



PEACEBUILDING FUND (PBF) FINAL PROGRAMME¹ NARRATIVE REPORT

REPORTING PERIOD: JULY/ 2012 TO JUNE/ 2013

Programme Title & Project Number <ul style="list-style-type: none">• Programme Title: Stabilization and Early Reintegration Support to Returnees in South Sudan• MPTF Office Project Reference Number:³ 00794091 PBF/IRF-42	Country, Locality(s), Priority Area(s) / Strategic Results² <p>(if applicable)</p> <p>Country/Region Republic of South Sudan</p> <p>Priority area/ strategic results <i>Sustainable Peace through settlement of returnees and host communities in the high returnee cities of Wau Aweil and Kwajok, in the Greater Bahr el-Ghazal.</i></p>
Participating Organization(s) <ul style="list-style-type: none">• IOM and ILO	Implementing Partners <ul style="list-style-type: none">• National counterparts (government, private, NGOs & others) and other International Organizations• SSRRC, States Ministries of Youth Sports and Culture in Aweil, Wau and Kwajok, GIZ and Don Bosco Vocational Training Centre. State Ministry of Social Development in Kwajok.
Programme/Project Cost (US\$) <p>MPTF/JP Contribution: USD\$2M</p> <p>• by Agency (if applicable)</p> <p>Agency Contribution</p> <p>• by Agency (if applicable)</p> <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors)</p> <p>TOTAL: \$2M</p>	Programme Duration <p>Overall Duration (12 months)</p> <p>Start Date⁴ (1.7.2012)</p> <p>Original End Date⁵ (30.6.2013)</p> <p>Current End date⁶ (30.6.2013)</p>
Programme Assessment/Review/Mid-Term Eval. <p>Assessment/Review - if applicable please attach</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Mid-Term Evaluation Report – if applicable please attach</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Date: dd.mm.yyyy</p>	Report Submitted By <ul style="list-style-type: none">○ Name: Ms. Kholoud Al-Khalidi○ Title: Senior Enterprise Specialist○ Participating Organization (Lead): ILO Cairo Office○ Email address: alkhalidi@ilo.org

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Performance Management Plan (PMP) for the PBF, Priority Plan or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to “Project ID” on the [MPTF Office GATEWAY](#)

⁴ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁵ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁶ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

Introduction:

This is the final investment report of the UN Joint Programme on Stabilization and Early Reintegration in the Greater Bahr el-Ghazal (Western Bahr el-Ghazal, Northern Bahr el-Ghazal and Warrap States) for the investment period July 2012 to 30 June 2013.

ILO and IOM secured funding in June 2012 from the *UN Peace Building Fund* IRF window for the implementation of a joint project for urban returnees in Wau, Aweil and Kwajok in Greater Bahr el-Ghazal. The ILO component focused on the provision of basic market-relevant business skills including the development of an elementary business plan/proposal for 1,362 women and youths, while the IOM component supported vocational skills training for 315 youths including the provision of start-up kits. IOM also managed the small business start-up kits and/or outreach services by providing grants to selected business skills graduates in the three state capitals with high rate of returnees.

The project built upon a set of demonstrable skills and enterprise training approaches that were piloted by the *UN Millennium Development Goal Achievement Fund (MDG-F) Joint Programmes on Conflict Prevention and Peace Building and Youth Employment*. These programmes piloted market assessments linked to market-relevant skills training for income generation, micro-enterprises and cooperatives in: dairy farming, seed multiplication, restaurants, street food vending, and labour-intensive construction contracting in Northern Bahr el-Ghazal, Western Bahr el-Ghazal and Warrap States. The PBF returnees project leveraged and expanded on this work by: (i) scaling-up the business and vocational skills training components to better reach recent returnees from Sudan; and (ii) linking the vocational, business skills and business plans/ideas to outreach and referral support including, where possible, work placements.

Justification of the Stabilization and Early Reintegration Programme:

The international community has contributed substantial humanitarian assistance to South Sudanese returnees, but efforts to ensure successful early reintegration have only started recently. This is critical if returnees are to transition from the humanitarian phases to early recovery and development. Moreover, while several livelihood recovery initiatives have been implemented and are ongoing across South Sudan, there is a programmatic gap in interventions, as few projects specifically target the returnee population and their host communities.

