



PEACEBUILDING FUND

Project Title: Stabilization & Early Reintegration Support for Returnees in Southern Sudan	Recipient UN Organization: United Nations Development Programme – Southern Sudan
Project Contact: Address: Amanuel Gebremedhin, Chief of Conflict Prevention & Recovery Unit UNDP Southern Sudan Juba, Southern Sudan Telephone: +249 912 295 901 E-mail: amanuel.gebremedhin@undp.org	Implementing Partner(s): UNDP; IOM and ILO Sub-Implementing Partners: Sudan Red Crescent and BRAC
Project Number: To be completed by UNDP MDTF Office	Project Location: Warrap; Northern Bahr El Ghazal; and Western Bahr el Ghazal
Project Description: The proposed projects seeks to provide community-based early reintegration support in communities that have been affected by an influx of returnees resettling back in Southern Sudan through the provision of livelihood recovery and economic reintegration.	Total Project Cost: USD 2 million Peace building Fund: USD 2 million Government Input: N/A Other: N/A Total: Project Start Date and Duration: 31 July 2011; 9 months
Gender Marker Score¹: 2 <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i>	
PBF Priority Area(s) and Outcomes:	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with:

- SC Resolution 1325 (inclusion of women in prevention and resolution of conflict and in peacebuilding)
- SC Resolution 1612 (protection of children affected by armed conflict);
- SC Resolution 1820 (prevention of sexual violence and women in situations of armed conflict); and
- SC Resolution 1888 (re-enforcing Resolution 1820)
- SC Resolution 1889 (re-enforcing Resolution 1325)

PBSO measures inclusion of women and girls at project planning stage based on intended results and allocated budgets. PBSO also monitors and documents the progress and results of these projects separately to inform the SC and UN system.

Priority Area 3

Outcomes:

3.9 Youth empowerment and job creation programmes incorporated in government ministries to overcome persistent and pervasive unemployment that pose an ominous threat to the stability of post-conflict societies.

3.10 Early re-vitalization of the economy, e.g. through promotion of partnerships with private sector to develop micro enterprises and youth employment schemes; revitalizing agricultural sector, technical support to design more inclusive and sustainable policies for the management of natural resources, etc

3.11 Communities affected by conflict are protected and reintegrated in the communities, incl. internally displaced people, refugees and victims of gender based violence; peace dividends generate general confidence in the peacebuilding process).

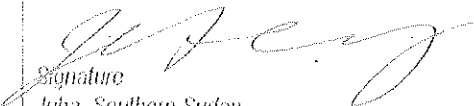
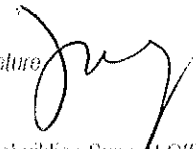

Outputs and Key Activities:

Livelihoods support provided in return communities.

Supporting Activities: small grants, technical training, employment referral services, income generating activities, and rapid economic skills/opportunity mapping survey, with special attention to female-headed households in targeted communities.

Production and distribution of life-skills information package in communities targeting women, youth, and other community members will supplement the livelihoods outputs.

PROJECT DOCUMENT COVER SHEET

(for IRF-funded projects)	
Recipient UN Organization(s) United Nations Development Programme Joe Feeney, Head of Office	National Implementing Partner(s) Replace with: Name of Head of Partner
 Signature Juba, Southern Sudan	 Signature
 3/6/2011 Date & Seal	 Name of Institution
Peacebuilding Support Office (PBSO) Name of Representative	Date & Seal Representative of National Authorities
 Signature Peacebuilding Support Office, NY	 Signature
	Title Secretary HAB
Date & Seal	Date & Seal 3/6/2011

