



**REQUEST FOR APPLICATIONS (RFA)**

**TITLE:**

CBO Excellence Initiative

**DATE OF ISSUE:**

Friday, January 20, 2012

**DEADLINE FOR SUBMISSIONS:**

Monday, February 20, 2012

**SUBMIT PROPOSALS TO:**

Stephanie Marienau Turpin, Grants Manager

Electronic submissions: [smarienau@pactworld.org](mailto:smarienau@pactworld.org)

Hard copy submissions: Pact Office, Hai Malakal,  
Block 64, Juba, South Sudan

**FOR QUESTIONS, EMAIL:**

Emmanuel Gumbiri, South Sudan Peace Fund Program Manager

Please submit questions *by email only*: [egumbiri@pactworld.org](mailto:egumbiri@pactworld.org)

## **REQUEST FOR APPLICATIONS (RFA) CBO EXCELLENCE INITIATIVE**

### **PURPOSE**

Pact is currently seeking partner organizations to become members of the Pact CBO Excellence Initiative. Pact, a US-based non-profit organization, works in South Sudan in the areas of peace-building, access to justice, livelihoods, and the provision of safe water. Pact's South Sudan Peace Fund Programme (SSPF) supports local and national actors to manage and transform violent conflict, establish good governance and local justice mechanisms, and support the long term task of securing peace and development in South Sudan. Through the SSPF, Pact has enabled communities in conflict prone areas to take greater ownership and control over their lives and grassroots South Sudanese community based organisations (CBOs) to develop a stronger and independent voice.

Recognizing the need for a strong civil society at this critical time in South Sudan's history, last year Pact piloted a program called the CBO Excellence Initiative, which took an intensive approach to the capacity development of civil society organizations. The program combined trainings, networking within the group, mentoring, and long-term funding to strengthen South Sudan's growing civil society.

For the second year of the CBO Excellence Initiative, Pact plans to select between six and eight CBO Excellence Initiative members. These organizations will receive intensive capacity development support and longer-term funding. This RFA requests applications from organizations who are interested in becoming CBO Excellence members, including civil society organizations, local organizations, and national NGOs. Applicants will be selected based on their applications (provided in Attachment 1), which include information concerning organizational health, a brief concept note for a project meeting Pact's objectives outlined below, and a statement of interest in participating in the program. Selected organizations will become CBO Excellence members and will then work with Pact staff to develop their brief concept notes into more detailed proposals, which will then be funded through a grant agreement. The selection process will follow the timeline below:



Though Pact has historically worked in all ten states of South Sudan, recently Pact has evaluated its approach and determined that focusing on a somewhat smaller geographic area would allow it to achieve greater impact and more fully integrated programming across peace-building, livelihoods, access to justice, and provision of safe water. For this reason, applications will be considered from CBOs who have demonstrated past experience or expressed interest to work in any of the following states of South Sudan: Upper Nile, Unity, Jonglei, Warrap, or Lakes. Any applications submitted for work outside these states will not be considered for funding at this time.

Pact reserves the right to fund any or none of the applications received in response to this RFA at its discretion. Neither Pact nor any of Pact's donor agencies makes any commitment, either expressed or implied, through publication of this RFA to compensate or reimburse applicants for costs incurred in preparing applications. Applications are submitted at the risk of the Applicant. Pact reserves the right to withdraw the RFA at its discretion.

## **TECHNICAL DESCRIPTION**

This RFA is for participation in the CBO Excellence Initiative.

CBO Excellence members will:

1. Improve their ability to manage donor funds
2. Develop stronger systems and policies for financial management, grants management, human resources management, and monitoring and evaluation
3. Become better advocates with government actors and other key decision makers through the development of stronger advocacy skills and strategies
4. Learn participatory research and project design strategies to better ground their project activities in the needs and hopes of the communities they serve
5. Collectively raise the profile of civil society in South Sudan

The CBO Excellence Initiative is an intensive capacity development program for a select group of six to eight strong CBOs, which combines targeted trainings, individual mentoring, support for networking, and long-term funding. Selection for the program will include a one-year commitment, with the possibility of extending for two additional years depending on the member's level of performance in year one and their interest in continuing with the program.