Despite important achievements made since independence in July 2011, the expectations from returnees and host populations for greater stability, improved services and enhanced livelihood opportunities remain high. Ultimately, the prospects to actualize peace dividends in communities of high return are expected to diminish if targeted interventions are not immediately taken to stabilize the situation. Quick action and visible results are needed to show South Sudanese that peaceful co-existence is possible and that the government, though working in partnership with international development agencies, is able to deliver for all citizens.

Formatting Instructions:

- The report should not exceed 10-15 pages. Include a list of the main abbreviations and acronyms that are used in the report.
- Number all pages, sections and paragraphs as indicated below.
- Format the entire document using the following font: 12point _ Times New Roman and do not use colours.
- The report should be submitted in one single Word or PDF file.
- Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative.

NARRATIVE REPORT FORMAT

EXECUTIVE SUMMARY

This programme aimed to reduce tensions between host and returnee communities in the Greater Bahr el-Ghazal region, which has registered the highest level of returns since 2010⁷. These high levels of return have placed a strain on already limited resources and basic services in a region that is among the most impoverished in the country and where youth comprise 72% of the population. Coupled with endemic levels of illiteracy and insecurity due to traditional ethnic/tribal rivalries, the situation in this region is volatile and makes reintegration strategies and programming imperative to maintain peace and stability in support of the fledgling new government.

Aweil, Kuajok and Wau, the state capitals of Northern Bahr el Ghazal, Warrap and Western Bahr el Ghazal States host large numbers of returnees, and as such were chosen as the implementation sites for this joint programme. The project has made a meaningful contribution to its objective of “revitalizing the economy and provide immediate peace dividends (Priority Area 3)” among the target communities by directly offering alternative livelihood options to vulnerable young women and men from returnee and host communities through entrepreneurship and vocational trainings. The project also contributed to supporting local economies by building the capacity of the local government and private sector, in the areas of enterprise farm enhancement especially through cooperative business model in development, and supervision of works and quality control for value for money in the construction sector.

The project directly reached 1,362 vulnerable young women and men from target communities who gained basic skills in managing business and developing a business idea, and 692 vulnerable young women and men who acquired skills as well as resources to support the startup of businesses; the latter enabled them to immediately practice their skills and start income generating activities. The project was received with enthusiasm by local communities and government authorities, and achieved a high level of community participation at different stages of project implementation. The project also achieved high visibility, marked by frequent visits of senior government officials to the project sites.

I. Purpose

The project sought to provide community-based early reintegration support in communities that have been affected by an influx of returnees by providing livelihood recovery and economic reintegration. The project targeted the peri-urban and urban communities of Wau, Aweil and Kwajok, which have become concentration points for returnee populations from Sudan and are experiencing tensions between returnee and host communities over increasingly scarce resources and limited livelihood opportunities for both communities. The project aimed to address the urgent need of the authorities and the private sector to develop labour market and offer income generating opportunities for contracted workers, self-employed, and member-based enterprises. To achieve this objective, the project proposed to provide business skills/vocational trainings for vulnerable women and men from returnee and host communities as well as to conduct capacity building training for government authorities and the private sector.

II. Assessment of Programme Results

i) Narrative reporting on results:

The project was implemented jointly by ILO and IOM. The component implemented by each agency is described as follows.

The ILO components

Urban Labour Force Survey: The National Bureau of Statistics (NBS) led this effort to develop and execute the Urban Labour Force Survey (LFS). ILO provided technical support. The survey was executed in the northern state capitals of Aweil, Kwajok, Wau, Bentiu and Malakal. These urban centers

⁷Source: IOM/RRC Displacement Tracking and Monitoring Programme

have seen high levels of returnees from Sudan since just prior to the January 2011 Referendum that determined the independence of South Sudan. Each state capital had a sample of between 400 to 500 households. The LFS timetable was as follows: (i) January to March 2013 – implementation of the survey in the state capitals; (ii) April 2013 – data cleaning; and (iii) May to June 2013 – analysis and preparation of the LFS report.