COMPONENT 1: Situation Analysis

- a. Since the signing of the CPA, the United Nations system in Southern Sudan has been working diligently to ensure that key components of the Comprehensive Peace Agreement (CPA) and the United Nations Development Assistance Framework (UNDAF) are implemented in order to nurture peace, security and create an enabling environment for human development across all of Sudan. These efforts include key support on behalf of the UN system in the humanitarian, security, political, socio-economic, legal and other vital functions, culminating in the 2011 Referendum, which was paramount to the success of the CPA.
- b. In the lead up to, and in the aftermath of the 2011 referendum, a high number of returnees have returned to Southern Sudan to cast their votes and to rebuild their lives in the newly independent country. Between October 2010 and May 2011, over 300,000 returnees have resettled in all ten states of Southern Sudan, but are primarily concentrated in Upper Nile, Unity, Warrap, Jonglei and Northern Bahr el Ghazal States. More alarming is the number of returnees forecasted is expected to reach over 1 million before the end of the CPA Period on 9 July 2011.
- c. The recent military takeover by the Sudanese Armed Forces (SAF) of the disputed border region of Abeyi on 21 May 2011 has resulted in tens of thousands of people fleeing Abeyi to seek refuge in Southern Sudan. Those fleeing the violence in Abeyi are primarily concentrated in Warrap and Northern Bahr el Ghazal states. This new wave of migration caused by the latest crisis in Abeyi has further challenged the absorption capacity of both Warrap and Northern Bahr el Ghazal states given the high number of returnees already present in these states. While GoSS and UN partner agencies are responding to the humanitarian element, an urgent response is required to quickly enhance the absorption capacity of communities most affected by the returnees and to support their immediate reintegration needs.
- d. Moreover, this migration is occurring in an area of abject poverty, with a youth population that comprises 72% of the local population, endemic levels of illiteracy and insecurity due to traditional ethnic/tribal rivalries and seasonal competition over scarce resources – i.e. water, food, livestock and land. In addition, host communities have become increasingly vulnerable through overburdened basic social care facilities, increased competition over natural resources, environmental degradation, and potential increase in inter/intra communal conflict and escalation of a humanitarian emergency. This in turn has placed significant pressure on State Governments' ability in addressing issues around land distribution, delivery of basic services, security as well as socio-economic opportunities, especially amongst the high youth population, who are often involved in criminality and acts of inter/intra communal violence.
- e. An early reintegration assessment has been completed in five key priority sectors: (i) Education; (ii) Water and Sanitation; (iii) Health; (iv) Police Protection; and (v) Livelihood². The South Sudan Rehabilitation & Reintegration Commission (SSRRC) with robust support from State government officials, and additional backstopping from the UN Resident Coordinator Support Office (RCSO) led the assessment process. The assessment examined areas of high return (payams that have received 500 or more returnees) and identified gaps between existing services and the degree of services that will be required to meet minimum standards vis-a-vis the new returnee population. These needs and subsequent gaps have been detailed through the State Reintegration Plans.
- f. The decades of conflict has left Southern Sudan to be in a perpetual state of humanitarian emergency and response. Therefore, early reintegration support, as detailed in the State Reintegration Plans, are specifically intended to facilitate this crucial transition and to link the humanitarian phase with the longer term sustainable development process, in order to underscore the vital importance and ensure a strong link between the state reintegration plan and South Sudan Development plan was presented in tandem during the appeal conference in

² This joint UN project supports the 'livelihood' component of the State Reintegration Plan

May 2011. The Reintegration Plan provides an overview of the needs for returnee - reinsertion and early reintegration in each state along with estimated costs and involves two funding windows:

- i. Return and reinsertion: The total amount required to support this window is 9,522,785 USD – a total of just over 12 USD per person based on projected numbers. State governments have contributed a total of 300,040 USD and the funding gap amounts to 9,222,745 USD
 - ii. Early reintegration: The combined operational and capital costs for this window total 390,267,462 USD, for which state governments have contributed 57,825,104 USD (26,008,052 USD for capital costs and 31,817,052 USD for operational costs). This puts the total funding gap at 332,442,358 USD (298,403,060 USD for capital costs and 34,039,298 USD for operational costs).
- g. Based on these and other data gathered through existing UNCT/UNDP technical knowledge, UNDP proposes project interventions in livelihood recovery and economic reintegration. A section on crosscutting issues will also be rolled out as a supplement, which includes basic life-skills training (e.g., health/hygiene, civic education, conflict resolution, etc.)

COMPONENT 2: Narrative Section: Project Justification

Project Justification:

- a. The international community has contributed substantial humanitarian assistance, but efforts to ensure successful early reintegration has started recently, which are critical to transition from the humanitarian phases to early recovery and into development. Moreover, while several livelihoods recovery initiatives have been implemented and are ongoing across Southern Sudan, there is a programmatic gap in interventions that specifically target returnee populations and their host communities.
- b. Despite important achievements made since the signing of the Comprehensive Peace Agreement, the expectations of returnees and host populations for greater stability, improved services and enhanced livelihoods opportunities remains high. Ultimately, the prospects to actualize peace dividends in communities of high return are expected to rescind if targeted interventions are not immediately taken to stabilize the situation. Quick action and visible results are needed to show southern Sudanese that peaceful co-existence is possible and that the government, though they may work through international partners, is able to deliver for all people.

Responding to National (Early Reintegration) Priorities:

- c. The projects proposed are fully congruent with the findings of the livelihood component of the GOSS State Reintegration Assessments, whose primary aim is to enable all interested households with the necessary inputs to (re) initiate agricultural cultivation. Therefore, rural/agricultural livelihood projects represent one of the cardinal forms of assistance in the proposed project document. Moreover, in light of the recent influx from Abeyi, the UN World Food Programme has also expressed concern that food insecurity may result from the disruption caused to the livelihoods of the affected population. Therefore, ensuring livelihood opportunities are provided for at-risk communities remains a key priority, and is a key component of the proposed project.³
- d. Project interventions also aim to address the increasing challenges that are negatively impacting reintegration in peri-urban and urban communities, which have become key concentration points for returnee populations. Subsequently, a key programme strategy will

³ "OCHA Situation on Abeyi Crisis" 26 May 2011

be to facilitate and cultivate private sector capacity and market linkages, both of which are particularly crucial in urban reintegration contexts.

