



OPERATIONAL BRIEFING ON SOUTH SUDAN



April 2005



UNHCR Return and Reintegration Operations

The first phase of JAM from July 2005 through the end of 2007 represents immediate and detailed needs, particularly for the expected massive return of displaced people from inside and outside the country. The second phase, from 2008 to mid-2011, is the period when many major infrastructural programmes will be undertaken. The capacity of local institutions, particularly in south Sudan is extremely limited for this enormous task of return and reintegration of displaced population. Local institutions are crucial for the recovery and development process however; they will require sustained and longer-term support of the international community to achieve these objectives.

UN has the comparative advantage and can play a critical role particularly during the Interim Period in south Sudan. In this regard like some other sister UN agencies; UNHCR operational bases in the Equatoria region of south Sudan have technical and logistical capacity with established procurement procedures. Working through local and international partners implementing return and reintegration component of the UN Work Plan which is complementary to JAM, UNHCR and partners are helping in the reintegration of spontaneous returnees, making arrangements for repatriation and creating necessary absorption capacity for return of displaced and refugee populations. These operational bases are planned to, and can be up-scaled to dovetail UN Work Plan into JAM activities, gradually building return and reintegration activities into a community based recovery process.

For the return and reintegration of displaced population, the principle of the “4Rs” has been adapted in Sudan to include “resettlement” of displaced within Sudan, and is specifically referenced in a number of the Peace Protocols and promoted by the GOS, SPLM and partners. A 4Rs programming approach will ensure linkages between repatriation and reintegration of displaced population with recovery and development activities by drawing from, and integrated in the UN Area Based Planning and Community Driven Recovery processes.

UNHCR’s repatriation and reintegration programme is regional, covering refugee hosting neighbouring countries and the Sudan. Reintegration interventions in south Sudan are area based and cross-sector, focusing on urgent and immediate needs of and the most appropriate support to the returnees and the communities to which they return or resettle. UNHCR interventions for the first two years for repatriation and reintegration are in conformity with the priorities identified in the social protection and livelihoods chapter of the JAM; and the UN Work Plan, rapidly implemented through preparation for repatriation from neighboring countries, protection interventions, community based reintegration projects (CBRPs), coexistence projects and livelihoods and self reliance projects. These reintegration projects are to ensure that initial assistance has an immediate and visible impact, focussing on meeting basic needs, as well as confidence building, conflict resolution and reconciliation among the population in the target areas.

Policies and Strategies for Return and Reintegration in South Sudan

The signing of a comprehensive peace agreement on 9 January 2005 by the Government of Sudan (GoS) and the Sudanese People's Liberation Movement (SPLM) put an official end to decades of civil war. The conflict claimed the lives of two million persons. In September 2004, UNHCR shifted the *locus* of its operations from Nairobi to Rumbek, South Sudan, anticipating the need to begin preparations for the return of displaced populations. The recent arrival in the south of an estimated 600,000 spontaneous returnees - 200,000 non-registered ex-refugees and 400,000 IDPs - requires the adoption by the Office of exceptional measures if UNHCR is to adequately assist persons of its concern.

To respond to the immediate challenges associated with spontaneous return, UNHCR is required to provide for basic protection and assistance needs in the vast area that is South Sudan. Political and physical infrastructure in the area either did not exist before the onset of the conflict or if it did, was destroyed or abandoned. In such an environment, the need to empower local communities to cope with return is inextricably linked with the protection and reintegration of returning populations. UNHCR must move decisively, allocating resources to coordinate the return in South Sudan of not only the 600,000 who have returned, but an additional 550,000 refugees from neighbouring countries and at least as many IDPs who are expected to return to common places of origin.

UNHCR will meet its operational objectives by pursuing a two-pronged approach. The approach will address the needs of spontaneous returnees and residents in areas of origin and develop the absorption capacity of receiving communities and strengthen protection programmes to help create an environment conducive to the start of targeted organised repatriation, conditions permitting, during the second half of 2005. Quick-impact community-based reintegration projects - CBRPs - and protection interventions to prevent renewed displacement are the cornerstones of UNHCR's planned activities. The Office will align action with relevant programme structures as set forth in its Regional Operations Plan for the Repatriation and Reintegration of Sudanese Refugees (Jan. 2004), and the UNAMIS and GoS/SPLM/UN/World Bank Joint Assessment Mission process.

1. Emergency Response

The Office plans to carry out five operations simultaneously.

Operation I - An Emergency Response Team (ERT), composed of 13 protection, programme and technical experts, will be deployed starting from 14 February 2005 to Equatoria State (Tambura, Yei, Yambio, and Kajo Keji) for three months. The team will

arrive in South Sudan to implement reintegration projects, CBRPs, in protection, health (including HIV/AIDS), education, water, mine awareness, basic shelter and infrastructure building and repair, reconciliation and coexistence, community services, livelihood and self-reliance as well as capacity-building of local NGOs. Activities during the three-month period will be aimed at providing for the initial reintegration of spontaneous returnees ahead of the May-June onset of the rainy season and lay a foundation for expanding project coverage in these and other localities when the rains stop.

Operations II – UNHCR will target activities in Juba (Bahr-al-Jebel State), focusing on providing protection and assistance to Ethiopian Anuak refugees and meeting the immediate reintegration needs of returning refugees and IDPs. During a concentrated three-month period, the Office will implement CBRPs in the sectors listed above.