Work completed to-date by the NBS includes the development of a nine-module questionnaire and the pre-testing of the questionnaire. The modules are: core demographics; education and training; labour force status; employment; unemployment; inactivity; non-labour market activity; and household modules on housing, assets and shocks, and agriculture – crops and livestock. The NBS, through the PBF contribution, has been able to raise additional funding from UK-DFID and GIZ to cover the remaining five state capitals, of which Juba has some of the highest number of returnees.

Business Skills Training: To enhance the development of the labour markets and private sector, ILO trained a cadre of 60 “trainers of trainers,” distributed among the three urban centers of Wau, Kuajok and Aweil. The trainers have been taught to use two simple business methods: *Generate Your Business Idea* (GYB) and *GET Ahead for Women in Enterprises* (GET Ahead). These two methods have been found to be the most helpful in the context of South Sudan where education and literacy levels are low and unemployment and underemployment is high. This training programme was being co-implemented by Ministries of Youth, Sports, Social Development and the Relief and Rehabilitation Commission (RRC).

GYB is a four day training for those with a basic level of education, leading to the generation of business ideas through examining the environment, reflecting on participants’ livelihood experiences, a mini-assessment of the market and screening of the most promising business ideas.

GET Ahead is a four day training for candidates with limited or no education. It applies simple yet practical market and business games and exercises to deliver business skills and an increased understanding of the marketplace. It integrates entrepreneurship and gender approaches through conveying simple messages on women and business. In both the GYB and GET Ahead trainings, the beneficiaries develop a simple business plan.

IOM components

Vocational Training: Intensive vocational training programmes were developed and have been carried out in the three target states, in collaboration with the Salesian Order of Don Bosco, which runs a vocational training center in Wau, Western Bahr el Ghazal. In Northern Bahr el Ghazal and Warrap States, functioning vocational training centers do not exist, which made implementation more challenging. However, IOM worked closely with the local authorities to identify a training area and trainers were hired to facilitate the sessions.

The training courses included auto repair, tailoring, welding, carpentry, masonry and electrical skills. 315 vulnerable youths successfully completed the programme in Aweil, Wau and Kwajok. Each student who successfully completed the training received a start-up tool kit to enable the continuation of the trade learned and self-employment. The training has been enthusiastically received by the community and the site received visits by several high-level state officials. The demand for training far exceeded the project’s ability to absorb all interested youths, suggesting the high need for such training initiatives in the target communities.

Business start-up kits: Upon the completion of the business skills training (GYB and GET Ahead) by ILO, the best performing training participants, who submitted the soundest business plans, were referred to IOM to receive business start-up kits in the three states. 352 successfully assessed business plans were referred to IOM, and IOM in turn processed the business grants for all of the beneficiaries (264 females and 88 males). An additional 25 beneficiaries who submitted successful business plans received start-up

kits from ILO, bringing the total number of beneficiaries of business skills training that received the start-up kits to 377.

Capacity building of local construction contractors: In March 2013, 35 individuals participated in a one-week training on quality control and site supervision in construction, at the joint invitation of IOM and the Ministry of Physical Infrastructure. This initiative aimed to enhance competitiveness of the local construction industry in a market currently dominated by foreign companies that often rely on labourers from outside of South Sudan. The increase in the capacity of local contractors will contribute to job creation in the local economy.

Outcomes:

3.9 Youth employment and job creation

The project has contributed to this outcome by directly offering additional livelihood options and resources that allowed the beneficiaries to immediately engage in income generating activities upon the completion of the assistance programme. The beneficiaries of the training intervention acquired business /trade skills which were identified as most relevant in the local market and were granted start-up tools/kits which lead to successful employment. Follow-up visits confirmed that many of the project beneficiaries have launched their businesses in their communities.

Specifically, a total of 1,362 youths received training on basic business development skills, and among them 1,250 have developed their own business plan. The 377 most promising business plans were supported by grants/startup kits. Through vocational training, 315 youths acquired skills in a trade of their choice and were provided with relevant tools.