### *Long-term Grants*

In addition to the provision of capacity development training and mentoring, Pact will support the selected organizations to implement activities that align with Pact's peace program objectives and the needs of the communities these organizations serve. Pact will fund the activities through the first year of the Initiative and should the organization be selected to continue in the program, the same or similar activities may be extended.

Implementation of long-term grants while in the program will afford the CBOs the opportunity to put into practice what they are learning and test their new systems with project experience. The longer-term nature of the awards will allow organizations to plan more effectively, retain highly qualified staff, and engage more deeply in a specific issue with a community over a series of activities. Pact will monitor effective implementation of the activities, providing technical assistance as necessary through both field and Juba based management staff with specialist technical knowledge.

### *OCA, Training, and Mentoring*

Organizational capacity assessments (OCAs) will be conducted for each participating organization as soon as possible after they are selected. The OCA is a Pact tool for participatory reflection on organizational strength. Through the OCA process, each organization will develop their own action plans, based on the organization's goals, as guided by the outcomes of the OCA process.

Informed by the OCA results and action plans, trainings will be designed to address common areas of need. Mentors will then be able to work with each individual organization to follow-up on learning from training events, address capacity needs not covered in trainings, and support achievement on the action plans.

### *Networked Approach*

A networked approach will allow CBO Excellence members to learn from one another and develop a collective voice for advocacy. Pact will serve as a convener for the networking, providing opportunities for the CBOs to gather in the same location for a networking event and funding partner exchange visits where there is something one member organization can help other members do better. Pact will also encourage communication outside and between these events through an email listserv, text messaging, a newsletter, or other similar mediums. Pact will also endeavour to create linkages between these CBOs members with other potential donor agencies and INGO platforms to enable them expand their network.

Through these combined approaches, Pact will support CBOs in their goals to develop strong enough systems to become effective service providers, reliable stewards of donor funds, and, most importantly, independent advocates on behalf of their communities.

## **PEACE PROGRAM OBJECTIVES**

Pact is looking for CBO Excellence members who can help Pact in meeting its strategic objectives. Pact's overall vision and mission are below:

**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.

Further information concerning Pact's strategy for South Sudan can be found in Attachment 2.

Pact expects all CBO Excellence members to be able to contribute to at least one of the following main objectives of Pact's peace program:

- **Objective 1:** Individuals and communities will develop strategies for long term peace and are able to develop functional relationships.

- **Objective 2:** Individuals and communities are willing and able to resolve disputes peacefully, and can access community dispute resolution mechanisms and protect human rights.
- **Objective 3:** Citizens and communities are able to engage more effectively in local and national decision-making and become advocates for their own peace, security and development.
- **Objective 4:** Grass-root organizations and Government partners have the capacity to rapidly respond to events where there is escalation of conflicts into overt violence.
- **Objective 5:** Returning population groups are able to re-establish their livelihoods, manage conflicts and disputes peacefully, and build constructive social relations.

Or one of the objectives of Pact's Access to Justice Program:

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

Applicants should state in their concept note how their work will contribute both to Pact's overall strategy and at least one of the specific objectives listed above.

## **APPLICATION FORMAT**

### *Content of Applications*

The application form requests information in the following three areas:

- Organizational Health
- Technical Concept
- Interest in Participation

Further details explaining each of these three areas is provided below.

### *Organizational Health*

This section of the application provides basic information about the organization. The CBO Excellence Initiative will benefit most those organizations who already have a solid operating model and need support in expanding their work or strengthening a few key areas. In this section, Pact requests information concerning the organization's:

- Governance
- Staff and Structure
- Past Experience
- Core Values, including Vision and Mission

This information will help Pact to know the applicant organizations more deeply and better decide which will be able to grow the most through participation in the program.

