of women in community-building. A cultural center or more cultural activities may be of value to promote social cohesion to have a neutral avenue for the community with different backgrounds and use this platform to promote efforts in community policing.

### 3.2.3. Efficiency

#### EFFICIENCY: SUB-QUESTIONS

- ✓ How appropriate are the project designs to achieve project results in the context in which they operate?
- ✓ This project also engages neighboring country in particular Sudan to take part in one of the activities. What was the added value of a cross border component compared to a country-based projects? What was the cross-border management coordination (among IOM offices and among stakeholders of targeted countries) of this project like?
- ✓ How coherent and realistic was the intervention logic?  
What external socio-economic and political factors affected the implementation of the projects?
- ✓ How effectively were the project performances and results monitored?

The main goal of the Community Policing approach is to facilitate interaction between communities and law enforcement actors to identify and resolve security issues through facilitating dialogue and ensuring the meaningful participation of traditionally underserved communities. The concept is central to rebuilding trust between the community and the law enforcement, to re-establish the rule of law, and to create the conditions whereby law enforcement can serve and protect the community, whilst responding the most pertinent issues raised by community members. In past years, when people have heard the term 'community policing', many think that it means community members acting as an extension of the police, perhaps by patrolling or even detaining suspected criminals. But another view of community policing is that community and police communicating with each other to address community security-related issues. According to the PCRC members, community policing means collaboration between police and the community to prevent crime and bring peace within the community. Most people in Renk think community policing is to provide security to the people within the community while some do not know what the term means based on the FGD discussions, hence the need for broader awareness raising targeting the community on Community policing.

South Sudan and Sudan border corridors are highly disputed areas affecting in lack of cooperation between Sudan and South Sudan governments. National level conflict over border issues, the politics of oil, and the economic trade war that emerged following South Sudanese independence have affected market prices, hindered trade and led to a livelihood crisis for populations in the area. Border disputes have additionally led to limited border management capacity and weak cross-border coordination.

The opening of the border will create new opportunities for cross-border trade flows and movement of people, but it is vital to ensure authorities are able to regulate migration routes, manage border flows and promote peace and security at the border, whilst also strengthening meaningful community engagement between communities and law enforcement officials through community policing efforts, with a specific focus on women and girls

There is good relation and collaboration between the IOM offices in Sudan and South Sudan to ensure proper coordination and support is provided at the border points. There seems also to be mutual agreements though not formal from the FGD between the Sudan border officials and the South Sudan border officials which has somehow helped. Sudan on the other side continues to face an ongoing political crisis following the recent military coup d'état and therefore efforts to enhance the collaborations is still be met. Prior to the political instability in Sudan, IOM through its regional project Better Migration Management co-funded by The Federal Ministry for Economic Cooperation and Development (BMZ) and European Union (EU) was able to facilitate a delegation of 10 staff from immigration and South Sudan National Police led by the Director General for Civil Registry Nationality Passport and Immigration (DCRNPI) to attend a regional workshop on border management for Sudan and South Sudan. This workshop has come up with key recommendations on how South Sudan and Sudan enhance their collaboration and coordination. Additionally, IOM was able to facilitate six officers from ministry of interior and justice to attend two regional trainings upon invitation from Egyptian Ministry of Interior. Although these two activities were not financed through the project, the outputs of these activities contribute to the outcome of the project in particular enhanced capacities of officers in understanding the issues of transnational organized crimes and enhanced understanding in fostering cross border collaboration and coordination.

The project implementation ensures accountability to affected population by consultations with different groups within the community to reflect their own needs and concerns and to increase their ownership and sustainability through facilitating a community policing approach that focuses on the capacity building efforts. The project links individuals, communities, and institutions, and engage with

community members that do not traditionally or currently have a voice in decision-making, such as women and youth. The project also aligns with national, regional, international and UN frameworks and peace building initiatives. The woman member of the PCRC does the same duties as the men.