3.10 Early revitalization of the economy

This outcome is related to Outcome 3.9. The project has contributed to this outcome, first by creating job opportunities for youths, and second by building capacity of government officials and the private sector in the agriculture and construction sectors, which are the largest employers in the region.

3.11 Communities affected by conflict are protected and reintegrated

The project took a community-centric approach, where both returnee and host communities were brought together at different stages of project implementation. The project offered a platform for dialogue between the returnee and host communities, fostering understanding and creation of trust.

The initiatives also reached those populations that often had access to neither education/training nor resources to engage in income-generating activities, due to the long-term displacement brought about by earlier conflicts. The income generation and micro-business support provided vulnerable individuals an additional livelihood option, contributing to the re-building of household assets and the strengthening of resilience.

The project has contributed to the empowerment of vulnerable and marginalized women. More women than men were supported by business/entrepreneurship training and subsequently received business start-up kits, considering that women's improved access to cash has positive effects on health and nutrition of household members and children's access to education. Specifically, it is of interest to note that *the GET Ahead for Women in Enterprise* training is designed to enable those with low education levels to gain business knowledge and skills to expand their income generating opportunities.

Outputs:

- Establishment of collaborative relationships with stakeholders, including but not limited to the State Ministries of Youth and Finance (Departments of Trade and Commerce, and Public Investment), United Nations High Commissioner for Refugees (UNHCR), German Society for International Cooperation (GIZ), the State Ministry of Physical Infrastructure and Urban Development and the RRC. Tertiary stakeholders included Don Bosco Vocational Training Centre and private vocational trainers.

- 315 vulnerable returnee and host community youths (32 females and 283 males) trained and issued with start-up kits (tools). Skills trained included: automotive repair, carpentry, basic electrical skills, tailoring, welding and masonry. The vocational training was implemented by IOM in Aweil, Wau and Kwajok. See photos at [Annex A](#).
- 92 Trainers of Trainers (56 females and 36 males) instructed in both GYB and GET Ahead. Trainers rolled out the training in GYB and GET Ahead in the three states according to the action plans they developed.
- As a result of the roll out, 1,362 young women and men (864 females & 498 males) were trained in business skills by 30 June 2013.
- 1,250 elementary business plans have been developed and assessed for referral to IOM after the successful completion of GYB and GET Ahead trainings.
- Subsequent to the screening of all the business plans, 352 most promising business plans have been referred to IOM and were provided with business grants (264 females and 88 males). 75% of the kits have been issued to female entrepreneurs. An additional 25 business kits were procured and issued by ILO to reach additional beneficiaries. In total, 377 beneficiaries of GYB and GET Ahead trainings received start-up kits.
- 68 trainees trained on *Promotion of Cooperative Business Models* in Wau and Aweil. The trainees included staff members of the State Ministries of Cooperatives and Rural Development, which subsequently embarked on mobilizing farm enterprises after the training.
- 35 individuals, including small contractors and relevant staff members of local authorities, have been trained in site supervision and quality control in the construction sector in Western Bahr el-Ghazal State through the training organized by IOM in collaboration with the Ministry of Physical Infrastructure in March 2013. The training covered the bidding process, legal framework for business in South Sudan, employment creation for returnee communities, contracting, site management, invoicing, inspection of sites, Bill of Quantities (BOQs), and Interim Public Procurement Regulations for South Sudan, among other topics. The training aimed to improve the competitiveness of local small contractors in a domain presently controlled by foreign contractors.

Qualitative assessment:

The project has capacitated young male and female returnees and host community members to examine and explore the options of market-relevant services and products, and how vocational and business skills can assist them to improve their livelihood and employment opportunities. Skills building in either basic vocational training or in business have created opportunities for income generation, self-employment and paid employment to both young women and men from amongst the returnee and host communities thus building greater understanding and tolerance between these groups.

