



REQUEST FOR APPLICATIONS (RFA)

TITLE:

Access to Justice in Pibor, Akobo, Renk and Nasir

DATE OF ISSUE:

January 5, 2012

DEADLINE FOR SUBMISSIONS:

February 5, 2012

SUBMIT PROPOSALS TO:

Stephanie Marienau Turpin, Grants Manager
Electronic submissions: smarienau@pactworld.org
Hard copy submissions: Pact Office, Hai Malakal,
Block 64, Juba, South Sudan

FOR QUESTIONS, EMAIL:

Godfrey Mupanga, Access to Justice Program Manager
Please submit questions *by email only*: gmupanga@pactworld.org

REQUEST FOR APPLICATIONS (RFA)

PURPOSE

Pact is currently seeking prospective partners for work on a new Access to Justice project funded by the US State Department Bureau of International Narcotics and Law Enforcement Affairs. This project will increase access to justice in rural South Sudan through a baseline Rural Access to Justice Assessment and the preparation of County Access to Justice Plans. Pact will emphasize increasing the capacity of rural justice service providers, both the Judiciary and traditional authorities, to improve the delivery of justice services. The proposed program will also improve citizens' access to justice options through programming such as Legal Aid Clinics. Finally, the program will improve citizen understanding of fundamental human rights and their access to justice options.

Through this RFA, Pact expects to make awards in the following programmatic areas:

1. Support the judiciary in rural areas (Pibor, Akobo, Nasir and Renk)
2. Train and support traditional authorities in improved administration of justice (Pibor, Renk, Nasir)
3. Support rural prisons to reduce improper incarcerations (Renk, Nasir, Akobo)
4. Support rural police to better enforce the law (Pibor, Akobo, Nasir and Renk)
5. Establish a legal aid clinic to advise citizens and provide paralegal services to citizens (Pibor)
6. Training on human rights and humanitarian law (Pibor, Akobo, Renk)

The specific requirements for each programmatic area are detailed in the "Objectives and Technical Description" section below. Applicants should be non-governmental organizations and community-based organizations capable of carrying out access to justice projects. Awards amounts are unlikely to exceed \$50,000.

This project will take place in the counties of Pibor, Akobo, Nasir and Renk. Any applications submitted for work outside these counties will **not** be considered for funding. Applicants with a strong connection to communities within these counties will be given preference.

Pact reserves the right to fund any or none of the applications received in response to this RFA at its discretion. Pact makes no commitment, either expressed or implied, through publication of this RFA to compensate or reimburse applicants for costs incurred in preparing applications.

BACKGROUND

After decades of conflict, on July 9th, 2011, the Republic of South Sudan became the world's newest nation. Since the signing of the Comprehensive Peace Agreement in 2005, the Government of South Sudan (GoSS) has made great strides in building peace, curbing violence, and establishing justice sector institutions in one of the most undeveloped regions in the world. Despite these achievements, there has been slow progress in ensuring the justice system reflects the values and requirements for justice and is accessible to the people of South Sudan. Currently,

both statutory and customary legal systems exist in South Sudan but neither provides adequate access to justice, particularly in rural South Sudan.

Prior to independence, during the 1972-2005 civil war in Sudan, several parallel justice systems operated in Southern Sudan. In government held areas, Sudanese courts, lawyers, and judges, working in Arabic, applied Sudanese law and sharia to administer justice. In SPLM/A-held areas, the SPLA zonal or regional commander was responsible for administering justice and ensuring stability in his area.¹ In different areas, these commanders co-opted traditional authorities, codified customary law, issued orders that carried the force of law, and regulated cattle raiding and other destabilizing behaviour. After signing of the CPA in 2005, the SPLM-led Government of Southern Sudan (GoSS) became the primary justice provider and began consolidating these myriad systems and sources of authority into a single English language common law system that allowed for the practice of customary law, subject to certain limitations.