Renk County is currently facing significant humanitarian needs related to food security, WASH and healthcare. Nearly everyone in the county is living in poverty and Office of Humanitarian Coordination (OCHA) estimates there are currently at least 189,100 people in need of humanitarian assistance. Sudan on the other side continues to face an ongoing political crisis following the recent military coup d'état. The conflicts drive displacement and cross-border migration thereby hindering the collaborative efforts. The security situation in Renk in late 2021 also halted all humanitarian and development programs in the area hence affected the implementation of the project which are all beyond the control of IOM. Despite Sudan and South Sudan being separated by contested international boundaries, communities frequently cross borders, goods are being traded between the two countries, and many of the communities in the area have cross-border linkages. Lack of cooperation between Sudan and South Sudan governments, national level conflict over border issues, the politics of oil, and the economic trade war that emerged following South Sudanese independence have affected market prices, hindered trade and led to a livelihood crisis for populations in the area. Border disputes have additionally led to limited border management capacity and weak cross-border coordination.

The project performances and results are monitored effectively. There is an internal structure to monitor the progress of projects through data collection, analysis, reporting and feedback. Continuous project monitoring is done through regular monthly/quarterly meetings and field visits to review progress made against the detailed work plan; discuss successes and challenges; and address identified bottlenecks. Trainings are monitored through a pre and post-test assessment. Financial report is monitored through an integrated system (PRISM), which is an institutional global resource management tool that supports and monitors financial planning, project management, budgets, donor management, financial accounting, and monitoring of real time expenditures.

#### 3.2.4. Impact

##### IMPACT: SUB-QUESTIONS

- ✓ Are the project documents sufficiently well designed to identify which impact was expected from the project?
- ✓ What observed changes in attitudes, capacities and institutions etc. can be causally linked to the project's interventions? Are these results, achievements and benefits likely to be durable?
- ✓ What type of impact did the project have on their beneficiaries and relevant stakeholders? What do the beneficiaries and other stakeholders perceive to be the impact of the projects?
- ✓ Can any unintended or unexpected positive or negative effects be observed because of the projects' interventions?

Even though there are some noticeable changes observed in attitudes and behaviors, around the topic of women's participation in security forums which can be causally be linked to the project's interventions, the impact of the project cannot be evaluated at this stage. Most of the activities have just started therefore the final evaluation will provide this component when all the activities will have been implemented.

### 3.2.5. Sustainability

#### SUSTAINABILITY: SUB-QUESTIONS

- ✓ To what extent are the projects' results likely to be sustained in the long-term?
- ✓ Is the project supported by local institutions and well-integrated with social, political and cultural conditions in the countries?
- ✓ Can the project's results be replicated or scaled up by national partners?
- ✓ What should have been done in order to guarantee sustainability?
- ✓ How successful has the project been in leveraging non-project resources?
- ✓ Identify the most important results, lessons learned, or best practices that should be considered if there is any opportunity to extend this program and what should be avoided in order to improve implementation (a recommendations/next steps section)?

Sustainability, at this point, appears to be somewhat of a weakness in the programme implementation, which can be attributed to project activities having been only initiated in the last few months. From the group discussions, there is still need for relevant institutional capacity building activities. Although there is good support from local and national relevant institutions, there seem to be limited sense of ownership and leadership from local authorities.

The project has supported development of operating guidelines for application of community policing approach, inclusive of training modules. The guides includes a combination of skill as well as thematic trainings relevant to security contexts identified during baseline study, such as leadership, facilitation/mediation techniques, gender-sensitive policing, human rights and peacebuilding, understanding the dynamics of communities of returnees and displaced persons, responding to transnational organized crime at the borders and general principles on border management, and how to apply a community policing approach. A 5-day training of trainers (ToTs) to law enforcement officials, including border stakeholders have also been conducted through the support of the project and a similar cascaded training for law enforcement officials including border stakeholders at the Renk County level. IOM has also supported partnerships between the community and the police, establishment and support operationalization of three Community Policing Forums (CPF), supported development of community safety plans (CSPs), capacity building trainings for women and girls, and creation of a safe space for women through organizing community meetings.