The effectiveness of this PBF initiative cannot only be measured in the large number of direct vulnerable beneficiaries reached in a large target area, but also through the approach used. The programme led to the empowerment of local community and civic leaders who were instrumental in selecting the beneficiaries to be assisted through the programme. This method assured community “buy-in”, and built a sense of community in areas that are often lacking cohesiveness because of the division between host and returnee communities. The programme was also coordinated with relevant government authorities, and put these officials directly in touch with marginalized constituencies that rarely have the opportunity to communicate with government representatives. This linkage therefore facilitated the building of greater legitimacy of the government in a region where tribal allegiances are stronger than to the state. Using livelihood development strategies to programme assisted in building a sense of community and increased confidence in the state, as the population noted officials actively organizing and following project progress. The sheer number of requests from communities and government officials for a programme of this nature to be continued attests to the importance of these types of community centered and personalized interventions to the peaceful development of this young nation.

ii) Indicator Based Performance Assessment:

	<u>Achieved Indicator Targets (Cumulative over funding period)</u>	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 3.9⁸: 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.</p> <p>Indicator: State level Ministry of Finance and Economic Planning and South Sudan Peace Commission endorse employment and vocational training initiatives generated by the project</p> <p>Number of youths that are engaged in a livelihood activity and assisted through training</p>	<ul style="list-style-type: none"> • State Ministries of Education, Youth Sports, Social Development, Cooperatives and RRC endorsed vocational training 100% by April 2013 • 692 young women and men are provided with a livelihood skill and a business start-up kit. The beneficiaries include 315 individuals supported by vocational training programme and 377 beneficiaries supported by business skill development programme. 	N/A	Progress reports and graduation photos
<p>Outcome 3.10 : Early re-vitalization of the economy, e.g. through promotion of partnerships with private sector to develop micro enterprises and youth employment and training schemes</p> <p>Indicator: Number/Types of income generation activities in each targeted community.</p>	<ul style="list-style-type: none"> • 692 income generation activities (IGAs) were supported by skills training and provision of resources (start-up kits). Breakdown as follows: <ul style="list-style-type: none"> ✓ 117 IGAs in Wau, issued with business kits ranging from Services, Agriculture & Food Processing, General Groceries and restaurant and food vending by end of June 2013, by IOM ✓ 116 IGAs in Aweil, issued with business kits by IOM processing ✓ 119 IGAs in Kwajok, issued business kits by IOM, by January 2013 ✓ 25 business kits issued by ILO by June 2013 • 35 government officials and small contractors built capacity in quality control and supervision at work in construction sector • 68 trained in Group 	N/A	Project Monthly progress reports and training reports

⁸ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document/Priority Plan or PMP specific** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

	<ul style="list-style-type: none"> Enterprises/cooperative business model (25 females, 43 males) 44 Farm Enterprises trained (18 females & 26 males) owned Enterprise. 		
<p>Outcome 3.11: Communities affected by conflict are protected and reintegrated in the communities including IDPs, refugees and victims of gender-based violence; peace dividends generate general confidence in the peace building process</p> <p>Indicator: State level Ministry of Finance and Economic planning and SSRRC endorse employment initiatives</p> <p>Number of female-headed households engaged in a livelihood and assisted by this project.</p> <p>Planned Target: State level Ministry of Finance and Economic planning and SSRC endorse employment initiatives 10% of female-headed households engaged in a livelihood and assisted by this project.</p>	<ul style="list-style-type: none"> State Ministries of Education, Youth Sports, Social Development, Cooperatives and SSRRC endorsed vocational training 100%. 11% female headed households engaged in a livelihood and assisted by this project. 	N/A	Project Semi Annual, Monthly progress reports and training reports
<p>Output: Livelihoods supported through provision of training in return communities, targeting a total of 1500 beneficiaries by ILO, prioritizing women/female headed households and youth.</p> <p>Indicator: Number of beneficiaries (including women) in small grants schemes.</p> <p>Baseline: 0</p> <p>Planned Target: 413 in all locations</p>	<ul style="list-style-type: none"> A total of 377 beneficiaries were supported by the small grant schemes. 352 successfully referred to IOM and received business start-up kits (small grants) (264 females and 88 males). An additional 25 beneficiaries were supported by start-up kits provided by ILO. 	<ul style="list-style-type: none"> The intake of the vocational trainees (315) exceeded the planned number (300) due to high demand for the training. In addition, beneficiaries of the vocational training received improved start-up took kits, allowing the graduates to immediately engage themselves in income-generating activities. These resulted in higher expenditure than originally planned for this activity, leading to the reduction of business kits from 413 to 352 (IOM). 	Progress Reports and Business Assessment and submission lists.
<p>Indicator: Number of trained participants in Business plan start-up</p> <p>Baseline:</p> <p>Planned Target:</p>	<ul style="list-style-type: none"> 1,362 (864 females and 88 males) trained in business skills and developed elementary business plans for start-up in three locations by end 2013 	N/A	Progress and Training reports & Cumulative Trainee Database