Operation III - In view of the importance of Bor as a transit area for returnees from Uganda, Kenya and Ethiopia, UNHCR will field a programming mission to make quick project interventions as of 21 February. The Office will implement CBRPs tailored to the needs of resident and transit populations, focusing on Bor town and its environs.

Operation IV – Under its fourth operation, UNHCR will launch specific protection and assistance interventions to address the needs of Sudanese Anuak tribesmen, returning from asylum in Ethiopia, and Ethiopian Anuak refugees who have arrived in Pochalla, Akobo and Pibor.

Operation V - Concurrently, UNHCR will be actively involved in the design and conduct of a survey to gauge the intentions of IDP populations in Khartoum, eastern (Red Sea, Kassala and Gedaref States) and central (Sennar, Blue and White Nile States) Sudan regarding return to South Sudan in the coming months. UNHCR's involvement with IDPs from the south comes at the request of the GoS. From the perspective of protection, reintegration and solutions, addressing return issues as they affect IDPs is essential to a successful refugee returnee reintegration programme as many of the IDPs will return to the same places of origin. UNHCR will execute a comprehensive approach in coordination with national and other international organisations.

2. Countries of Asylum

While the aforementioned activities take place in Sudan, UNHCR offices in the countries of asylum - Kenya, Uganda, Ethiopia, the Democratic Republic of Congo, the Central African Republic and Eritrea - will continue preparations to implement the Regional Logistics Plan for Repatriation to Sudan (July 2004). Special emphasis will be placed on the completion of refugee registration and profiling by the end of May 2005 to promote targeted organised repatriation by August. Ensuring adequate stockpiles of NFIs for returnee packages, mass information, mine and HIV/AIDS awareness campaigns are priority activities in the next three to six months.

Voluntary repatriation of Sudanese refugees in Egypt is not part of the current logistics plan. Organised movement will take place by plane and will require other operational arrangements when conditions are deemed appropriate for the return of the caseload.

It is expected that by May 2005, a regional strategy will have been developed to address on-going third country resettlement programmes and activities as well as other issues affecting residual caseloads.

3. “Operation Open Borders”

In view of the needs, logistical complexity and geographical scope of returns as well as the timeframe under which repatriation is expected - two to three years -, it is essential for UNHCR to establish means to facilitate the movement of staff based in the asylum countries. They will need to enter South Sudan to participate in protection and reintegration activities. This arrangement is expected to increase confidence among returnees and prospective returnees who see staff whom they know. It will also give first hand knowledge of the situation in South Sudan to country of asylum staff, facilitating the promotion of voluntary repatriation, particularly during the latter stages of return, and allow staff to assist with the rapid implementation of CBRPs.

UNHCR has planned a regional meeting of telecommunications, logistics, security, and programme and administrative staff. The meeting will be held in the region in early March 2005 to consider the operational and administrative requirements to institute an open border operation. Communications needs, field safety, cross-border technical support for equipment, vehicle registration and movement, visas/permits, staff support and PT8s (DSA, hazard allowances) are among the issues that will be addressed. The meeting will also consider means to include implementing partners in the work, particularly those which have operations in both refugee hosting areas and places of origin.

4. IDPs

The GoS, the SPLM have asked UNHCR to assist them in addressing the challenges posed by the return of IDPs to the south. As areas of return are in many instances common for both ex-refugees and IDPs, UNHCR plans to assume a prominent role with respect to IDP issues. In this regard, the Office has determined the basis for its involvement with IDPs and developed a framework which sets protection standards by which other agencies and organisations can address IDP return in South Sudan.

UNHCR plans to present its protection strategy for IDP and refugee returnees at an interagency workshop in Rumbek at the end of February 2005. The workshop will be hosted by the Deputy Humanitarian Coordinator and have the support of the Inter-Agency Internal Displacement Division. The results of the workshop will be used in consultations with the SPLM on IDP issues in mid-March in Yambio. Groundwork is already being undertaken for the adoption of a comprehensive and common IDP protection strategy. UNHCR has proposed that a similar workshop and consultation be

replicated in Khartoum in early April with the participation of the GoS, UN agencies and NGOs. The two events are meant to create a common approach in North and South Sudan as well as strengthen cooperation to assist IDPs. Protection considerations, including transportation and assistance will need review.

In Khartoum, OCHA has asked UNHCR to continue chairing the North-South protection working group to provide guidance to other agencies involved in protection.

5. Operational and Funding Support

In addition to instituting exceptional management measures to meet its operational objectives, UNHCR requires enhanced political and funding support to run the operation. A coordinated effort together with HQ and key regional offices - New York, Washington, Brussels, London, Stockholm and Tokyo - is being planned for the Office to explain the rationale behind its activities and establish the required funding base for its operations to make return and reintegration sustainable. Support also entails deployment of experienced staff.

The operation in the Sudan is likely to dwarf others in terms of complexity and required assets to provide for the protection and assistance needs of persons of concern to the Office in South Sudan and the neighbouring countries. To meet the challenges and discharge its mandate effectively, UNHCR must have appropriate and sustained resources.

UNHCR DOSS

Khartoum

9 February 2005

SS-OpStrat./m



Community Based Reintegration Projects (CBRPs)

Coexistence Projects

Livelihoods and Income Generating Projects

A quick guide for field staff and partners to identify, plan, design and implement sustainable return and reintegration projects in the context of Sudan 5Rs Programme

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For detailed guidance please see

- UNHCR Programming Chapter-4 of UNHCR Manual
- UNHCR Handbook for Repatriation and Reintegration Activities
- UNHCR Handbook for Repatriation
- UNHCR Handbook on Self Reliance
- UNHCR Guidelines on Imagine Co-existence

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Part 1: Background

Sudan has suffered from a civil war that has run for the greater part of the past half-century since the country's independence in 1956. The war and related results of that conflict have left some 6.7 million people displaced including some 550,000 refugees in neighbouring countries.