Project's results be replicated or scaled up by national partners. The Border Management, Community policing context, capacity building trainings for women and girls, with a focus on leadership, facilitation skills, problem solving, and other life-skills trainings to advocate for their inclusion in peace and security dialogues; creation of safe spaces for women through community meetings for women and girls to discuss sensitive topics to enable issues facing women to be raised and responded to by relevant parties; community safety plans inclusive of community safety initiatives which specifically address issues affecting women and girls, are national and international concerns.

More emphasis can be made on better integrating stakeholders and community in all aspects of the programme implementation in order to promote more sustainable programme outcomes. However, from the mid-term review findings, the materials used to roll-out the trainings were in English, so the committee members expressed difficulty in understanding too much details within a short period of time (training duration) including complicated or technical terms used in the materials, language barrier making it difficult to understand even during the trainings that were conducted. It should also be recognized that the limitations of most government institutions due to their limited resources, which is beyond the project control, but nevertheless affect sustainability. Limitations of resources apply to low salaries, lack of office space and equipment, basic skills training. The economic, political and security contexts are also complex and natural calamities such as flood may also affect the implementation of the project which are all beyond the control of IOM.

More emphasis on capacity building activities in the remaining programme period including trainings, provision of equipments where possible and simple to use guidelines would be appropriate in enhancing the capacity of the relevant institutions. Awareness campaigns of community-oriented policing and BMC in Renk through strengthened engagement of community leadership including sheikhs, pastors as well as police officials of all levels would help in achieving the sustainability. Livelihood youth centers which can serve as a platform that offers activities to motivate youth to take more ownership of their livelihoods, exchange ideas around business/entrepreneurship and discussion of expanding inter-sectoral partnership with other developmental and humanitarian partners to link program to other development projects and support the ongoing infrastructures rehabilitation and construction.



## Section 4: Conclusions & Recommendation

- **The project remains highly relevant to the identified needs and is successful in achieving its intended objective.** All activities that have been accomplished so far are on the right track of engaging inclusive community participation and fostering community policing, border management and women empowerment as an effective way to strengthen peace, security, and protection in Renk County.
- **The proper programme inception phase has positively informed programme management and implementation of programme activities** specifically, the comprehensive baseline needs assessment on capacity gaps at all levels at Points of Entry (PoEs) with Sudan, developed SOPs, guidelines, and training curriculum on border management. An important challenge in the remaining programme period will be to launch and strengthen activities of the stakeholders to ensure sustainability of the project that needs more effort.
- **Close coordination and partnership with local authorities, relevant institutions and community helps build ownership of community policing.** The efforts now need to extend to the general population to and raise their understanding of the importance of community policing through awareness raising activities with cultural activities to encourage social cohesion. There is a further need to scale-up and the follow-up training of PCRC and IBMC members to ensure that the members fully understand objectives of community policing in the remaining part of the project period.
- **Overall successful formation of the PCRC community, PCRC police, and IBMC; and selection of members.** The membership of the committee is inclusive and representative of the relevant actors including police, immigrants, CID, border police, wildlife unit, traffic unit, prison, Ministry of Health (MoH), Bureau of Standard, and local government.
- **There are still some challenges as to full operationalization of the primary roles and responsibilities of the PCRC and IBMC.** Some members still have a different understanding of their key roles. Aside from capacity building sessions, a more targeted close monitoring of the committee activities and mentoring may be needed to provide further guidance. For future capacity-building initiatives, simple training materials in both English and Arabic needs to be developed.
- **The PCRC committee has almost exclusively focused on night patrol so far.** This may not be sustainable, members of PCRC should understand the main role of community policing should be police-community relations and problem-solving.
- **Need to foster more engagement of women and youth in the peace and security dialogue at the community level.** Even though the PCRC and IBMC is composed of women and youths, the ratio still is very low compared to the number of adult men in the groups. There is need for more social events and campaigns more so for the youths to engage in the PCRC activities to promote peacebuilding. The Youth Center in Gerger has a good potential to improve this engagement but other locations still need further effort.
- **Cross-border management coordination among IOM offices and among stakeholders of South Sudan and Sudan should be strengthened.** The project links individuals, communities, and institutions, and engage with community members that do not traditionally or currently have a voice in decision-making, such as women and youth. However, there is good indication of cross-border management coordination among IOM offices in Sudan and South Sudan even though the

mid-term review did not interview the IOM counterparts in Sudan. Little coordination between the IBMC and Sudan border officials were reported during the interview with IBMC.