<p>Indicator: Number of GYB and technical/ skills trainings that are conducted and number of attendees.</p> <p>Baseline:</p> <p>Planned Target:</p>	<ul style="list-style-type: none"> • 318 trained in GYB (157 females, 161 males) by June 2013. • 932 trained in GET Ahead Women Enterprises (664 females, 268 males) by June 2013. • 68 trained in Group Enterprises /cooperative business model (25 females, 43 males) by end June 2013. • 44 Farm Enterprises trained (18 females & 26 males) owned Enterprise. 	N/A	Training Report
<p>Indicator: Percentage of women or female-headed households among the beneficiaries</p> <p>Baseline:</p> <p>Planned Target: 40 percent</p>	<ul style="list-style-type: none"> • 53% of the project beneficiaries were women. 	N/A	Progress and Training reports
<p>Output: Beneficiaries receive small grants to help them start their small business (IOM). Up to 413 recipients of ILO GYB training will receive business start up kits. Up to 300 “at risk” youths from the target area will receive vocational training courses in subject areas provide the greatest likelihood of employment following course completion.</p> <p>Indicator: Number of youths who completed vocational training courses</p> <p>Baseline: 0</p> <p>Planned Target: 413</p>	<ul style="list-style-type: none"> • 377 young women and men received small grants (start-up kits). • 315 vulnerable youths completed intensive vocational skills training by IOM in Aweil, Wau and Kwajok as of December 2012. • 315 small business start-up (Tool Kits) were issued to the vulnerable youths after successfully completing the training. 	<ul style="list-style-type: none"> • The intake of the vocational trainees exceeded the planned number due to high demand for the training. • The project provided improved start-up took kits to all successful graduates of the vocational training, allowing the graduates to immediately engage themselves in income-generating activities. • These resulted in higher expenditure than originally planned for this activity, leading to reduction of business kits from 413 to 352 (IOM). An additional 25 business kits were provided by ILO. 	Progress Report
<p>Output: 36 local construction company representatives from target area receive contractor training to improve competitiveness.</p> <p>Indicator: Number of individuals trained</p> <p>Baseline: 0</p> <p>Planned Target: 36 trained</p>	<ul style="list-style-type: none"> • 35 individuals from small scale contractors, construction companies and local government authorities trained in <i>Supervision of Works and Quality training, in ensuring value for money</i>, in Western Bahr el Ghazal (10 participants from the Ministry of Physical Infrastructure and Urban Management). 		Training report and Monthly Progress Report