The signing of the Comprehensive Peace Agreement between the Government of Sudan (GOS) and the Sudan Peoples Liberation Movement (SPLM) on December 31, 2004, brings hope that one of the longest running civil conflicts in Africa has ended and that rehabilitation and recovery of the resulting devastation can start and the displaced can return home in dignity and honour. The challenges are enormous.

The GOS/SPLM/UN/World Bank Joint Assessment Mission (JAM) report will form the basis for the recovery process, including return and reintegration and for national and international support. In the JAM report, GOS and SPLM agreed to the following measurable goals by the year 2011 related to displacement and community-based recovery:

- i. Support return, reintegration, integration in place (local integration), and resettlement (within Sudan) of estimated 6.7 million displaced;
- ii. Improved access to basic social services including HIV/AIDS, reported increase in the participation and protection of rights of vulnerable groups including disabled, elderly, women and children in service provision, and increase local economic activity in war-affected and least developed communities;
- iii. Improved effectiveness of national protection mechanisms;
- iv. Improved effectiveness of local development initiatives in the most vulnerable communities in Sudan; and
- v. Self reliance of returnees enhanced, and needed humanitarian aid minimized/phased out

The principle of the "4Rs" has been adapted in Sudan to include "Resettlement (5Rs)" and is specifically referenced in a number of the Peace Protocols¹ and promoted by the GOS, SPLM and partners. A 5Rs programming approach will ensure linkages between emergency return and reintegration of displaced population with recovery and development activities by drawing from, and integrated in the UN Area Based Planning and Community Driven Recovery processes.

The approach adopted by the GoS and SPLM and supported by its partners for finding solution to the plight of displaced population and hosting/receiving communities will be within a framework of United Nations Guiding Principles on Internally Displaced Persons, the 1951 Refugee Convention, Protocol Relating to the Status of Refugees (1967), and the OAU Convention Governing the Specific Aspects of Refugee Problems in Africa (1969). It draws upon the Protocols of the Peace Process, and policies and approaches which have been established in the Sudan, particularly the Joint Policy Framework² of GoS and SPLM.

Within the framework of UN Work Plan and supporting area based planning, UNHCR interventions will be carried out through joint planning and programming with sister UN agencies, NGOs and local authorities.

With 6.7 million displaced populations returning to their places of origin and requiring to be reintegrated back into their communities, HIV/AIDS must be streamlined in all return and reintegration activities.

¹ Implementation Modalities of the Protocol on Power Sharing (item 2)

² Signed in Nairobi on 13 July 2004 by Humanitarian Aid Commission (HAC) and Sudan Relief and Rehabilitation Commission (SRRC), witnessed by UN

Part 2: 5Rs – UNHCR Interventions

The challenges faced by the GOS and SPLM are enormous. Ensuring respect for human rights, rebuilding the infrastructure, restoring normal economic, social and political life, rehabilitating the judicial system and bringing long-term stability are daunting, costly, labour-intensive and time-consuming tasks. While focus will be on longer-term recovery over a six year period, during the first two years attention will be on immediate and short term interventions creating grounds, among others for the return and reintegration of displaced population.

The initial phase of two years is crucial to the return and reintegration of displaced population. A successful initial phase will ensure that the reintegration is sustainable and will avert the recurrence of displacement, such as exodus from the rural to urban areas or renewed outflows. This implies that initial assistance must have an immediate and visible impact and focus on meeting basic needs, as well as confidence building, conflict resolution and reconciliation among the population in the target areas. It also implies that programmes initiated during this phase should conform to the standards agreed upon by GOS/SPLM/UN so that they can be rapidly consolidated through recovery and development programmes.

In this collective effort of GOS, SPLM and the international community, UNHCR will play its role for the sustainable return and reintegration of displaced population. UNHCR's return and reintegration interventions will be area based and sector wide, focusing on urgent and immediate needs of and the most appropriate support to the returnees and the communities to which they return or resettle. These interventions will form part of an overall 5Rs programme and will be rapidly implemented through Protection Interventions, Community Based Reintegration Projects (CBRPs), Coexistence Projects and Livelihoods and Self Reliance Projects.

CBRPs will have two principle objectives: i) within the overall 5Rs programme, speedy and cost-effective implementation of projects addressing immediate and urgent needs of returnees and communities to sustain return and reintegration of displaced population, and ii) irrespective of context, CBRPs will be designed around the principle of partnership between population, local government and UN agencies, local and international NGOs and the private sector.

At the core of CBRPs will be the: empowerment of communities to identify their own immediate and urgent needs, agree on projects and monitor implementation; and, strengthening of local government capacity by providing technical know-how and supporting management structures for delivery of effective national protection, and leading area based planning and community driven recovery processes.

The basic premise of CBRPs is that communities are in a better position to identify their own needs and the local government can lead the corresponding action. These needs can be summarized into a preliminary Community Urgent-needs Plan (CUP) which will form the basis of an Area Development Plan. Resources for post-conflict reconstruction and capacity to deliver may be limited to address all needs of all areas. A prioritization of projects in establishing the CUP is therefore essential. This will be undertaken jointly with local government, communities, partner UN agencies, NGOs (local and international). An open and transparent prioritization process will result in an effective response, and instil ownership of the process and the output by the community.