- **Capacity building for the police.** Three of the five FGDs conducted expressed need for capacity building sessions on gender responsive programming, human rights, communication skills including written and oral communication were consistently brought up. Most of the police officers can hardly read and write thus they are not able to read documents and policies to help them carry out their mandate and responsibilities. Building the capacity of local police/authorities will help in sustaining the gains of this project in the long-term. Ensure that further job training includes a focus on gender responsive and human rights-based approaches to policing.
- **Promote and expand the inter-sectoral partnership with other humanitarian actors in activities that is beyond the project scope.** The community security is associated with many issues including lack of access to basic services like water which poses crime and GBV threat to communities and may divert the attention of the county government support. Collaboration with actors including IOM WASH unit or other WASH actors on the ground can support with the rehabilitation of infrastructures including water pump to help reduce the security issues attributed to women and girls fetching water at night.

### Recommendations

Based on the analysis and conclusions, this section presents several recommendations to consider for the remaining part of the Community Policing, Border Management and Women and Youth Empowerment throughout Renk County project period, as well as for future programming.

#### ➤ **Coordination**

*Strengthen partnerships with key stakeholders and community to promote more local involvement and ownership and enhance the sustainability of the community policing and IBMC.* For instance, the establishment of the Police Post is a good opportunity to enhance police and community relations. Build on the good track with the involvement of the police, local government in programme activities and implementation.

#### ➤ **Capacity Building**

- *Put emphasis on capacity building activities in the remaining programme period.* There is further need to scale-up and the follow-up training of PCRC and IBMC members. This will help members to fully understand objectives of community policing in the remaining part of the project period. It will also further strengthen some of the skills learnt during the training sessions for the PCRC members including communication, presentations and communication skills. The youths who are to be registered at the youth center can be trained to promote youth engagement on peace-building initiatives. This will enhance their involvement hence meeting the objective of the project.
- Develop audience-specific hand-outs materials and if possible, translate the materials to Arabic to promote better understanding of the project objectives and their role in achieving the target objectives.
- Include innovative pedagogical methodology such as exchange visits, where possible, of PCRC members and IBMC members to promote practical learning and develop good networking and coordination among the different project sites.
- Provide equipment and supplies to police stations and immigration officers to facilitate their support and efficiency in enhancing security concerns within Renk county. The recommended items include communication equipment such as satellite phones (Thuraya), and VHF radios; transportation means like motorbikes, boats, cars, and fuel; and office and/or visibility materials such as uniforms, boots, office space, desks, and computers.

- Support police leadership to boost the literacy of the police service and expand and standardize those efforts. Based on interviews and FGDs conducted, most of the police officers do not know how to read and write.
- Advocate for the adjustment of salary scales of police officers and border officials to better reflect the current value of the South Sudanese Pound, which will promote the continued professionalization of the officers involved in security provision and border management.
- Support in the development of police job training curriculum and subsequent capacity building/training for the local police force on their responsibility and mandate to ensure better understanding.

➤ **Community-awareness/local involvement**

*Put emphasis on awareness campaigns of community-oriented policing and BMC in Renk through strengthened engagement of community leadership including sheikhs, pastors as well as police officials of all levels in the remaining project period.* There seems to be good efforts to engage the community and evidently, several activities are being conducted including supporting CPFs in conducting community meetings with a larger number of community members aimed at raising awareness of the community on security and protection risks. These can be taken as an impetus to pilot awareness-raising/training, social events including sports and cultural activities for the wider community with the PCRC members to lead under IOM technical supervision to promote social cohesions and interaction between communities and law enforcement actors.