To effect this transition, GoSS established justice institutions such as the Judiciary, Ministry for Legal Affairs (now the Ministry of Justice), and Police and Prison Services. GoSS faced significant challenges in establishing a functioning justice system. Infrastructure, such as courts and offices, was either non-existent or destroyed in the conflict. Most of the Judiciary was not trained in common law and spoke Arabic. There were – and remain - few trained police and prison officials to enforce the law. Despite these challenges, justice institutions were established and began functioning in Juba, expanding over time to the State capitals.

As GoSS was establishing justice institutions in urban areas, the administration of justice in rural areas also experienced significant changes during the CPA period. New laws limited traditional authorities and customary courts' jurisdiction and impacted their ability to effectively administer justice.² The CPA also saw the beginning of a period in which the SPLA began to transition from the policing and judicial services it had provided during the conflict. At the same time, however, most rural areas were not provided with police or judges to fill the gap left by the SPLA. This gap has led many citizens to suggest the SPLA should continue to engage in policing and judicial functions to protect citizens against cattle raiding and inter-communal conflict, which has increased since the signing of the CPA. The expansion of justice systems to rural areas faced significant challenges during the CPA period and these challenges continue in the post-independence period.

OBJECTIVES AND TECHNICAL DESCRIPTION

Objectives

Pact expects applications to address at least one of these 2 objectives:

1. Increase provision of justice services by central, state and local government (judiciary, police, and prisons) and traditional authorities
2. Increase citizen and community access to justice services

¹ Similar systems were used by SPLA breakaway factions and Khartoum-allied groups, such as the Equatorial Defense Forces who operated in Ikotos County.

² The Judiciary Act, Local Government Act

Technical Description

In order to achieve these objectives, we expect to select applicants to implement activities that include:

Support the judiciary in rural areas

Applicants must be able to work with the judiciary at its most decentralized level and increase access to justice in the rural areas through programming that includes: expanding the judiciary's operations through mobile courts to new areas; supporting innovative judicial mechanisms such as Prison Review Boards, in which judges hold court sessions in South Sudanese prisons; and supporting "Special Courts" that have a limited mandate to hear a set of cases, typically arising from a series of conflicts between communities.

Train and support traditional authorities in improved administration of justice (Pibor, Renk, Nasir)

Applicants must be able to provide technical assistance to traditional authorities and provide training on the Bill of Rights, legislation and due process of law so that traditional authorities better understand the limit of their powers and jurisdiction.

Support rural prisons to reduce improper incarcerations (Renk, Nasir, Akobo)

South Sudan's prisons hold a large number of individuals who are improperly incarcerated. County level prison officers are often unaware of the statutory laws that govern who should be incarcerated and on what grounds. Applicants for grants to carry out access to justice activities in Akobo, Renk and Nasir Counties, should be able to train prison officials on the Child Rights Act, Penal Code, the Code of Criminal Procedure and other elements of statutory law that govern who should be incarcerated, for how long and under what procedures. Pact will support activities that include, support to the Prison Service together with others to establish local systems such as Prison Review Boards that provide access to courts by referring individuals who maybe inappropriately incarcerated to courts with the authority to grant their release.

Support rural police to better enforce the law (Pibor, Akobo, Nasir and Renk)

Applicants should be able to facilitate engagement of the police in consultation and dialogue with the rest of civil society and communities at the local level on issues that include community policing, investigation techniques, mechanisms for addressing alleged police abuses, etc; training police in handling Gender Based Violence cases; establishing Gender Based Violence protection desks; supporting community outreach activities; providing in kind support in the form of stationary, furniture, communications equipment and transport.

Establish a legal aid clinic to advise citizens and provide paralegal services to citizens (Pibor)

Applicants must be able to set up legal aid clinics and establish networks of community based paralegals, particularly in Pibor County. The paralegals, should be trained, with support from Pact, in statutory law, human rights and dispute resolution techniques and should be capable of contributing to dispute resolution through mediation; referring cases that cannot be adequately resolved locally to the legal aid clinic courts; and, increasing community awareness of basic justice and human rights principles.