### *Technical Concept*

As part of participation in the CBO Excellence Initiative, each member organization will be given a longer-term award of between seven and twelve months, with possibility for further extension. The project the organization implements must contribute to Pact's strategic objectives (reference attachment 2) and peace program objectives, as described above. Through this RFA, applicants will propose activities through a brief concept note, which will be developed into a detailed proposal in partnership with Pact if the organization is selected for membership.

Applicants should focus on developing a concept that fits with Pact's objectives and meets an expressed need from within the communities the organization serves. Applicants should provide evidence of need identification and community consultation. Concepts should propose activities that could be completed within seven to twelve months, but that will have long-term impact and could be expanded into a longer-term program. Integration with the organization's existing programs, particularly those that are Pact-funded, is encouraged.

#### *Interest in Participation*

Organizations that are motivated to take advantage of the opportunities the CBO Excellence Initiative will provide for them in trainings, mentoring, peer exchange, and self-reflection will grow the most from their participation in the program. The difficult work of capacity development must be led by the organization itself; Pact can only enable certain kinds of opportunities. Organizations that demonstrate a desire to grow and concrete ideas about how they want to benefit from their participation in the Initiative will receive the highest scores in this area.

The specific questions and documents required are provided in the CBO Excellence Application form in Attachment 1.

#### *Submission of Applications*

Applications must be received by Pact's office in Juba by **Monday, February 20, 2012 at 5:00pm** Juba local time. Applications need only to contain a completed application form, provided in Attachment 1. Applications must include as the subject line the following:

- **CBO Excellence 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](mailto:smarienau@pactworld.org).

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

Applicants should retain one copy of all enclosures that accompany their applications for their records.

## EVALUATION CRITERIA

Applications will be evaluated based on the following weighted criteria:

<b>Criteria</b>	<b>Points out of 100</b>
<b>Organizational Health</b>	40
<b>Technical Concept</b>	30
<b>Interest in Participation</b>	30
<b>Total</b>	<b>100</b>

The applicant with the highest overall points total will be invited to join the CBO Excellence Initiative and will work with Pact staff to develop a detailed proposal for funding through a grant agreement. 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, 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.

## ATTACHMENT 1:

### CBO EXCELLENCE INITIATIVE APPLICATION FORM

**Name of Organization:**

**Contact Person:**

**Contact Email Address:**

**Contact Phone Number:**

**Office Address:**

**Organization's Geographic Areas of Operation:**

Please respond to the following 20 questions with the requested documents, charts, or narrative responses.

#### Organizational Health

##### Governance

Please attach the following documents:

1. Proof of the applicant's registration in South Sudan, such as a copy of the organization's current **registration** with the SRRC and/or the Ministry of Justice
2. The organization's **constitution**, by laws, articles of incorporation, or other kind of governing documents
3. A copy of any **policies** the organization has in place, such as those related to Finance, Cash Management and Accounting, Human Resources, Procurement, Property Management, Etc.
4. A list of the **Board of Directors** and their contact information
5. Proof of applicant's physical existence in the proposed area of operation. This is done by getting a letter from the County Commissioner or Payam Administrator for the concerned county/payam. The Letter should contain functional telephone number(s) of the commissioner or Payam Administrator

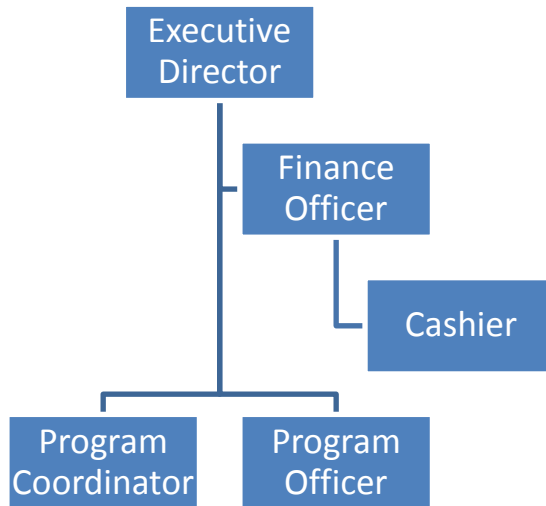
##### Staff and Structure

6. Please list the top three staff members with short biographies listing their academic qualifications and key relevant work experience.