➤ **Build platforms and infrastructure to support the youth**

*Build more livelihood Youth Centers which can serve as a platform that offers activities to motivate youth to take more ownership of their livelihoods, exchange ideas around business/entrepreneurship, etc.* The centers will support the youth as an important stakeholder in peacebuilding at the same time help reduce crimes, GBV, and alcohol consumption brought about by unemployment.

➤ **Strengthen cross-border management coordination among stakeholders of South Sudan and Sudan.**

*Utilize the current coordination mechanism relation between the IOM offices in Sudan and South Sudan, IBMC and Sudan border officials to further scale-up the cross-border engagement to implement the activities which were not conducted if the situation allows.* Support in-country events for border management officials which brings together the stakeholders from Sudan and South Sudan. This will provide forums to further champion the coordination.

➤ **Initiate Inter-sectoral partnership with other humanitarian actors in activities where the project may not be able to support due to limitations in resources or technical capacity.**

*Continue the discussion of expanding inter-sectoral partnership with other developmental and humanitarian partners to link program to other development projects and support the ongoing infrastructures rehabilitation and construction i.e water pump where the project cannot solely support to help reduce the challenges attributed to women and girls fetching water at night .*

- Strengthen partnerships with key stakeholders including humanitarian organizations, government institutions, religious organizations and community to promote more local involvement and ownership and enhance the sustainability of the community policy and Integrated Border Management Committee (IBMC).

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## Annexes

### ANNEX 1. Terms of Reference

#### **TERMS OF REFERENCE FOR MID-TERM EVALUATION TOOLS DEVELOPMENT**

Supporting Peace, Security and Stability in Northern Regions through Strengthening Border Management Capacities and Inclusive Community Engagement

##### **1. Introduction**

International Organization for Migration (IOM) is implementing a 24-month project. Within its framework IOM will conduct a mid-term review of current project design. Evaluation plays a critical part in assessing how objectives are reached, and results achieved. The Renk Project has 2.4 million budget funded 100% by the German Federal Foreign Office (GFFO) and is delivered in partnership with National Transformation Leadership Institute, DG DCRNPI and SSNPS

##### **2. Mid Term Evaluation Context**

Despite Sudan and South Sudan being separated by contested international boundaries, communities frequently cross borders, goods are being traded between the two countries, and many of the communities in the area have cross-border linkages. Cross-border trade and seasonal migration represent a vital source of livelihood for populations in the area. The northern borders are also important routes for transporting humanitarian lifeline supplies such as food and medical supplies. WFP organizes at minimum 40-50 trucks a week transporting lifeline supplies into Greater Upper Nile region. South Sudan and Sudan border corridors are highly disputed areas affecting in lack of cooperation between Sudan and South Sudan governments. National level conflict over border issues, the politics of oil, and the economic trade war that emerged following South Sudanese independence have affected market prices, hindered trade and led to a livelihood crisis for populations in the area. Border disputes have additionally led to limited border management capacity and weak cross-border coordination.

The opening of the border will create new opportunities for cross-border trade flows and movement of people, but it is vital to ensure authorities are able to regulate migration routes, manage border flows and promote peace and security at the border, whilst also strengthening meaningful community engagement between communities and law enforcement officials through community policing efforts, with a specific focus on women and girls. IOM will conduct capacity building trainings for women and girls, with a focus on leadership, facilitation skills, problem solving, and other life-skills trainings equip women and girls better to advocate for their inclusion in peace and security dialogues. Specifically, this includes training of women in selected communities on how to utilise the community policing approach to amplify their voices within peace and security dialogues. The creation of safe spaces for women through community meetings for women and girls to discuss sensitive topics will enable issues facing women to be raised and responded to by relevant parties.

The project will also support the development of community safety plans inclusive of community safety initiatives which specifically address issues affecting women and girls, with key initiatives supported under the project. In this way, the proposed project seeks to implement the prevention, participation, and protection pillars of UNSCR 1325.