- e. UNDP and its partners will leverage resources and work in three states that have received some of the highest concentration points of returnees, and/or which have been further burdened with new migrations as a result of the turmoil in Abeyi: Western Bahr el Ghazal, Warrap and Northern Bahr El Ghazal.
- f. While the proposed project is designed to maximize impact within its area of implementation, it is recognized that the proposed funding request will only be able to service a segment of the intended population. Nevertheless, UNDP and its partners believe that this strategy will symbolically demonstrate the government's ability to reach areas in greatest need, thereby reinstating hope and confidence within the target populations that efforts to assist communities are indeed underway and forthcoming. As means of prioritization, "hotspot" communities where local government capacity to absorb the surge is beyond its means will be considered priority.¹
- g. Furthermore, IIRF funding will be utilized to lay the foundation for immediate and short-term reintegration support across the priority states, and is not envisioned to be a stand-alone project or an end in itself. Rather, current efforts will serve as a precursor with a vision towards providing sequential and longer-term reintegration support as part of a second phase of sustainable reintegration support that will help consolidate and up-scale the gains made during the first phase and to expand project reach to other priority areas.
- h. In order to help facilitate informed project planning for follow-up reintegration support, a portion of PBF funds will help jump-start a labour force skills and market opportunity survey, which is also a key activity outlined in the GOSS Development Plan. UNDP and its partners will work through relevant GOSS institutions to launch a study to identify existing and emerging market entry points, undertake a labour force analysis, and incorporate best practices and lessons learnt from phase one that can be scaled up - all of which will inform the design and implementation of phase two reintegration support.
- i. The UN Reintegration Theme Group provides with an ample platform through which to jointly coordinate these activities, which the three Agencies aim to leverage to provide targeted support to communities of high return. The partnership between the three agencies allows each respective agency to utilize its comparative technical advantage and operational presence to ensure responsive delivery and allow targeting multiple beneficiaries. The respective implementation modalities are proven and well established within the three Agencies' respective area of expertise (IOM's community youth groups and information, counseling and referral services; ILO's Start Your Own Business and UNDP's livelihood recovery projects, which have been previously tested through the Sudan Recovery Fund). Cumulatively, this provides for a flexible, diverse and responsive programme.

Funding Gaps and Anticipated Catalytic Funding Effect:

- j. At present, no funding has been committed to support the proposed projects. Given the urgency of the situation and lack of resources currently available to redress the situation, PBF funding will be imperative to distribute tangible gains to communities that are in greatest need. Accordingly, projects that stem from PBF funding will provide a safety net for communities that are at greatest risk of relapsing into inter/intra communal conflict as a direct consequence of the returnee surge and to lay the foundation for subsequent reintegration interventions.
- k. Because the needs identified in the current GOSS Reintegration Assessments will also feed into both the longer-term GOSS Development Plans, mobilizing PBF resources for the projects

¹ See Annex III (page 23), "Percentage of Returnees to the Population per County (Up to 15 February 2011)". Although the map is dated, the concentration centers of returnees have not changed.

mentioned herein will also serve to lay the foundation for longer-term development activities and corresponding funding needs. It is, therefore, envisioned that the interventions mentioned herein will serve as a timely precursor exercise for national stakeholders to deliver early reintegration outputs. Based on the best practices and momentum generated by these initial interventions, national stakeholders will be better capacitated to upscale these, and mobilize resources for future interventions, in sync with longer-term GOSS development priorities.

COMPONENT 3: Logical Framework (including implementation strategy)

- a. To ensure that early reintegration and stabilization projects are successfully coordinated and implemented by the relevant UN agencies and national government organs, the UN Deputy Resident and Humanitarian Coordinator established a Reintegration Thematic Group (RTG), co-chaired by GOSS counterpart and the United Nations (UNDP and RCSO). RTG members submitted project proposals in-line with the GoSS priority intervention areas, existing programme capacity on the ground that can be quickly scaled up and member agencies' comparative advantages.
- b. Secondly, to facilitate the planning and coordination of the stabilization and reintegration interventions at the state-level, the RTG has called for the establishment of State-level Reintegration and Stabilization Working Groups, comprised of UN agencies, State line ministries, implementing partners, among other (community) stakeholders (existing forums will be utilized where applicable). These state-level Working Groups will be responsible for drafting State Reintegration Plans that will guide the reintegration process. Moreover, although the RTG aims to only target interventions that have the greatest catalytic potential, the remainder of the data collected by the GOSS Assessments will be instrumental in informing GOSS development priorities in the five sectors, of which future programme interventions may be built upon.

COMPONENT 4: Logical Framework

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
PBF Priority Area 3: Revitalize the economy and immediate peace dividends	Change in income level/economic vulnerability level of community households.	<ul style="list-style-type: none"> Follow-up survey on Payam Assessment on Reintegration of returnees to Southern Sudan. Project Annual Report 	Seasonally (rainy season) will have minimal impact on project implementation, existing economic conditions do not deteriorate and inhibit economic revival, and security situation does not worsen.
PBF Outcome(s): 3.9 Youth empowerment and job creation programmes incorporated in government ministries to overcome persistent and pervasive unemployment that pose an ominous threat to the stability	<p>State level Ministry of Finance and Economic Planning and Southern Sudan Peace Commission endorse community projects.</p> <p>Number of youth that are</p>		Seasonally (rainy season) will have minimal impact on project implementation, existing economic conditions do not deteriorate and inhibit economic revival, and security situation does not worsen.