Human rights and humanitarian law (Pibor, Akobo, Renk)

Applicants must be able to provide human rights and humanitarian law trainings to citizens of their respective communities. These trainings and programs should include women and other marginalized groups to improve their understanding of their rights and what their options are if their rights are violated. Other types of programming may include: monitoring and reporting on human rights violations, including in cases of widespread conflict; court monitoring, monitoring and reporting on compliance with peace agreements, supporting the implementation of peace agreements (i.e. through the support of the safe return of abducted women and children), and advocacy at the local, State, and National-level.

MONITORING, EVALUATION, AND REPORTING

Pact sees monitoring and evaluation (M&E) as a critical component of all its projects

Throughout the program, Pact will expect partners to conduct routine monitoring to identify what has been done when, where, and how; who has been reached; if activities are being implemented according to schedule; identify what problems, if any, arose during implementation; determine effectiveness; and gather beneficiary feedback.

Pact places emphasis on the importance of using the results and outcomes from its programs to improve programming, support learning and contribute to new knowledge and better practice. A critical component of the successful applications will be to ensure that learning and accountability is integrated in a program from the beginning and throughout its life.

Pact would like its partners to measure their success on the same indicators that Pact has identified in its strategic plan. Applicants should consult these indicators, as detailed in Attachment 4 and use at least one indicator from Pact's list in their own list of indicators at the output, outcome, and impact level.

Applications should state clearly how proposed activities relate to the program objectives described in this RFA, and how and when data will be tracked, collected, verified, and reported. Applicants should be prepared for revisions in required program indicators and reporting requirements during the lifetime of the award, if the guidance for monitoring these activities is modified.

APPLICATION FORMAT

Submission of Offers

Applications must be received by Pact's office in Juba by **February 5, 2012 at 5:00pm** Juba local time. Applications must include as the subject line the following:

- **Access to Justice RFA**

Acceptable methods of transmission of applications are either hand-delivery, courier, or e-mail as described below:

- Hand-delivery or courier – Hard copies of Word documents and/or Excel spreadsheets can be sent to:
 - Pact Juba Office: Stephanie Marienau Turpin, Hai Malakal, Plot 64, Juba, South Sudan
- E-mail – Soft copy applications may be attached to an e-mail message sent by the Applicant’s representative. Address to Stephanie Marienau Turpin and send to smarienau@pactworld.org.

No preference will be given to applicants based on their method of submission.

Content of Applications

All applications submitted must comply with the requirements in this RFA and must include the following:

- **Proposal in Pact Template:** The Pact proposal template is in Attachment 1 to this RFA. It should be filled out completely, with no blank areas.
- **Budget in Pact Template:** The Pact budget template is in Attachment 2 to this RFA. The budget should be developed in US Dollars and should include all costs associated with the project activity and organizational operating costs, to the best knowledge of the applicant.
- **Work plan:** The applicant will provide a work plan that clearly shows its plan to complete the proposed activities between the dates of March 1, 2012 and October 1, 2012. The applicant’s work plan should be complete enough to convince Pact that it possesses the capacity to complete the proposed activities within these project dates.
- **Evidence of Registration:** Applications must include a proof of the applicant’s registration in South Sudan. Acceptable proof includes a copy of the organization's current registration with the SRRC and/or the Ministry of Justice.
- **Past Performance:** Maximum of three (3) pages describing similar work completed in the past three (3) years. List past and recent contracts from 2008-2011.
- **References:** At least three (3) references should be supplied, including the name of the client and name of the client’s individual contact, including phone number, email, and address.
- **Staff Information:** The top three staff members’ full names and brief description of their levels of education must be submitted in the application.

Pact reserves the right to exclude applications lacking one of the above requirements from consideration.

EVALUATION CRITERIA

A two (2) step evaluation process will be used:

Step 1:

- The applicant must provide sufficient evidence that it is registered in South Sudan (evidence must be provided as part of the application).