**Theory of Change:** Long term Peace and Security at the borders will be achieved **IF** migration is well-managed and community participates in the process.

**Impact:** Contribute to peace and security prerequisite for long term development through well-managed migration and strengthened inclusive community participation in Renk County.

**Project aim:** The project will establish processes of positive change at institutional, individual and societal levels, to strengthen peace, security, and protection at the northern borders of South Sudan. It will further lay the foundations for access to longer term and sustainable development through strengthening border management, and engaging inclusive community participation, whilst contributing to the COVID-19 responses in South Sudan.

**Target group:** The project will adopt an area-based approach, targeting governments, security actors and inclusive communities in Renk, with special attention to returnees and IDPs, particularly women and youth herein.

**Key actors:** IOM recognizes that local partners have a unique capacity to respond in South Sudan given their position in communities, knowledge of the local environment, and access to communities. The project will employ a consultative/participatory approach with gender and human rights mainstreaming, involving key actors and inclusive stakeholders in the decision-making processes, including planning and execution of project activities. IOM will include target populations throughout the project by applying a participatory approach and holding a series of consultations to reflect the needs and concerns of beneficiaries, and to increase their ownership and sustainability, through facilitating a community policing approach that underpins the capacity building efforts under Outcome 1. The project will link individuals, communities, and institutions, and engage with community members that do not traditionally or currently have a voice in decision-making, such as women, youth, people with disabilities, and ethnic minorities. The project will engage with other networks like women's organizations or youth groups to identify how to increase meaningful participation of these groups in the project. Integrating a gender-mainstreaming and human rights approach throughout the project cycle will aim to proactively tackle existing gender disparities and power inequalities.

### **3. Objective of the Mid Term Evaluation**

The overall objective of the mid-term review is to evaluate the project's design, management and implementation whether or not it has achieved intended results by analyzing project objectives, results and activities, with considerations to the overall objective of the project. Specific objectives include:

- Evaluate the relevance and validity of the choice of strategies and activities for achieving the project objective
- Evaluate the project's effectiveness in achieving its objective and project purposes including assessing level of quality the project has achieved.
- Analyze the efficiency in addressing the project objective. Measuring of how economically resources/inputs (funds, expertise, time) are converted into results.
- Analyze the project impact looking at primary and secondary long-term effects produced by 2. the project intervention, directly or indirectly, intended or unintended.
- Analyze the sustainability of the project by looking at the lesson learned, best practices

### **4. Evaluation Questions**

A complete list of evaluation questions and sub-questions will be developed by the evaluation consultant and submitted to IOM and donor for consultation. The below questions are indicative of the types of questions to be addressed in the evaluation:

**Relevance**

5. Are the project activities relevant to project objectives and results?
6. What were the economic, social and political challenges, and how did the project deal with them?
7. Have the projects' assumptions been accurate?
8. Which objectives could be built-on further, and which objectives (or project aspects) have not been met, yet are still relevant for the target countries because they are relevant to the needs of the project's key stakeholders?

**Effectiveness**

5. To what extent did the specific objectives support efforts to maintain peace and security using the community policing approach and strengthening of border management capacities? What factors contributed to the success and/or underachievement of each objective?
6. Were the target populations, target locations and activities sufficiently well-defined and implemented in order to reach the projects' objectives? If the objectives were not achieved, would other activities have been more effective in reaching the projects' objectives?
7. What are the main obstacles or barriers that the project has encountered during the implementation of the project? Has the project been successful in addressing these obstacles?
8. On the basis of the project achievements and challenges encountered, what follow-up actions can be recommended/are considered necessary?

**Efficiency**

6. How appropriate are the project designs to achieve project results in the context in which they operate?
7. This project also engages neighboring country in particular Sudan to take part in one of the activities. What was the added value of a cross border component compared to a country based projects? What was the cross-border management coordination (among IOM offices and among stakeholders of targeted countries) of this project like?
8. How coherent and realistic was the intervention logic?
9. What external socio-economic and political factors affected the implementation of the projects?
10. How effectively were the project performances and results monitored?