of post-conflict societies.	engaged in a livelihood and assisted by the project		
<p>3.10 Early re-vitalisation of the economy, e.g. through promotion of partnerships with private sector to develop micro enterprises and youth employment schemes; revitalizing agricultural sector, technical support to design more inclusive and sustainable policies for the management of natural resources, etc</p> <p>3.11. Communities affected by conflict are protected and reintegrated in the communities, incl. internally displaced people, refugees and victims of gender based violence; peace dividends generate general confidence in the peacebuilding process).</p>	<ul style="list-style-type: none"> • Number/Types of income generation activities in each targeted community • Income level in each targeted community • Number of new residential houses/public facilities constructed from pressed-bricks. • Number of signed contracts/MOUs with private enterprises to employ youth beneficiaries <p>State level Ministry of Finance and Economic Planning and Southern Sudan Peace Commission endorse community projects</p> <p>Number of ex-combatants that are engaged in a livelihood and assisted by the project.</p> <p>Number of employed community members who are not ex-combatants but who are from a conflict affected community.</p> <p>Number of women/female headed-households engaged in a livelihood and assisted by the project</p>	<ul style="list-style-type: none"> • Follow-up survey on Payam Assessment on Reintegration of returnees to Southern Sudan. • Follow-up consultation forms • Project Monthly Update • Project Quarterly Report 	Women are not threatened or harassed by male members of the community.
<p>OUTPUTS:</p> <p>Livelihoods support provided in return communities, targeting a cumulative total of 4,400 beneficiaries, prioritizing women/female-headed households, youth and children</p> <p>Beneficiaries receive life-skills training packages in supplement to project activities.</p>	<ul style="list-style-type: none"> • Number of brick-making machines purchased and distributed. • Number of beneficiaries that receive material support. • Number of beneficiaries (including women) in small grants schemes. • Number of trained participants in business plan start-up • Number of life-skills trainings that are conducted and number attendees. 	<ul style="list-style-type: none"> • Project Monthly Update • Project Quarterly Report • Project Field Monitoring Report • Employment contracts 	Seasonally (rainy season) will have minimal impact on project implementation; existing economic conditions do not deteriorate and inhibit economic revival, and security situation does not worsen.

Target:

- 24 Press-brick Making Machines purchased and supplied at 12 per state. 20 small-scale entrepreneurs provided with business plan
- Small-grants scheme for SMEs established in the 2 target States
- All beneficiaries receive life-skills training packages.
- Target beneficiaries are employed 6 months after beginning their income generating activity
- Forty percent of all beneficiaries are women or female-headed households.
- National and International partners perceive the specific project interventions outlined herein to contribute to early reintegration and thereby provide additional resources in order scale-up, expand and/or leverage resources to create strategic synergies with project activities.

Part 2 (Implementation Level)

OVERVIEW OF STABILIZATION & REINTEGRATION PROJECTS UNDER IRF				
Component	Activities	Budget	Location	Target Beneficiaries
IOI	<ul style="list-style-type: none"> Agency staff and personnel Supplies, Commodities, Equipment Contract Travel 	\$500,000	Western Bahr el Ghazal	400 direct beneficiaries (150 of them will be returnees, 120 will be host community members and 130 will be ex-combatants)
	<ul style="list-style-type: none"> Case management training Community dialogue and veterinary selection for livelihood grants Establish community youth group and assemble viable business for local area Provide material assistance (clothing, generation related tools, equipment) and follow-up support deliver strategic training when covers topics in gender awareness, trust building, personal financial management, education, etc. 	\$500,000	Western Bahr el Ghazal	Target groups will receive all corresponding activities
ILO	<ul style="list-style-type: none"> Agency staff and personnel Supplies, Commodities, Equipment Contract Travel 	\$300,000	Western Bahr el Ghazal (however, it will also roll-out in Warrap and Northern Bahr el Ghazal during the second phase)	500 direct beneficiaries (ILO has a total target of 8,000, which it hopes to reach once funding is committed for the second phase of the reintegration process)
	<ul style="list-style-type: none"> Training of Trainers for 'Start Your Own Business' plan and development. The training supports participants to develop a feasible business idea by turning it into a basic business plan to assist their business start-up. A selected number of the community members will receive additional Rotating Savings and Credit Association (RASCO) training 	\$300,000	Western Bahr el Ghazal	Target groups will receive all corresponding activities
UNDP	<ul style="list-style-type: none"> Agency staff and personnel Supplies, Commodities, Equipment Contract Travel 	\$1,200,000	Warrap and Northern Bahr el Ghazal	3,500 - 4,000
	<ul style="list-style-type: none"> Box-making SME (urban areas) Small grants with some material input (e.g. educational) UNDP aims to build life skills, conflict resolution, health hygiene, shelter and training in all projects mentioned above 	\$1,200,000	Warrap and Northern Bahr el Ghazal	Target groups will represent all three areas corresponding activities under UNDP will aim to provide life skills training to all target groups

* Forty percent of all beneficiaries will be females or represent female-headed households. Identification and selection of project area and beneficiaries shall be carefully and systematically done through returnees tracing using information from ISSRC (OAG, GOSS state departments). UNDP and its partners will undertake regular M&E missions throughout the project cycle to spot-check and validate the gender target set form design was in fact met.