CBRPs will provide one important foundation for sustainable reintegration of displaced population, and recovery and development of Sudan.

Part 3: Return

In facilitating voluntary repatriation, preparatory activities will include the formulation of structured information dissemination to help refugees in neighbouring countries, and where appropriate to IDPs, to decide when and how to return to their places of origin. Information dissemination will be in close collaboration with UN agencies.

Past experience indicates that the bulk of refugee returns take place on a spontaneous basis. However, when conducive and feasible, UNHCR will make necessary arrangements for visits of representatives of refugee communities to their home areas. Such UNHCR-facilitated go-and-see-visits will help build confidence among the parties involved. It is crucial to include women in the organization of such confidence-building visits.

UNHCR and partners in South Sudan should help gather information during their field missions, interaction with communities and authorities and during Returnee Monitoring. Potential returnees would normally like to have information on the following to make informed decisions:

- The peace process and its implications (e.g. security conditions, whether or not judicial institutions are functioning);
- Information regarding home areas, including constraints to reintegration (mines, double land and home occupancy, discrimination or different treatment for different social categories, etc.) and measures planned to address them; and
- What are the existing livelihoods and economic opportunities in areas of return?
- What is the political situation in the area of return?
- Is the area of return safe (re. attacks, mines)? What is the security situation like (re. reestablishment of national police)?
- Is there freedom of movement?
- Have amnesties/other legal guarantees been issued? Are human rights redress mechanisms in place?
- What legal and other mechanisms are in place to protect women's/older people/children's rights?

Repatriation

- What are the repatriation procedures?
- What travel and transit documents, education certificates etc. do the refugees need?
- What type of transport (private or public) will be/is available for return? Are there arrangements for those with special needs?
- What will the reintegration assistance be? What type of community based activities taking place?
- How can families support themselves upon return? Will there be access to land, jobs and other economic opportunities?
- How are communities functioning in the returnee areas?
- What is the status of the social, educational, housing and religious infrastructure?

Part 4: Community Based Reintegration Projects (CBRPs)

CBRPs are best managed if grouped as one "programme" under specialised implementing partners, provided each component is adequately designed, implemented and monitored.

CBRPs must form part of an integrated strategy for return and reintegration, and Area Based Planning, which has already started or is about to start. In this way CBRP can be part of a start-off process that will receive the necessary support for a longer period. In this scenario the strategy should be to feed CBRPs into the longer term strategy. The impact of CBRPs planned and implemented in isolation/stand-alone-projects is likely to be insufficient and short-lived.

While benefiting all members of the community equally – returnees, ex-combatants, receiving communities, CBRPs will make a significant contribution to reconcile and promote the inclusion of groups with special needs.

CBRPs:

- Simple, small-scale, low-cost and rapid to plan, design and implement;
- Respond to the basic priority urgent needs expressed by the communities;
- Require community participation in identification, design, implementation and monitoring;
- Integral part of Community Urgent-needs Plan or Area Development Plan laying foundation for community driven recovery;
- Definite timeframe but no more than six months – inclusive of planning, designing and implementation time;
- Agreed funding ceiling (see short format for sub-project agreements);
- No direct recurrent costs involved e.g. salaries; where necessary make arrangements through relevant UN agency;
- Implemented in areas of high concentration of people-of-concern to UNHCR;
- Benefit the entire community;
- Sustainable, replicable and environment friendly;
- Encourage a gender and age-focused approach;
- Implemented through qualified partners – local or international NGO, CBO or private sector;

CBRPs designed to have a positive social impact on the communities can also produce secondary benefits in terms of the creation of employment, improving skills to increase employability, building capacities of private sector actors and providing inputs to the local economies.

Examples of these types of interventions include the following:

- ◆ Construction/reconstruction/rehabilitation of only essential services infrastructure, which are, were, or will be used by returnees and local communities, such as water points, sanitation works, health sector interventions (e.g. primary clinics/ health posts), education sector interventions (e.g. primary schools such projects would include the provision of furniture etc. but not recurrent costs), infrastructure which is essential for return purposes (e.g. rehabilitation of sections roads or border crossing facilities, small culvert); community infrastructure such as sports area, cultural centres, places of worship, or community halls. (reconciliation and coexistence benefiting from the construction of community facilities for social, educational and recreational activities);
- ◆ Material, financial or technical support and capacity building for authorities, local NGOs and associations involved in return and reintegration projects. These include strengthening of judicial and legal institutions and frameworks; education sector

support (teacher training, radio education, capacity building, assisting in curriculum development) and similar health sector support.

- ◆ Environmental protection initiatives such as establishing tree nurseries for production of cash crop trees intended for homestead and agro-forestry, domestic waste management schemes and environmental awareness raising campaigns;
- ◆ Support to mass information initiatives, such as returnee information campaigns on return and reintegration; data gathering and dissemination;
- ◆ Support to relevant institutions dealing with protection issues such as local authorities, the judiciary and registries. This can be done through targeted assistance (materials, financial and technical) to strengthen their capacity to protect basic rights and to ensure timely access to all relevant documentation, and access to justice. Please also see box below.