Step 2:

- Following completion of Step 1, the evaluation panel will score the remaining applications. Applications will be scored on the basis of the following criteria:

Applications will be evaluated based on the following weighted criteria:

Criteria	Points out of 100
Technical Quality of the Application <i>Applications will be scored based on how they demonstrate careful thought about the root causes of the problem and possible solutions. Project ideas should be developed together with the affected communities.</i>	30
Relevance of Proposed Project to Access to Justice Objectives <i>Applications will be scored based on how connected they are to the objectives of the Access to Justice project as described above and the overall Pact objectives, as described in Attachment 3.</i>	30
Cost Effectiveness of Proposed Budget <i>Applications will be scored based on the expected impact of the activity as compared to the size of the submitted budget. High-impact activities with smaller budgets will score the best.</i>	20
Applicant's Past Performance <i>Applications will be scored based on the strength of the applicant's past performance, as described in the application document. Strong experience in similar geographic or thematic areas will merit the highest scores. Winning applications will have their reported past performance checked with references.</i>	20
Total	100

The applicants with the highest overall points total will be awarded grant agreements. Both successful and unsuccessful applicants will be notified promptly.

Any attempt by an applicant to influence Pact, outside of the instructions set forth in this RFA, in the process of examination, clarification, evaluation and comparison of proposals, or to obtain information on how the procedure is progressing, or to influence Pact in its decision concerning the award of a grant agreement hereunder, will result in the immediate rejection of that application.

GENERAL CONDITIONS

- (i) All applications and all supporting documents must be submitted in English only.
- (ii) All budgets must be submitted in US Dollars.
- (iii) Each registered organization may submit only one application.

- (iv) Successful applicants will be presented with a grant agreement containing Pact's standard terms and conditions. No work will be authorized without a fully signed agreement between Pact and the successful applicant.
- (v) Pre-award proposal development costs will be paid by the applicant. Pact will not reimburse any applicant, whether successful or not, for these costs.

ATTACHMENT 1:
PACT PROPOSAL TEMPLATE

Pact Sudan Sub grant proposal- Narrative Application Form	
Organizational Information	(For Pact Use Only) Pact Prime Award No.
Organization Name:	Management Contact information:
Address:	Project Title:
Email :	Project Manager Name:
Fax:	Project Manager Signature:
Phone:	Date Received:
Date Approved:	
Authorized Representative Name & Title:	
Authorized Representative Signature:	
Project Title:	
Project Location & Target Beneficiaries: <i>Explanation: List the State, County(s), and Payam(s) where project will take place. Also, please write the number of beneficiaries this project will include and specify any other known indicators about the beneficiaries (ex: male/female, youth/adults, IDPs/returnees, people with disabilities, peace committees, etc...)</i>	
Location :	
Target beneficiaries:-	
Grants Budget Amount: <i>Explanation: Please only list the TOTAL amount of funds that your organization is requesting from Pact Total budget is.....</i>	
Background Information:	

Explanation: Please provide detail about the current and past context (political, conflict, peace events/conferences, development and infrastructure, water resources/hygiene and sanitation, or other important information). In other words, What is the general political, social, and economic, peace and conflict situation in each county/ state where this project will be implemented?

Problem Statement (Issue the project is going to address)

Explanation: Please describe the problem your organization has identified. Explain how this need was identified and provide evidence of consultations with the community and local leaders, including government officials, if appropriate.

Project Justification:

1. *Explanation: Please provide reasons why the project or activities your organization is proposing are needed and why they are needed at this time.*

2. *Explanation: Describe how you are planning to identify the project needs. (Include information about who is involved in the identification process or needs assessment (the beneficiaries) and how prioritization is done.*

Project Goal:

Explanation: Please describe the overall achievement to which the project wishes to contribute. It is not something that the project will achieve all by itself; but something that the project will help to achieve. This is often a change in the social, economic or health status of the target population. Explain how this goal contributes to Pact's strategic objectives as identified in Attachment 3 and the Program Objectives as described in the technical section of the RFA.