PBF PROJECT BUDGET		
	CATEGORIES	AMOUNT (US\$)
1.	Supplies, commodities, equipment and transport	243,830
2.	Personnel (staff, consultants and travel)	472,169
3.	Training of counterparts	-
4.	Contracts	944,550
5.	Other direct costs	203,610
	Sub-Total Project Costs	1,869,159
	Indirect Support Costs**	130,841
	TOTAL	2,000,000.00

* See the UNDG Harmonized reporting to Donors for Joint Programmes approved in 2006 and available on <http://www.undg.org/docs/9442/Explanatory-Note-Annex-D.doc>.

** The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

COMPONENT 5: Management Arrangements

- UNDP is present in all ten states of Southern Sudan and works with a network of INGOs, NGOs and CBOs based in each of the states. This will allow UNDP to mobilize, plan and programme resources with State Government counterparts, as well as leverage existing partnerships, to expedite implementation of the envisioned project over the 6-month period.
- UNDP will be the principal recipient of PBF funds and will oversee the following responsibilities: serve as the administrative and management agent; ensuring efficient and timely disbursement of funds; ensuring that the expected outputs, targets and indicators are met; reporting obligations are met; and regular monitoring and evaluation of projects.
- In view of the compatibility of the goals of UNDP and many development NGOs, the ability, experience, and comparative advantage of NGO implementing grassroots capacity building and community micro project funding, an NGO implementation modality will be used through INGOs and CBOs as implementing partners, as necessary.
- In respect to ILO and IOM-led projects, funds will be disbursed via UNDP through a pass-through funding mechanism in line with respective agencies' project proposals and supporting budget activities.

Coordination arrangements

- To ensure that early reintegration and stabilization projects are successfully coordinated and implemented by the relevant UN agencies and national government organs, the UN Deputy Resident and Humanitarian Coordinator established a Reintegration Thematic Group (RTG), co-chaired by the United Nations (UNDP and RCSS) and a GoSS counterpart.
- Secondly, to facilitate the planning and coordination of the stabilization and reintegration interventions at the state-level, the RTG has called for the establishment of State-level Reintegration and Stabilization Working Groups, comprised of UN agencies, State line ministries, implementing partners,

among other (community) stakeholders (existing forums will be utilized where applicable). The State-level Working Groups will coordinate its activities with project-specific steering committees in the states in which they are working in order to implement the project interventions envisioned through this concept note. They may also include important civil society actors, such as important religious groups. Each State RSWG may decide upon the appropriate government counterparts (e.g., SSRRC), which must be done through existing project steering committees and/or other established coordination forums whenever possible.

COMPONENT 6: Monitoring and evaluation

UNDP will be the responsible agent for monitoring and evaluation of all project activities outlined herein. The system of monthly project update from field offices regarding progress of field-based project against target/outputs will be used in gathering data on the project performance. This will be complemented by monthly field monitoring visits to project sites for spot checks against reported project activities as detailed in the Logical Framework.

Final evaluation of the project performance and success in the 5 states will be conducted through an independent national consultant within 3 months of completion of the project activities. The evaluation will detail the performance, lessons learned, and impact of the project in the target areas.

COMPONENT 7: Analysis of risks and assumptions

Key assumptions that underpin the successful implementation of the initiative include adequate funding, political stability, and access to areas of return and stakeholder commitment at national, state and community levels.

Security Concerns: The provision of security remains a key concern for returnee populations. Incidents of attacks on returnees due to inter-ethnic or other hostilities and conflict over scarce resources have been documented.

Strategic/Environmental: Logistics, reliable supply chains and transportation are significant operational challenges throughout Southern Sudan due to poor infrastructure and seasonality (rainy season), which could limit access to many areas, especially those in remote counties/payams/bomas.

Annex I: Project Summary and Status Updates – Part One and Part Two

The completion of a standardized Project Summary template and subsequent Project Status Updates are required for posting on the PBF website (www.UNPBF.org). See Annex II.

Annex I: Programmatic Overview of the UN Joint Programme on Stabilisation & Reintegration Support to Returnees in Southern Sudan

ILO Component – Entrepreneurial training/Start and Improve Your Business (SIYB)

Location: Western Bahr el Ghazal (Wau); Warap (Kwajok) and Northern Bahr el Ghazal (Aweil) – however, at this stage, the project will only reach beneficiaries in Wau but will train the GYB trainers for Kwajok and Aweil.

Sectors: Micro-business/income generation linked to self-organised savings and credit groups

Total target under IRF: 500 direct beneficiaries (ILO has a total target of 6,000, which it hopes to reach once funding is committed for the second phase of the reintegration process).

Activities: Training of Trainers for "Start Your Own Business" plan and development. The training supports participants to develop a feasible business idea by turning it into a basic business plan to assist their business start-up.

Funds: \$300k

IOM Component – Enhancing Community Stability and Promoting Self-Reliance and Recovery Capacities

Location: Northern Bahr el Ghazal.

Sectors: Economic recovery/emergency employment

Total target under IRF: 400 direct beneficiaries (160 of them will be returnees, 120 will be host community members and 120 will be ex-combatants).