iii) Evaluation, Best Practices and Lessons Learned

- Effective implementation achieved by partnership with local authorities and communities
 - State Ministries and county authorities were actively engaged throughout the project life, contributing to the effective implementation of the project activities. Government representatives periodically visited vocational training classes, participated in graduation ceremonies and assisted in the training of local contractors indicated to returnee and host communities that the government is also interested in improving conditions in impoverished areas of high return. The Governor of Warrap State attended the vocational training graduation ceremony indicating the importance the programme had in this underserved region.
 - This also increased programme visibility and helped to spread the word that efforts are being made to assist vulnerable individuals in host and returnee communities which contributed towards reducing the sense of marginalization these communities often experience.
 - The involvement of community leaders in beneficiary selection proved effective, in particular as the community leader played a vital role in dealing with issues such as absenteeism and misconduct during the training courses, contributing to minimizing dropouts. The community approach also enabled the project to reach truly vulnerable individuals who had been struggling to gain access to sustainable livelihoods either because of lack of training or lack of capital to start businesses.
 - As the programme directly improved the economic conditions of beneficiaries through micro grants and empowered youth through training the community was also reinforced and encouraged through their involvement in the project process.
- Vocational training is in high demand, and is possible at locations where no training facilities exist, though requires significant logistical efforts
 - Among the three target areas where vocational trainings were planned, only one town, Wau, had a functional vocational training school, run by Don Bosco. Don Bosco cooperated readily to accommodate the Wau County caseload and also was contracted to set up a temporary training center in Kuajok the capital of Warrap State. The limitations of teachers willing to travel to Warrap State and the logistical challenges of operating in Kuajok was a limiting factor in offering a greater variety of training options, and only three options were offered. In Northern Bahr el Ghazal a vocation training programme had to be set up from scratch. Government officials were key to locating and donating a location for the training and a director from a previous training programme in the state was contracted to organize the training using teachers he had previous experience with. Setting up a vocational training programme entailed significant attention by IOM staff: For instance, equipment for the training and materials had to be purchased by IOM. The welding and mechanic trades were conducted with local welders and mechanics that had previous experience in offering such training. These students received very useful hands on training. The logistics of overseeing three vocational training programmes, two that were started expressly for the PBF programme, proved extremely challenging especially since IOM was responsible for the overall oversight of the trainings and assuring practice materials were available and lunch money to all students issued on time as well as the salaries of teachers. The effort proved very worthwhile because the exercise showed the great need for vocational training in a country that is building after decades of conflict with a huge unemployed youth population. In view of this PBF programme experience, development of vocational training in the country should be viewed as among the highest priorities in the country in productively channeling the energy of youth.
- Provision of the start-up/tool kits on merit is essential

- The provision of start-up kits for successful graduates and for the best business plans motivated the trainees to complete the courses and contributed to minimizing the drop outs. The experience suggests that if start-up kits were provided to all participants, it would have been difficult to maintain the motivation of trainees to complete the trainings in a successful manner.
- The method used to issue the start-up kits to beneficiaries was innovative and developed from past IOM experience in similar activities. Each beneficiary was required to take their approved business plans and obtain three quotes from local wholesalers for the items needed to start their businesses. IOM staff members then reviewed the price estimates with the beneficiaries and decided on the best offers for the start-up materials. IOM staff members then went to the local marketplace and purchased the items with the beneficiaries and transported them to the business location. There are several advantages to this approach. It is transparent and there is no question on the part of the beneficiary that the full amount of the grant is being received. The beneficiary learns to seek the best market prices by obtaining three offers for the goods. This individualized tailored approach assures that beneficiaries will not complain about the quality of goods because it is the beneficiary themselves who selected the item. This is not the case when bulk purchases are made and standard kits distributed to all beneficiaries. Project funds are circulated in the local economy and are a further contribution of the programme.

iv) Specific stories

- 99% of beneficiaries issued with business kits have set up stands in the markets of capital towns and surrounding areas. Those markets include Aweil, Maper, Apada and Wanjok in Northern Bahr el Ghazal State, Mayen Gumel and Kuajok in Warrap State and Alel Chok, Wau, Suku Darja, Hai Salaam and Suku Jou in Western Bahr el Ghazal State.
- John Mayom, one of the trainees of *Generate Your Business Idea*, opened a meat stall in Alel Chok, two days after he completed the training. John started business with 25 kilos of meat in the returnee settlement, an area which has been without such services/product. His meat was sold within two hours and he came to the training hall jumping and smiling to inform other trainees of his success.
- Upon the completion of the training on *Managing your money – money in/money out*, beneficiary women in Wau started to maintain records of income and expenses of their businesses. Though illiterate, the women learned to maintain records by keeping money for expenses separate from sales in different small boxes.
- Trainees of the Aweil welding courses made metal door shutters, windows, and entrance gates. They sold them in the local market at SSP6,000 (US\$1,960). It motivated the trainees to continue and succeed in their trade.
- In Kwajok the State Ministry of Education has taken on some of the trainees, including three graduates of the electrician course to maintain their installations on a full time basis. Wau has exhibited promising employability of trainees including several of them setting up bush garages and stands in the markets.
- Six Trainers of Trainers who benefited from the business kits launched small businesses in different disciplines. Worth noting is their commitment to succeed and determination to sustain their businesses. Expressions of positive perception: “I have never been treated and offered an opportunity not even by my own husband like this one offered by ILO since I returned from Khartoum, I have been able to take my children back to school and bought uniform with the project support,” exclaimed Ajak Atem in Kwajok.
- Host community in Maria Ajiith proximal to Wau/Alel Chok returnee settlement sent messages appreciating the work of IOM and ILO: “I thank your Organization for creating positive changes in our community by generating business opportunities,” exclaimed Akec Kongor, a community mobilizer.