Project Purpose:

Explanation: Please describe the purpose of the project. Why is this project?

Specific Objectives:

Explanation: Please list the objectives of your organization's proposed project or activities. What is it your organization wants to achieve?

- 1.
- 2.
- 3.
- 4.

Project Activities

Explanation: Please describe your project activities in a logical manner in line with your specific objectives i.e. which set of activities aim at addressing each objective.

- 1.1
- 1.2
- 1.3
- 2.1
- 2.2
- 2.3
- 3.1
- 3.2
- 3.3
- 4.1
- 4.2
- 4.3

Resources Required (Inputs)

Explanation: Resources/inputs required must correspond to each activity on the list and then should be costed in the budget

Anticipate Results after the project is completed

Explanation: Applicants should predict the results they expect the proposed project to have. Outputs should be clearly quantifiable. To the extent possible, applicants should seek to align their result indicators with the indicators from Pact's strategy as listed in Attachment 4. Additional indicators may be added, but at least one Pact strategy indicator should be included at each level (impact, outcome, and output).

Impact (As relates to project Goal)	
Outcome (As relates to project Purpose)	
Output 1 (As relates to specific objectives of the project)	
Output 2 (As relates to specific objectives of the project)	

Output 3 (As relates to specific objectives of the project)	
Timeframe:	
<i>Explanation: Please create a timeframe for the major milestones of the project. Identify the proposal project start and end date.</i>	
Risks and Assumptions:	
<i>Explanation: Please list the potential risks or challenges related to the project and any mitigation strategies your organization has developed There is no potential risks is expected, because all targeting people expressed their interest in peace and development through our initial meeting with them.</i>	
Implementation Plan (Scope of work)	
<i>Explanation: Please explain how the project or activities will be carried out. What type of methodology will your organization use to achieve its stated purpose/goal (dialogue, meetings, construction, social mobilization, trainings, or other processes)? Explain the sustainability of the project. How will your organization and the community follow-up the project beyond the funding period?</i>	
Monitoring and Evaluation Plan:	
<i>Explanation: Please provide a simple plan on how your organization will monitor and evaluate the implementation and achievements of the proposed project. What type of information will be collected from target beneficiaries and the community? What type of methods will be used to collect information(Survey, Focus Group Discussion, Direct Observation, Informal Interviews, Desk Review, Key Informant Interview), What type of tools (sign-in sheets, cameras, questionnaires, focus group discussions guides, etc.) will be used?</i>	
Community & Organizational Contribution:	
<i>Explanation: Please list the type of material or service support the receiving community and your organization will provide to the project or activities. Community Contribution can take many forms ranging from donated land, equipment, or food to child care and facilitation of activities.</i>	
Budget : (How much is required to implement this activities (Activity budgeting) See budget format in separate excel sheet.	

**ATTACHMENT 2:
PACT BUDGET TEMPLATE**

Please fill in all blank white areas only. Currency should be expressed in USD.

Proposal Budget template						
Project title:						
Grand total budget :						
Year:						
		currency:	USD			
Budget line code	Item Description	unit	Quantity or # of units	Unit Cost	Timeframe/days	Total Amount Needed
SECTION 1	Personnel					
1						0
						0
						0
						0
						0
						0
						0
						0
	Sub total					0
SECTION 2	Food and Accommodation					
						0
						0

						0
						0
						0
	Sub total					0
SECTION 6	Equipment					
						0
						0
						0
						0
						0
						0
						0
	Sub total					0
SECTION 7	Other Costs					
						0
						0
						0
						0
	Sub total					0
	GRAND TOTAL					0

**ATTACHMENT 3:
PACT STRATEGY FOR SOUTH SUDAN**



**Country Strategic Framework, South Sudan
2012-2016**

INTRODUCTION:

Pact in South Sudan seeks to address systems of conflict through peace orientated, community focused, development and governance interventions. Working in conflict prone areas as a priority, Pact will leverage its knowledge and networks with local and national stakeholders to implement the programs listed below. The specific configuration of activities will depend upon the priorities and needs articulated in any given areas. Pact will also take a stronger advocacy role to ensure that local priorities are articulated in national level policy dialogue and implementation activities of government, private sector and international humanitarian and development actors.