Activities: case management training; community dialogue and beneficiary selection for livelihood grants; establish community youth group and determine viable business for local area; provide material assistance (income generation related tools/equipment) and follow-up support; and deliver strategic training, which covers topics on gender awareness, trust-building, personal financial management, leadership, etc.

Funds: \$500k

UNDP Component – Stabilisation and Reintegration

Locations: Warap and Northern Bahr el Ghazal.

Sectors: urban and agricultural livelihoods; community security; and conflict prevention.

Total target under IRF: 3,500 – 4,000 direct beneficiaries

Activities: Beneficiaries to receive one of three: (i) brick-making; (ii) SME (urban areas); and (iii) small-grants with some material input (rural/agricultural). Endeavor to roll out life-skills training in all project interventions.

Funds: \$900k plus \$300k for Urban Skills/Labour market survey in collaboration with UNHCR and ILO.

At UNDP SS/8 April 2011

Annex II: Agency Concept Notes for UN Joint Program

UN Early Reintegration & Stabilisation Plan *ILO contribution to the Livelihoods component*

Project Concept:

Basic entrepreneurial business training for 500 returnees and host community members in urban areas in Greater Bahr El-Ghazal. Project budget \$300K.

Background

ILO has since 1977 been running the *Start and Improve Your Business* (SIYB) entrepreneurial programme. The SIYB is a material-based training programme comprised of four levels that range from business preparation and start-up to consolidate and expansion of businesses.

Proposal

In the urban areas of Bahr-El Ghazal with high levels of returnees it is proposed to use the entry level preparation and start-up training module – *Generate Your Business Idea* (GYB). This is a five day course that uses an adult training approach that can be delivered at community level. The training supports participants to develop a feasible business idea by turning it into a basic business plan to assist their business start-up.

Entry Point

ILO's entry point will be two sets of data and findings: (i) UN partners returnee tracking and reintegration assessment of household needs; and (ii) data that IOM will seek to gather using a rapid household skills profile sheet and light touch Market Opportunity Surveys (MOS). The MOS is comprised of two parts: one for producers and one for traders as the questions they need to be asked are slightly different.

Findings from these sources will assist in: (i) the identification and selection of a cadre of 44 GYB trainers (equal number of males and females); and (ii) provide a range of potential business ideas for trainees to develop during their 5 day business training course.

Training of GYB Trainers

Once the potential pool of returnee and host community GYB trainers have been identified, screened, and selected they will receive ten days of training from ILO master trainers. Initially it is proposed to training some 44 Arabic speaking GYB trainers (equal number of male and females). The majority of the training will be conducted primarily in Arabic.

ILO will also run GYB training of trainers for other UN agencies who wish to make use of the GYB approach. Training can either be done as a pool or on an agency basis depending upon the level of interest. 20 GYB trainers trained from UNHCR partners.

RDSAs (Rotating Savings and Credit Associations) Training

A selected number of the GYB trainers will receive additional ROSCA training to enable them to help establish saving and credit groups linked to those receiving the GYB training. In addition 16 members of GYB ROSCAs will also be trained in ROSCA management.

Community level GYB Training

The cadre of GYB trainers will then run the five day training sessions for 6,000 urban returnees and host community members in the Aweil, Kwajok and Wau cluster. It is envisioned that some forty training sessions of 30 participants will be delivered in each of five locations giving a total of 200. GYB trainers will work in teams of two. The approximate cost per participant is \$250.

ILO will contract a GYB coordinator who will manage the GYB trainers and undertake the back stopping, quality assurance and reporting functions.

Multiplication

This first phase will take 6 months and should the approach prove to be successful it can be extended to other urban locations with returnees. In addition during the roll-out of the GYB training ILO will examine the next stages of business support that will be required such as micro-finance, business registration; development of economic associations (e.g. producers and traders associations, income generation groups, cooperatives, business partnerships, etc.) and additional training for those businesses showing the greatest potential.

Unit cost per participant/household

Trainee cost	\$200 per participant
Trainer, materials	\$14 per participant
Micro-finance	\$100 per participant

Unit cost per participant/household

\$417

Gb/ILO/7 April 2011

International Organization for Migration

Youth empowerment and self-employment grants

The core element of IOM's approach is to empower communities, civil society groups, local and national government agencies to provide skills, jobs, and direct business/livelihood support to returnees, demobilised ex-combatants and other conflict-affected individuals that may otherwise be inclined to violence, conflict, and criminality in part caused by a lack of other appealing socio-economic opportunities.

IOM will target assistance in NBG "hotspots" in counties receiving a confluence of returnees and ex-combatants. Targeted assistance in the form of technical advisory and social support services to beneficiaries identified by their communities will be the crux upon which livelihood start-up projects will be based. Vulnerable or at-risk individuals will be identified by communities and then screened by IOM in order to become reintegration clients.

A key feature of the approach is not to directly implement activities, rather preferring to implement in partnership with community based organisations or national NGOs. At various stages in the Programme all layers of civil society, including local NGOs, small business and farmer groups, and community leaders should play active roles in community projects. By enabling their contribution and encouraging a sense of ownership and shared responsibility for objectives and milestones, IOM hopes that immediate impacts have a longer term impact on the context.