Protection elements to take into account - Physical, Legal and Material safety standards

- The essential underpinning of returnee protection is respect for human rights and the rule of law;
- Access to food, clothing, health care, shelter, water and other necessities is essential to human survival and safety. Access, therefore, must be understood to be a broader part of protection;
- Technical and advisory services to elaborate legal safeguards in such areas as amnesty, property, citizenship, documentation and return must be provided, effectively implemented and address the special needs of women, children, older people and other social groups;
- It is important to establish a returnee monitoring mechanism involving other agencies (as appropriate) to identify obstacles to returnees with a view to designing appropriate protection and assistance interventions; and determine whether refugees and/or IDPs are able to return in safety and with dignity;
- In cooperation with partners, design structures (and procedures) to address/prevent security incidents, including well-documented follow-up with the authorities and international peacekeepers (where present);
- Support the authorities to establish systems to register all the population, including organised and spontaneous returnees;
- With the authorities, plan measures to sensitize and prepare the population, particularly in the communities to which returnees and IDPs will eventually return. In particular, in cooperation with relevant partners, facilitate a dialogue between returnees, the receiving community and the authorities. Promote continuous initiatives to foster confidence building, co-existence and reconciliation, such as inter-community socio-economic activities, women's initiatives and community-based co-existence projects;
- Support an effective human rights regime, including institutions that sustain the rule of law, justice and accountability. In particular, identify and work with national and local human rights institutions and NGOs to maximize support for the creation of conditions conducive to safe return and the reintegration of returnees and IDPs;
- Establish or support gender- and age-sensitive legal aid/information centres to ensure that returnees have access to effective legal remedies; and
- The lasting nature of voluntary repatriation largely depends on the level and nature of protection extended to returnees in the course of their return and re-establishment in their country of origin.

Part 5: Livelihoods and Self Reliance Projects³

Livelihoods and income generating projects are vital for the sustainability of the reintegration process and all available options for livelihoods/self-reliance (*microfinance*⁴, *skills training*, *employment creation*, etc) should be explored. They should be launched from the beginning, simultaneously with CBRPs. Livelihood and income generating projects should also build upon self reliance activities initiated in the country of asylum.

UNHCR's role in livelihoods/self-reliance schemes should be to help start some projects and build the right foundations and be a *facilitator*. These projects should form part of the recovery process from the onset, as the continuation and expansion of these initiatives will require involvement of partners such as FAO, ILO and NGOs, who have the expertise to undertake such schemes.

Some points to bear in mind:

For most activities: Get technical expertise involved at set-up; Build from traditional skills, knowledge and practices; Don't adopt high input systems; Maximise locally available resources wherever possible and encourage innovation; Ensure sustainable access to resources; Link with local department and specialized agency (such as FAO, ILO) or NGO personnel.

For enterprises based upon providing services: Ensure there is a market for the proposed service; Provide training and accountability systems to ensure quality service

For enterprises based upon manufacturing: Ensure quality control on product; Look at what the market wants, or might usefully have available, before setting up projects; Ensure there is a market for the proposed product

General points: Resource-management groups will be valuable in developing effective controls over natural resource management and addressing the needs and concerns of returnees and receiving communities on the management of soils, woodland, water resources, etc.; Link production groups to markets, microfinance services and extension services; Identify existing skills, resources and knowledge among refugees/returnees and local population and strengthen them, bringing new skills and opportunities; Ensure sustainable access to farm inputs; Where products and produce is to be sold, issues of transport and marketing must be considered early in the planning process.; Ensure equal access to opportunities among all groups. Ensure children are protected from work that threatens their health, education or development.

³ Extracted from UNHCR Handbook on Self Reliance, January 2005

⁴ See Introduction to Microfinance in conflict-affected communities: UNHCR/ILO/DfiD 2002, and UNHCR Handbook on Self reliance, 2005.

What you can consider	Action to take
Cash for work	<p>Ensure there is a need for quickly generating provisional employment and injecting cash into the community</p> <p>Identify opportunities for short-term temporary employment e.g. harvesting crops, the building of soil conservation structures, infrastructure reconstruction</p> <p>Establish effective management systems</p>
Food for work	<p>Identify opportunities for self-help community projects and other short-term temporary employment</p> <p>Ensure food provision will not impact negatively on local production and prices of foodstuffs</p> <p>Ensure effective management and payment systems</p> <p>Build intervention on a lack of self-sufficiency in food production, and low wages</p>
Labour-based infrastructure work	<p>Identify rehabilitation and reconstruction efforts with potential demand for unskilled labour</p> <p>Ensure the value of rapidly injecting cash into a community is recognised</p> <p>Ensure willingness and capacity to supplement equipment-based projects among agencies</p> <p>Ensure technical capacity is adequate for standards required</p> <p>Ensure access to appropriate small equipment and local material resources</p> <p>Analyse viability of using labour-based rather than equipment-based systems</p>
Community contracting	<p>Ensure communities are organised and committed</p> <p>Ensure local and national policies support community development</p> <p>Ensure local authorities able and willing to enter into community contracts</p> <p>Ensure understanding of the preparation and adoption of community contracts among community members</p> <p>Ensure the development of community contracts that recognise the influence of political, cultural and economic factors</p> <p>Promote capacity-building among communities for strengthening skills and developing experience to advance community interest</p>
<p>Soap making</p> <p>Tailoring (e.g. making mosquito nets)</p> <p>Upholstery for furniture-making</p> <p>Weaving</p>	<p>The adoption of quality control systems</p> <p>Assess the market for products among refugees, aid agencies and the local population</p> <p>Determine availability and cost of raw materials for production</p> <p>Ensure access to tools and equipment for production</p> <p>Identify existing skills, resources and knowledge among refugees/returnees and local population and strengthen them, bringing new skills and opportunities</p>
<p>Metal-working and wood-working (making wheel-barrows, trunks, furniture, hand driven water-carts, etc.).</p>	<p>Identify people with experience of production for training and management</p> <p>Assess market for products</p> <p>Determine availability and cost of raw materials for production</p> <p>Ensure access to tools and equipment for production</p> <p>Identify existing skills, resources and knowledge among refugees/returnees and local population and strengthen them, bringing new skills and opportunities</p>
Subsistence farming	<p>Promote sustainable farming methods</p> <p>Encourage the transfer/exchange of skills between communities</p>
Livestock production	<p>Ensure access to suitable breeds</p> <p>Ensure access to adequate numbers of livestock</p> <p>Establish capacity to control of livestock diseases and predators</p> <p>Ensure adequate security</p> <p>Establish partnerships with government extension and research organisations, and with other livestock production development actors</p> <p>Ensure access to inputs</p>
Commercial agriculture	<p>Promote sustainable practices</p> <p>Assess demand for produce and access to markets</p> <p>Analyse the potential for production and sale of produce at competitive prices</p> <p>Establish partnerships with government extension and research organisations, and with other agricultural development actors</p> <p>Ensure the need for seed banks, crop storage facilities and crop diversification are addressed</p> <p>Support the establishment and strengthening of producer groups and small-holder associations</p> <p>Ensure linkages between producers and buyers</p>