**Impact**

1. Are the project documents sufficiently well designed to identify which impact was expected from the project?
2. What observed changes in attitudes, capacities and institutions etc. can be causally linked to the project's interventions? Are these results, achievements and benefits likely to be durable?
3. What type of impact did the project have on their beneficiaries and relevant stakeholders? What do the beneficiaries and other stakeholders perceive to be the impact of the projects?
4. Can any unintended or unexpected positive or negative effects be observed as a consequence of the projects' interventions?

**Sustainability**

7. To what extent are the projects' results likely to be sustained in the long-term?
8. Is the project supported by local institutions and well integrated with social, political and cultural conditions in the countries?
9. Can the project's results be replicated or scaled up by national partners?
10. What should have been done in order to guarantee sustainability?
11. How successful has the project been in leveraging non-project resources?
12. Identify the most important results, lessons learned, or best practices that should be considered if there is any opportunity to extend this program and what should be avoided in order to improve implementation (a recommendations/next steps section)?

## 5. Methodology of Evaluation

A mixed methods approach will be taken, using qualitative and quantitative evaluation techniques. In particular, comprised of:

- a documentation review: IOM South Sudan will be responsible for providing the necessary documentation, including activity and project reports, M&E tools, financial data, correspondence, specific agreements and/or sub-agreements, technical documentation reports, together with any other documentation that IOM South Sudan considers important for the evaluation exercise,
- A series of interviews with beneficiaries, NGOs and implementing partners, IOM South Sudan's project manager and Chief of Mission, staff of German embassy, and other persons that IOM South Sudan or the evaluator deems necessary.
- Visits to the field to assess the impact on the intended beneficiaries

## 6. Evaluation Outputs

The outputs of the evaluation will be;

- a) an evaluation proposal which includes methodology used, indicators, evaluation questions and detailed work plan
- b) evaluation tools available online and printed (including outlining the methodology pursued, indicators, data sources. The draft will be presented to IOM for comments and inputs. Based on IOM's feedback the evaluator will integrate the inputs into the tools and submit the tools back to IOM.
- c) Training modules for enumerators, a module for enumerators will need to supply the tools for roll out.

## 7. Evaluator Profile

An external consultant, independent to the project, is hired to develop tools. Required qualification for the assignment:

- a) Completed a university or post-graduate from accredited academic institution preferably in management, public administration, international development, or related field.
- b) Minimum 5 years of experience in project evaluation
- c) Minimum 10 years of experience in managing complex projects in challenging environment
- d) Minimum of 10 years of experience in the conduct of needs and gap analysis and the associated design, development, management and implementation of relevant project;
- e) Demonstrated knowledge of South Sudan context
- f) Demonstrated sound understanding of the peace and security topic
- g) Sound understanding of policing system in South Sudan
- h) Extensive experience in monitoring and evaluation and writing comprehensive reports.

## 8. Resources: Remuneration, Terms of Payment and Timing:

The recruitment of evaluator will be borne under the project

### Remuneration

All-inclusive remuneration covering consultancy fee, any communication costs.

### Terms of payment

The first 50% of the total remuneration is payable upon receiving IOM's approval of evaluation proposal submitted to IOM. The remaining balance shall be payable within 5 working days after receiving IOM's



written approval of the final draft of the tool. IOM shall review and approve the report no later than 5 working days after submission of the final report by the Evaluator.

**Timing**

The provisional timetable for the evaluation consultant, with a maximum of 11 working days, is as follows:

#	Description	Days
A.	Submission of Evaluation Proposal	2
B	Briefing with project staff	1
C	Desk Review: Reviewing documents and tools developed, desk research, development of methodology	2
D	Development of evaluation tools	3
E	Development of training package for enumerators	3
F	Revision, Finalization upon feedbacks from IOM	1
	TOTAL (A – E)	12 Days

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