Staff Name	Qualifications

7. Please also draw an organizational chart showing all staff and how the reporting lines are structured. An example is shown below.





**Past Experience**

8. How was your organization founded? Please describe who founded your organization, when the organization started, and what problem it was originally formed to address. *(1-2 paragraphs)*
  
9. Write a brief timeline of the history of your organization that shows when it was founded, when it became registered, when important projects happened, and other dates significant to the history of your organization.
  
10. Please fill out a chart showing the donor awards you have managed. The chart should include the name and contact information of the donor, the time frame, the award amount, and a short summary of the project. You may use the chart below as a template.

<b>Donor Agency</b>	<b>Name of Donor Contact and Email or Phone Number</b>	<b>Time Frame of Award</b>	<b>Funding Amount</b>	<b>Brief Summary of Project</b>

Please check here if you grant permission for Pact to contact the above donors as part of a reference check.

**Core Values**

11. Please write your vision and/or mission statement below, if you have one. What does this statement mean to you? *(1-2 paragraphs)*

12. How do you maintain a strong connection with the communities you serve? What mechanisms do you use to ensure their voice influences your work? (1-2 paragraphs)

### Technical Concept

13. Please write a concept note explaining your organization's idea for an activity that would fit within at least one of the following objectives and meet the needs of the communities you serve. (1-3 pages)

Main objectives of Pact's peace program:

- **Objective 1:** Individuals and communities will develop strategies for long term peace and are able to develop functional relationships.
- **Objective 2:** Individuals and communities are willing and able to resolve disputes peacefully, and can access community dispute resolution mechanisms protect human rights.
- **Objective 3:** Citizens and communities are able to engage more effectively in local and national decision-making and become advocates for their own peace, security and development.
- **Objective 4:** Grass-root organizations and Government partners have the capacity to rapidly respond to events where there is escalation of conflicts into overt violence.
- **Objective 5:** Returning population groups are able to re-establish their livelihoods, manage conflicts and disputes peacefully, and build constructive social relations.

Main objectives of Pact's Access to Justice Program:

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

Pact will work with successful applicants to develop these short concept notes into more detailed formal proposals and budgets, which will be funded through a grant agreement.

### Interest in Participation

14. How will participation in the CBO Excellence Initiative compliment your organization's work? If you have current projects funded by Pact, please comment on how your participation will affect this work specifically. (1-2 paragraphs)
15. What would sustained funding allow your organization to do or to do better? (1-2 paragraphs)

16. In what ways does your organization most need to grow? *(1-2 paragraphs)*
17. What type of advocacy does your organization currently do? What type of advocacy would your organization like to do? *(1-2 paragraphs)*
18. Does your organization partner with other CBOs for project implementation, advocacy, networking, or for any other reasons? If yes, please name the organizations and describe your partnership with them. *(1-2 paragraphs)*

*The following two questions are only for organizations that participated in Pact's CBO Excellence Initiative last year. If your organization has never been a Pact CBO Excellence Initiative member, you do not need to answer the remainder of the questions.*

19. Please attach copies of the action plans developed through the organizational capacity assessment (OCA) process Pact conducted with you last year. For each action plan, write a one-paragraph update on your organization's progress in completing this plan.
20. How did your organization benefit from participation in the CBO Excellence Initiative? *(1-2 paragraphs)*

## **ATTACHMENT 2:**

### **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