Tree planting for commercial products	<p>Assess the time frame for financial returns</p> <p>Analyse demand for woodland products</p> <p>Determine viability (i.e. adequate prices for commercially grown products production against competition from indigenous sources) and access to markets</p> <p>Ensure seedlings can be protected from livestock, wildlife, fire, drought and theft</p> <p>Identify skills and knowledge of refugees/returnees and local population and build from this</p> <p>Ensure sustainable access to inputs</p>
Backyard gardening	Promote sustainable farming practices
Small livestock production (poultry, sheep and goats, dairy goats, pigs, rabbits)	<p>Ensure access to fodder and/or feed, or opportunities for fodder/feed production</p> <p>Ensure access to materials for the construction of livestock pens</p> <p>Ensure access to suitable breeds</p> <p>Ensure access to adequate numbers of livestock</p> <p>Develop capacity to control of livestock diseases and predators</p> <p>Establish partnerships with government extension and research organisations, and with other livestock production development actors</p> <p>Ensure sustainable access to inputs</p> <p>Ensure livestock does not damage crops and tree seedlings</p>
Beekeeping	<p>Assess availability of suitable vegetation with no major seasonal shortages</p> <p>Ensure access to materials for constructing beehives (wooden boxes, baskets and pots)</p> <p>Ensure access to very basic beekeeping equipment</p> <p>Ensure training and extension addresses quality issues</p> <p>Encourage linkages with artisans for making bee suits, beehives and smokers</p> <p>Establish partnerships with government extension and research organisations, and with other beekeeping development actors</p>
Harvesting of trees (for poles, timber) Harvesting firewood Collecting woodland products (herbs, fruits and medicinal plants) Beekeeping and honey hunting	<p>Establish user and access rights</p> <p>Establish self-regulating management systems, accountability and supervisory mechanisms</p>
Brick making Pot-making Making fuel-efficient stoves	<p>Assess demand for products among refugees, humanitarian agencies and local communities</p> <p>Ensure access to sustainable sources of firewood for burning bricks (or cement for making stabilised soil blocks)</p> <p>Undertake land use planning to reduce environmental impacts</p> <p>Calculate production and sale of products at competitive prices</p>
Sand harvesting	<p>Determine demand for sand among refugees, humanitarian agencies and local communities</p> <p>Undertake land use planning to reduce environmental impacts</p> <p>Determine the viability of the collection and sale of sand (at competitive prices)</p>
Stone-cutting and block-making	<p>Assess demand for products among refugees, humanitarian agencies and local communities</p> <p>Establish production and sale of products at competitive prices</p>

What there is	What you can consider	Action to take
Trades	Installation of mud stoves Maintenance of equipment, vehicles ... Preparation of natural remedies and treatment of livestock diseases Masonry, plumbing, electrical work	Ensure demand exists for services, and potential clients have money to pay for them, Ensure access to tools, structures and other physical resources to establish the enterprise Identify existing technical skills, resources and knowledge, and strengthen them as needed Ensure access to microfinance services Ensure access to business skills (or access to business skills training and support)
Retail	Stalls and shops Food vending Service provision (e.g. mobile phone services and battery charging)	Work with Government for approvals/trading licenses Ensure economy is adequate for purchasing goods Ensure access to equipment and resources to establish the enterprise Ensure access to products to sell Ensure access to savings (and credit) services Ensure access to business skills (or access to business skills training and support)
Trading	Livestock and foodstuffs trading Trading in natural products (e.g. honey, gums and resins, timber and firewood)	Work with Government for approvals/trading licenses Ensure capital for initial trading purchases, and the resources to transport goods as necessary Ensure access to business skills (or access to business skills training and support)
Professional	e.g. doctors and dentists, veterinarians, legal advisors	Work with Government for endorsement for practicing professionals Ensure access to equipment and other resources Identify means for certification and confirmation of a right-to-practice Ensure understanding of the prevailing professional climate (e.g. what legal system applies in the country of asylum for those practicing law)

Part 6: Co-existence Projects

Coexistence is a first step towards reconciliation. To achieve coexistence communities and individuals require the capacity and determination to recognise each other's status and rights as human beings; develop a just and inclusive vision for the community's future; and jointly plan, design and implement economic, social, cultural, or political development across former community divides.