Vision: An empowered, prosperous and inclusive society living in peace and harmony.

Mission: In South Sudan, Pact seeks to enable communities to be in charge of their own social and economic development. Pact will achieve this by developing capacities, strengthening networks and partnerships, improving livelihoods, transforming conflicts, and promoting good governance.

1. STRATEGIC PROGRAMME PRIORITIES:

The strategic focus areas for the Pact Country Programme in South Sudan are: **Conflict Prevention & Peace building** and **Health** and will include the following change interventions:

- **Community Focused Peace and Security (CFPS),**
- **Natural Resource Management (NRM),**
- **Sustainable Livelihoods (SL),**
- **Community Led Total Sanitation (CLTS), and**
- **Safe Access to Water (SAW).**

Pact's core competencies and approaches to supporting these change programmes will be:

- **Capacity Development,**
- **Good Governance, and**

- **Evidence Based Policy and Advocacy.**

In order to ensure that Pact is addressing structural inequities, exclusion and societal violence, all interventions will integrate **Gender** and **Conflict Sensitivity**.

2. Change Priority Area: PEACEBUILDING

2.1 Community Focused Peace and Security

To strengthen local and national capacities to prevent, mitigate and manage conflict in a non-violent manner.

To facilitate the above change priority Pact in South Sudan will support:

- Increased quality access to legitimate informal and formal justice mechanisms that uphold and respect human rights and protect the most marginalized, vulnerable and disadvantaged groups in society.
- Consolidating on a demand for peace by facilitating intergroup dialogue, reconciliation and enabling local solutions to local conflicts.
- Community led measures to address security and protection risks that militate against creating a conducive environment for recovery and development.

2.2 Natural Resource Management

To strengthen capacities of local communities and formal institutions to address resource based conflicts, institute mechanisms for shared and sustainable management of natural resources, and protect rights of different contesting groups to allow them to derive fair benefit from resources.

To facilitate the above change priority Pact in South Sudan will support:

- Strengthen the regulatory framework for equitable and shared management and use of natural resources at the local level and in a manner that protects the rights of contesting population groups.
- Strengthen community capacities for inclusive management of natural resources with a view to reducing conflict, protecting livelihoods strategies and facilitating intergroup reconciliation.
- Strengthen community led non-violent dispute resolution and negotiation mechanisms to address potential and actual conflict over access, use and ownership over natural resources.

Pact in South Sudan has identified that the greatest contest over resources concerns petroleum, water and land. This will therefore constitute the main focus of the work.

2.3 Sustainable Livelihoods

To facilitate the development of sustainable livelihoods strategies of the most conflict prone communities by: enhancing the efficiency and productivity of existing livelihood strategies, diversify livelihoods options available, and enhance adaptive capacities of communities to withstand sudden and gradual changes in social and ecological conditions.

To facilitate the above change priority Pact in South Sudan will support:

- Restore or ensure access to resources fundamental to livelihoods and coping strategies.
- Enhance efficiency and productivity of existing livelihoods.
- Enhance productive relationships between different land users.
- Strengthen capacities of communities to cope with ecological, environmental and conflict stresses.
- Strengthen political capital of the most marginalized and vulnerable communities to enable them to advocate for and protect livelihoods.

3 Change Priority Area: HEALTH

Pact's health work revolves around the goal to sustainably increase access to safe water and improved sanitation and hygiene practices.

To facilitate this Pact in South Sudan will support:

- Increased access to safe water through construction, rehabilitation of semi-urban water distribution systems, rain water harvesting and catchments, and rural boreholes.
- Improving hygiene and sanitation practices through community led approaches to public health.
- Community led management of shared water resources.
- Linking small scale livelihoods around water points.
- Support development of an equitable and sustainable WASH policy in South Sudan.