- An additional success story is at [Annex B.](#)

Conflict dynamics being addressed: Describe the specific problem or challenge faced by the subject of your story

The three state capitals – Wau, Aweil and Kwajok - have been areas hosting high returnee populations. Many returnees face difficulties in reintegrating into the host communities, as many of them returned with few assets which are not sufficient to rebuild their lives, and are given limited access to resources and opportunities. Particular difficulties have been experienced in obtaining land to cultivate and for housing, and those areas where returnees resettle often have no basic infrastructures. Provision of basic services is limited or non-existent in newly settled areas that host returnees, and job opportunities in the public sector are often not available for returnees. Moreover, the fact that these settlements are located in peri-urban areas away from markets in the main urban area makes it even more challenging for them to earn a sustainable livelihood. The prospect of the improvement in these conditions is bleak due to ongoing government austerity measures. Returnees therefore struggle to sustain their living with no or limited access to productive assets, and no or limited chance to receive education or training. On the other hand, the rapid increase in population in areas of high return has strained already scarce resources available to host communities. This is resulting in tensions between host and returnee communities.

Project Interventions: Describe the Project interventions that were undertaken to respond to this problem. What was the intended ‘change’ at which level? Be as detailed as possible

- In order to address the afore-mentioned challenges, the programme adopted a strategy that facilitates and cultivates private sector capacity and market linkages, both of which are particularly crucial in urban reintegration contexts.
- IOM, ILO and partners leveraged on resources and worked in three states that host some of the highest concentration points of returnees, and/or which have been further burdened by new migrations as a result of the turmoil in Abyei.
- Interventions entailed training and the capacity building of the local government and private sector in the three state capitals hosting high returnee populations. The training included vocational training and business skills/entrepreneurship training. Skills offered through the vocational training courses included masonry, carpentry, basic electrical skills; tailoring, auto mechanic, welding and metal fabrication, which were identified as the priority by the communities. The intervention aimed at filling the gap between the needs for income generating skills and available training opportunities/resources for vulnerable populations in returnee and host communities. The opportunities were offered to both returnee and host communities, facilitating better understanding between the two communities. Successful trainees have been issued with start-up kits which enabled the trainees to immediately practice their skills and earn livelihoods.
- Business skills training, aiming at private sector development, offered women and young from returnee and host communities opportunities for self-employment. As a result of GYB and GET Ahead trainings, each trainee developed an elementary business plan. Business start-up kits/small grants have been provided to successful business plans of 377 individuals. This will go a long way in enhancing and /or cultivating private sector development as model for recovery and development in the three state capitals.
- Training of government officials and private sector representatives targeted agriculture and construction sectors, the two major employers of workforce in the region. The attendants were trained on cooperative business model in agriculture development and quality control and supervision of works in the construction sector.

Result: Describe the *change* that occurred as a result of the project interventions. For example, how did relationships between previously conflicting groups change? How have the drivers and key causes of conflict been addressed?

- Training activities were offered to both host and returnee populations. The project selected 30% of the trainees from the host community and 70% from the returnee communities. This served as an opportunity for both communities to interact, leading to better understanding between the two communities, and fostered improved sense of harmony and acceptance within the groups.
- The beneficiaries of the training have acquired skills to either find an employment or to start up their own businesses. This has contributed to ease the sense of marginalization among returnee communities, as well as equipped vulnerable host community members with skills to earn livelihoods.

Annexes:

- A. Selected photos of the project activities
- B. A success story with a photo