The philosophy behind Imagine Coexistence is bringing divided communities to communicate, interact and cooperate through the provision of livelihood opportunities. Coexistence projects can render return more sustainable and prepare grounds for reconciliation work.

Coexistence projects start with an awareness campaign (e.g. community meetings, distribution of leaflets etc.) in the selected communities. Following which training and familiarisation of communities with the concepts of Imagine Coexistence⁵ is initiated. Training over a period of two to three months will include sessions on coexistence, communication, cooperation, project development and project management. Participants are subsequently requested to produce project proposals and submit them to the Coexistence Steering Committee.

Coexistence projects are completely community driven. The process of coexistence starts with communities' mobilization and their getting together and discussing their differences, problems and needs. The process of identification of micro projects that the communities develop and present to the Steering Committee is part of community mobilisation and training. There should be no short-cut to this process.

A Coexistence Steering Committee is made up of: (i) community representatives elected by the communities; (ii) partners (NGOs, CBOs etc.); and (iii) Coexistence Project Staff.

In principle coexistence interventions will apply a 'cluster' approach, where projects, often with a primary income generation focus, are identified and developed in various domains (education, health, environment, etc) through a participatory decision-making process and executed by local associations, local NGOs, CBOs, private companies or informal community groups.

Examples of Coexistence Projects:

- Launch of small businesses with inter-ethnic workforce and targeting client of all ethnic groups (e.g. fruit drying chamber, coffee bar, internet café, brick making, carpentry –supplying construction material to infrastructure projects etc.).
- Agricultural production through training of mixed communities by local agricultural associations and provision of seeds and equipment (e.g. greenhouse).
- Animal husbandry after training of mixed communities groups on participatory approaches (e.g livestock rearing projects by product generating manure for fertiliser).
- Skills training for youth including journalist and computer training of inter-ethnic groups with the objective of increasing respect for other individuals rights/opinions and enhance objectivity.
- Post-traumatic stress therapy for children of different ethnic groups.
- Sports projects (establishment of inter-ethnic youth sports clubs (e.g. basketball, football, and handball).

⁵ Imagine Coexistence guidance material available with UNHCR

- Inter-ethnic school of folk dancers, arts and culture – also producing cultural handicrafts etc.
- Establishment of local newspaper, which also covers the issue of coexistence.
- Rehabilitation of existing market place to establish meeting place for all ethnicities.
- Support for activities of local NGOs already promoting coexistence.

How are Coexistence Projects different from CBRPs?

The substantial training component that precedes the development of the project proposals has a focus on coexistence. It is explicit that only projects that can document clear elements of coexistence (e.g. individuals of different ethnicity to plan and work together) can be funded. The path towards the development of the micro projects and the selection criteria for micro projects that can be funded under Imagine Coexistence are distinct.

Part 7: Sub Project Agreement

For full programming instructions including prequalification of partners, please refer to UNHCR Manual Chapter-4.

The following is an extract from IOM/81/2004-FOM/83/2004. For further details please contact UNHCR Programme Officer at your respective location.

Programme Officers are encouraged to develop programmes which can be implemented by qualified partners – Government, NGOs, local and international - using bipartite [Government], bipartite [Agency], and tripartite existing standard formats.

A short format for UNHCR Sub-Project Agreements is available for use in addition to the three standard formats. The short format agreement includes the *General Conditions* and the *Standards of Conduct*, which the implementing partner acknowledges to have received and accepted when signing the original Agreement. *General Conditions* and the *Standards of Conduct* documents are available with UNHCR Offices and need to be handed over to the implementing partner only once when signing the original Agreement, regardless of the number of different Agreements and/or revisions that may be concluded with the same partner.

Use of the short format, in lieu of the standard format, is **optional** for the preparation of Sub-Project Agreements that meet all of the following criteria:

- (a) The total budget of the Sub-Project does not exceed US\$ 50,000 or the equivalent in other currencies at the official UN Exchange Rate applicable at the time of original signing; and
- (b) use of the short agreement is limited to bipartite Sub-Project Agreements with non-governmental implementing partners only (the standard formats should be used for tripartite Agreements and for Agreements with Government departments); and
- (c) the Sub-Project covers only one objective;
- (d) the design of Sub-Project(s) is a simple one which has only one FMIS sector, or one main sector supported by one or more other complementing sectors; and
- (e) use of the short format is agreed by both the partner and UNHCR.

The intent of the Short Format is to simplify the procedures and reduce the paperwork relating to small and straightforward sub-projects. It is conceivable that more than one Short Sub-Project Agreement might be sensibly concluded with one implementing partner in order to improve clarity and accountability for a small number of focused sub-projects. However, Standard Sub-Project Agreements remain the format for most UNHCR Agreements.

Please be aware that use of the flexibility provided by the Short Format, if intended to establish more than one Sub-Project Agreement with the same implementing partner for the same caseload [population group] in the same location, will impose additional reporting requirements in terms of Sub Project Monitoring Reports.