4 APPROACHES

4.1 Good Governance

In order for Pact to achieve all of its change priorities it acknowledges the importance of citizen inclusion, participation and engagement in society and the state level, accountability and responsiveness of public institutions to the needs and aspirations of its constituents, and the capacity of formal and informal civic groups, networks and individuals to advocate for change. Building a legitimate social contract in South Sudan is a critical first step in moving towards a more peaceful, just and inclusive society.

The following interventions provide a road map of interventions that Pact will integrate throughout its programmes. Specific "governance strengthening" activities will be housed under the three programme areas of Peace-building and WRAPP.

4.2 Strengthening citizen and community capacities to influence decisions, policies, laws and action that impacts their lives and influence positive outcomes:

Meaningful citizen engagement and participation in political processes and in even most basic decision-making at a local level is deplorably low. Pact therefore seeks to work alongside citizens (especially women, minority groups and most vulnerable segments of the population), communities and civil society to identify key barriers to peace, security and development, develop and implement strategies to access decision-making processes at a local and national level, and advocate effectively for changes they want to see, such as basic services, protection, good governance. Where possible Pact will (re)establish mechanisms to improve communication between local, national, and international peace-building actors.

4.3 Strengthening the capacities of public institutions to adopt a more participatory and consultative approach decision making that reflects priorities and needs, and enables more effective policies and programmes:

To address violence, conflict, underdevelopment and poverty, public institutions need to be able to respond to the needs of the population, especially the most disadvantaged. Pact will leverage longstanding relationships it has built with key national institutions to strengthen mechanisms for consultation and participation of local stakeholders in national decision making process e.g. institute public hearings, regular meetings, issue based discussions etc. In parallel, Pact will support communities and public institutions to monitor governance performance and strengthen the role of media in monitoring institutional accountability.

4.4 Strengthening capacities of civil society organizations to become skilled and effective champions and representatives for their constituencies:

Pact will work with its civil society and other constituent based community groups to raise their knowledge and skills for advocacy, issue based coalition building, and ability to offer alternative strategies and action orientated solutions to address critical challenges facing local communities. In addition Pact will work to enhance civil society representation of their constituencies and participation of communities in civil society programmes.

5. Capacity Development

Pact equips individuals, communities, civil society and public institutions with the knowledge and technical capacities to respond to the critical challenges facing South Sudan and to identify strategies to address conflict, violence, injustice, underdevelopment and poverty.

Specifically Pact's capacity development strategy in South Sudan will facilitate improved local organizations' capacity to handle their internal and external functioning and relationships. This would include things such as improved interpersonal and group processes, more effective communication, enhanced ability to cope with organizational problems of all kinds, more effective decision-making processes, clear organization structures with defined roles, more appropriate leadership, advocacy, lobbying and networking skills, improved skills in dealing

with destructive conflict situations, and maintaining higher levels of trust, accountability and transparency among organization members.

The impact Pact envisages is a vibrant and sustainable civil society in South Sudan. For us, it is important to establish that we want to improve civil society for greater impact in the areas of peace-building and health (water and sanitation). In order to achieve that impact, we know that we need to help civil society organizations (CSOs) to improve their systems (e.g. finance, human resources, logistics, communication, and monitoring and evaluation, operations, planning and grants management), hold their leadership to account, respond effectively to their community needs, plan strategically, and effectively mobilize resources.

6. Evidence Based Policy and Advocacy

Since 2002 Pact in South Sudan has continued to develop its capacity and role as a key advocacy organization in the area of conflict prevention. Specifically, Pact has been effective in influencing key decision making outcomes, and policy processes of the Government of South Sudan and Donors in South Sudan and the Transitional Areas of Southern Kordofan, Blue Nile and Abyei. Through the provision of direct policy advice to different actors; field level conflict and thematic analysis; participation in government and donor coordination processes; and development of policy briefing papers as an agency and jointly with other INGO's and national civil society actors.