Through local partnerships with CBOs/NGOs, these clients will be provided with a range of consultation, employment, on-the-job training, and income generation services intended to enable the beginning of sustainable reintegration processes for each client on an individual basis. At the village or inter-village level, IOM clients will be formed into a "Community Youth Group" (CYG) which will be assisted with material inputs to begin their chosen income-generating activity. The CYG is intended to actively engage in a productive activity that will produce income for example, in the form of small business service or processing raw materials into products. If CYG members work together and utilise the inputs they are provided together with the resources they do have such as labour, time, the ability to think and solve problems, and leadership, CYGs can make a big difference to the wider community's quality of life.

In order to reach the rural areas, IOM will regularly send "Mobile Advisory Teams" (MAT) periodically to conduct iterative trainings to provide on-going learning opportunities for the individuals selected for the CYG to monitor and advice and collect information on their status.

The services that the MAT provide are technical and strategic training and advice that improves the skills and capacity of CYG members to effectively operate and carry out their productive activities. IOM strongly believes that learning should be ongoing, specific, and not one-off. Thus, group members should pass on to one another the skills, training, and learning they have received before and after establishment of the CYG.

Technical learning and training will be specific and the types of technical training will be as diverse as project activities themselves. The following examples provide a basic illustration of some types of technical learning and training:

- Milk processing and marketing;
- Animal husbandry;
- Bicycle and motorbikes repair
- Food processing, preservation and bakery
- Rural welding and metal-cutting for simple agriculture tools;
- Logistics and transport for small and medium business;
- Technical training such as agriculture, organic fertilizer production, etc.;
- Sales and marketing; and
- Operation, maintenance and repair of machinery, etc.

Strategic training is specific training designed to improve the team-dynamics and effective workings of self help groups. Such training and learning includes:

- Basic principles and management of community-based organization and mobilization;
- Personal financial management;
- Leadership training;
- Gender awareness within community-based activities; and
- Team-planning and trust-building.

Activities

- Select beneficiaries from among community-nominated according to vulnerability criteria.
- Create 50 Community Youth Groups that will give jobs to 400 youth.
- Provide on-going business development and technical support through CBO/NGO Mobile Advisory Teams to deliver on-site technical training and advice.

Promoting partnership with private sector for employment referral

IOM will employ its Information Counseling and Referral Services (ICRS) methodology, which is a scale able and field-tested model for reintegration. The ICRS model is composed of:

- **Information, Counselling, and Referral Services** to individuals comprising health, employment, and training/education referral underpinned by strong case management of the client caseload;
- **Reintegration and Community Stabilisation Fund** used in order to facilitate the emergence of nascent small-business networks and livelihood referral opportunities for clients.
- **Employment referral** to existing employment opportunities in cooperation with UNDP implementing agencies and other international actors doing community stabilization, quick impact projects, and other reconstruction interventions.
- **Counselling and referral for clients with special needs** (i.e. women with reproductive health needs, clients with mental health issues, and physically-challenged clients). In order to serve the specific needs of female clients and vulnerable youth, gender parity will be positively reinforced. Dedicated programme staff will also provide private consultation and counselling upon request.

The enabling component of ICRS is the establishment of a network of service providers, small-

medium business partners, NGOs, and government to provide and respond to an array of a particular individual's reintegration needs. Through the systematic development of community networks comprised by a variety of actors with the common goal of community recovery, the likelihood of an individual's reintegration success and the realization of greater peace dividends become exponentially greater.

Reintegration Plan for Southern Sudan: Track 1 Projects and Plans	
Project Title:	Stabilization and Early Reintegration Support to Returnees in Southern Sudan
Implementing Agency:	UNDP
Sector(s):	Livelihoods
Duration:	9 months (31/5/2011 – 30/3/2012)
Locations Area(s):	Northern Bahr el Ghazal & Warrap States

BACKGROUND

In the lead up to, and in the aftermath of the 2010 referendum, more than 300,000 returnees returned to Southern Sudan, mainly along the northern corridor of Southern Sudan (Warrap, Northern Bahr el Ghazal, Jonglei, Unity and Upper Nile states). In the midst of this returnee migration, the Sudanese Armed Forces (SAF) forcibly overtook control of the disputed border region of Abeyi on 21 May 2011. As a result, tens of thousands of people have fled Abeyi to seek refuge in Southern Sudan and have principally concentrated in Warrap and Northern Bahr el Ghazal states. This has placed significant pressure on State Governments' ability to respond. While GoSS and UN partner agencies are responding to the humanitarian element, an urgent response is required to quickly enhance the absorption capacity of communities most affected by the returnees through the provision of early reintegration support.

JUSTIFICATION

The Government of Southern Sudan (GoSS) has identified five priority sectors that will form the core of stabilization and reintegration interventions, and will facilitate a smooth recovery-to-development process in Southern Sudan: (1) Education, (2) Water and Sanitation, (3) Health, (4) Police Protection, and (5) Livelihood.

Although several recovery initiatives have been implemented and are ongoing across Southern Sudan, there is a programmatic gap in interventions that specifically target and provide assistance to returnee populations and their host communities in areas of high return.