SHORT FORMAT FOR SUB-PROJECT AGREEMENTS

[Original/Rev.1]

Sub-Project Symbol: _____

AGREEMENT UNDER THE PROGRAMME OF THE UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES

entered into between the **Office of the United Nations High Commissioner for Refugees** (hereinafter referred to as “UNHCR”) and _____ (hereinafter referred to as “the Agency”, both hereinafter referred to as “the Parties”) for implementation of the Sub-Project titled _____ . The General Conditions for Short Sub-Project Agreements and other attachments as listed in Art. 1.14 below herewith form an integral part of this Agreement.

Art. 1.1 Background/Context:	
Art. 1.2 Location:	Art. 1.3 Beneficiaries:
Art. 1.4 Objective:	Impact Indicator(s):
Art. 1.5 Outputs and Activities: •	Performance Indicator(s): •
Art. 1.6 Duration: This Agreement shall commence on _____, and shall be completed on _____, unless amended by both Parties. The liquidation date is _____.	
Art. 1.7 Level at which budgetary transfers are authorised: Sector/Activity/Item/Sub-Item/Not authorised Item	
Art. 1.8 Financial participation by UNHCR: In consideration of the activities undertaken by the Agency and the outputs delivered as specified under Article 1.5 above, UNHCR shall transfer to the Agency, subject to the availability of funds, a maximum of _____, equivalent to US\$ _____ calculated at the UN rate of _____ on _____.	
Art. 1.9 Participation by the Agency (describe and quantify the contribution of the Agency to the Sub-Project) :	
Art. 1.10 Agency’s reporting responsibilities to UNHCR:	
Art. 1.11 Indicative cash requirement: <u>Currency and Amounts:</u> _____ <u>Dates:</u> _____	
Art. 1.12 Agency’s bank account: Bank name and address: Account title and number: Separate or pool account:	
Art. 1.13 Procurement: If procurement is foreseen under this Sub-Project, the UNHCR Procurement Guidelines apply / and, since the Agency is pre-qualified, it may follow its own procurement procedures [delete if not applicable].	
Art. 1.14 Annexes and Appendices: Signature of this Agreement by the Agency constitutes formal approval of the Sub-Project Budget (Annex B), the Workplan (Annex C), the General Conditions for Short Sub-Project Agreements (Appendix 1) and the Standards of Conduct (Appendix 2). [list additional Annexes if any, e.g. UNHCR Procurement Guidelines].	
Art. 1.15 Agreement Revision: This Agreement and its attachments supersede the original Agreement, signed on _____ by _____ [the Agency] and on _____ by UNHCR as well as all previous revisions to the Agreement. All Annexes and Appendices mentioned in Art. 1.14 or as amended by previous revisions remain in force unless replaced by this revision. The following Annex(es) are herewith replaced : _____ . (this Article is for revisions only).	

<p>Authorised Officer for UNHCR</p> <p>Signature:</p> <p>Name :</p> <p>Title :</p> <p>Date :</p> <p>Place :</p>	<p>Authorised Officer for the Implementing Partner</p> <p><i>I acknowledge that I have received, read and accept all Annexes and Appendices as mentioned above.</i></p> <p>Signature:</p> <p>Name :</p> <p>Title :</p> <p>Date :</p> <p>Place :</p>
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Revision History (only for revisions)

Revision n° Main points and nature of revision

South Sudan

UNHCR Return and Reintegration Programme



Income-Generating Scheme For Volunteer Teachers and Health Workers

The initial phase of two years 2005/2006 is crucial to the return and reintegration of the displaced population. A successful initial phase will ensure that the reintegration is sustainable and will avert the recurrence of displacement, such as exodus from the rural to urban areas or renewed outflows. This implies that initial assistance must have an immediate and visible impact and focus on meeting basic needs, as well as confidence building, conflict resolution and reconciliation among the population in the target areas. It also implies that programmes initiated during this phase should conform to the standards agreed upon by GOS/SPLM/UN/World Bank so that they can be rapidly consolidated through recovery and development programmes.

In this collective effort, UNHCR's return and reintegration interventions will be area based and sector wide, focusing on urgent and immediate needs of, and the most appropriate support to, the returnees and the communities to which they return or resettle. These interventions will form part of an overall 5Rs programme and will be rapidly implemented through Protection Interventions, Community Based Reintegration Projects (CBRPs), Coexistence Projects and Livelihoods and Self Reliance Projects.

CBRPs will have two principle objectives: i) within the overall 5Rs programme, speedy and cost-effective implementation of projects addressing immediate and urgent needs of returnees and communities to sustain return and reintegration of displaced population, and ii) irrespective of context, CBRPs will be designed around the principle of partnership between population, local government and UN agencies, local and international NGOs and the private sector.

As CBRPs will not cater for recurrent costs (salaries and operational costs), and until such time that teachers and health workers start receiving salaries, UNHCR-funded CBRPs will have an income-generating component for volunteer workers. Volunteer teachers and health workers in UNHCR-funded CBRPs, could be offered one of the following income-generating options through a community based support programme:

- i. **Bicycle** – to reduce commuting time between place of work and home; saved time can be invested in on-farm or other income-generating activities
- ii. **Seeds & Tools** – for those volunteer workers who have land and are in need of seeds and tools to generate their own income
- iii. **Sewing machine** – for a family member of a teacher/health worker to earn some income for the family
- iv. **Bicycle repair kit** – for a family member, especially of female workers, to earn some income for the family

Based on needs and assessment of situation, income-generating package/options may vary.