Pact seeks to build upon past and current successes and expand its work in this area. Developing capacities for advocacy within Pact and of our local partners is a critical component of Pact's strategy in South Sudan.

- Greater support for local partners and communities to understand the value of advocacy and support skills to develop strategies to influence policy and decision making processes. Where possible support coalitions and thematic networks to support this effort.
- Establish a small grants pool to support local research.
- Engage more frequently in the development of Pact policy products with a view to developing Pact as a thought leader in some of the following broad areas: civil society role and engagement in fragile states; protection of civilians and roles of protection actors; access to justice and security; exclusion and violence and its impact on women and youth; and resource based conflict and economic justice.
- Strengthen participation in the NGO Secretariat and Policy Working Group and take a lead on conflict related lobbying.
- Strengthen Pact's linkages to external peace-building and conflict prevention networks and efforts e.g. International State building and Peace building dialogue.
- Proactively produce briefing products for external delegations and strengthen links with international donor governments in home countries.
- Provide conflict sensitivity training support to actors as needed and requested.

7 CROSS CUTTING ISSUES

7.1 Gender

Gender inequality is a critical area that Pact has sought to address over the past several years. Pact specifically works on a 'culture of inclusion', to support women to participate and take up positions of decision-making in groups at the community level. Likewise, Pact works with youth to provide them with skills to resolve disputes through non-violent means and actively seeking out their opinions and priorities in local peace processes.

In the new strategic plan Pact intends to actively fund and support activities with an explicit gender focus, be it efforts to enhance women's participation in peace initiatives and political processes, addressing gender based violence, enhancing women's role as first responders in crisis or conflict, integrating 'protection' into natural resource management and establish safe space for discussion and dialogue around issues of gender inequity, violence and exclusion. In addition Pact commits to research around gender and peace building and conflict prevention to identify strategies to gender based inequity, exclusion and violence. Pact will also ensure that its results framework adequately reflects indicators and measures for gender sensitivity.

Pact will also continue to identify and attract qualified women to managerial and decision-making positions and within the field. Pact also commits to providing gender and human rights trainings for all staff and where possible recruit gender specialists and identify gender champions within the organization.

7.2 Conflict Sensitivity

Pact actively integrates conflict sensitivity into its programming through the following methods.

- Ensuring that regular analysis of the context is conducted throughout the project cycle through, commissioning longitudinal peace research, funding local action research, collecting regular conflict and peace data for internal monitoring, and dedicated participation in conflict prevention orientated coordination mechanisms in Juba and state level.
- Making sure this data is regularly fed back into the programme and grants decision-making to enable Pact to make necessary adaptations to its implementation framework and ensure that its actions accentuate positive outcomes and minimize negative consequences. Building flexibility into the project is critical to achieving conflict sensitivity.

Pact also provides training and technical advice to local and national partners on conflict sensitive methodologies

**ATTACHMENT 4:
PACT STRATEGY INDICATORS FOR ACCESS TO JUSTICE IN SOUTH SUDAN**

Access to Justice		
No. of Special and Mobile Courts Established	% of citizens who say that they have access to judicial systems and legal aid services to resolve disputes,	Effective Justice sector accountable to its Citizens
No. of Gender Desks Opened		
Number of prison review boards established		
Number of bomas reached by mobile courts		
No. of cases resolved by Special & mobile Courts	Reduction of revenge killings.	
No. of cases referred to paralegals, Legal Aid Clinics, or appropriate State authorities by traditional authorities	Percentage of citizens who say that they can influence the quality and quantity of rural justice services	
No. of citizens whose cases are resolved by the Legal Aid Clinics		
No. of community security issues resolved through meetings	Increased respects for human rights by justice and prison wardens.	
No. of community justice committees established	Increase in number of cases brought to traditional, county, state and central government forums	
No. of Advocacy Plans developed	Increased awareness among citizens of their rights and how important those rights are to them.	
No. of radio programs broadcast		
No. of Advocacy activities implemented by CBOS		