Project Overview

Brick-making machines

24 press-brick making machines will be procured and handed over to eligible beneficiaries, both from the host community and returnees (12 per each state). Beneficiaries will be provided technical training on its use, along with basic training on small business development. The training will incorporate SME-development as a means to link to the broader market/private sector, facilitate labour-based income generation to ensure economic viability of the project.

Given the plethora of construction projects that are ongoing on most of Southern Sudan's urban areas, and the imminent surge of construction that will result from the GoSS Development plans, the project aims to assist these particular beneficiaries to supply bricks in key development projects in each of their respective communities including, schools, clinics, police posts, and other projects that have a positive impact for development in each community. Through coupling local, labour-based income generation and immediate development outputs, it is envisioned that communities will be placed at the frontlines of their own community's development.

Comparative Advantage of this option / Perceived Impact

- Immediate income generation and sustainable when well managed.
- Provides opportunity for development and investment in similar projects by the returnees
- The entire community (returnees, residents, and local firms) benefits from easy accessibility of bricks.

Much of the returnee community reintegrating back into Southern Sudan has acquired economically viable skills and talents during their time in the North. In addition to supporting host communities, the projects envisioned seek to facilitate returnees in transferring their livelihoods and skills through Small-Medium-Enterprise start-up/development (urban areas), micro-grants (rural/agricultural development) and income generation activities that have wide reach and impact for both host communities and target populations:

Small-to-Medium Enterprise Development

SME development will provide support to returning individuals and community members with small business training/development and access to micro-credit lending by incentivizing SMEs to support the local economic recovery. These projects can be possibly used to fund new/existing businesses to train and/or returnee/host community members who possess requisite skills, support returnee business start up through the provision of capital and knowledge inputs, and other initiatives that create employment and workspace opportunities for returnees and host community-members alike in urban areas.

Beneficiaries will be selected based on existing small business and business experience before return. Training in specific small business skill through short course (approximately six days) by existing business owners, business skill manuals, and by one-month long apprenticeships to existing business in host communities (e.g. Tailoring, salon, small restaurants, tea joints, clothing/shoes), vending in markets, groceries).

The distribution of microgrants will be in the form of cash/business input package in correspondence with acquired skills. Voluntary formation of small business association by the beneficiaries will be encouraged where they can meet periodically to share experience, challenges and way forward for sustainability.

Comparative Advantage of this option / Perceived Impact

- Skill is acquired and executed
- The beneficiary is proactive with this approach; they develop spirit of work & self-reliance
- Promotes service provision

Small Grants

The small grants project will be similar as the SME, but will target rural livelihood activities and funding will be provided for seeds, tools, training and follow-up. The two following options are currently under consideration:

Option 1A Inputs:

Tools: hand hoe; panga; slasher; axe; maloda; rake.

Crop seed: sorghum; maize; ground nuts; pulses.

Vegetables seeds: kudra, lady-finger, egg plant cabbages, sukuma wiki, onion, carrots, cucumber, etc.

Accessibility to farmland will be at least 0.5 feddan as a prerequisite.

Option 1B Inputs: Provision ox-plough, bulls and seeds amongst a group of farmers in places where oxen are highly used. The target beneficiaries will be required to voluntarily form small groups of 20-30 members based on geographical location/projects/interest. Group leadership participates in mobilization, basic

service delivery and accountability. They shall receive 5 days training in general & crop specific best agronomic practices, post harvest handling and marketing.

Beneficiaries will receive continuous technical assistance and follow-up throughout the growing season in 6 months project implementation period. Record shall be maintained to ensure for project monitoring for progress towards proposed indicators and evaluation of outcomes. For both component 1A & 1B the beneficiaries will receive 3 day training on their specific crop production best practices and 1 day refresher every after 2 months

Comparative Advantage of this option / Perceived Impact

- * Outputs/outcomes are easily obtained since they are directly from the input
- * Requires less skill and risk on the side of the beneficiaries
- * Less institutional framework needed by the INGO/CBO to achieve objectives
- * The outcome directly meets one of the basic human needs i.e. food
- * Costing per head is comparatively less
- * Readily available land and good weather patterns
- * Approximately 150 feddans of land shall be cultivated
- * Approximately 3,000 hand hoes, 3,000 pangas and other tools shall be received by the beneficiaries and these can be used over three years

Medium-term Market Opportunities/Labour Skills Survey

A medium-term skills survey and market opportunity survey will greatly inform existing and emerging entry points for economic reintegration beneficiaries. It will allow current and future reintegration services to build upon the skills and knowledge of the target population and find meaningful market channels and entry points by matching market opportunities, skills and the content and design of reintegration training to prepare beneficiaries for viable economic livelihoods. Moreover, it is envisioned that the study will provide a crucial knowledge link between early reintegration support and subsequent, longer-term sustainable reintegration (second phase) intervention since the knowledge collected from the surveys will provide an effective (early) planning tool for the second phase projects and development planning across key livelihood sectors.

Life-skills Training Packages

A training on cross-cutting issues will also be rolled out as in supplement, which includes basic life-skills training (e.g., health/hygiene, civic education, conflict resolution, etc).

Percentage of Returnees to the Population per County (Upto 15 Feb 2011)

