



**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES**



**An Independent Impact Evaluation of UNHCR's  
Community Based Reintegration Programme in Southern  
Sudan**

**March 2011**

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## Author

This report was commissioned by UNHCR in Southern Sudan. Paul O'Hagan, an independent consultant (People First Impact Method [www.P-FiM.org](http://www.P-FiM.org)) [paulohagan@p-fim.org](mailto:paulohagan@p-fim.org), led the evaluation and is the author of this report. The report represents the analysis and findings of the author and is not necessarily that of UNHCR.

## Steering Committee

Vesna Vukovic, Assistant Representative, UNHCR  
Adan Ilmi, Senior Reintegration Officer, UNHCR  
Takeshi Moriyama, Senior Programme Officer, UNHCR  
Mesfin Degefu, Programme Officer, UNHCR

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Front page photo: Southern Sudanese boy at the UNHCR Partner constructed Ganji Primary School, Mugali Payam, Magwi County, Eastern Equatoria State.

## Abbreviations

CBRP	Community Based Reintegration Projects
CPA	Comprehensive Peace Agreement
FGD	Focus group discussion
GBV	Gender-based violence
GoSS	Government of South Sudan
IDP	Internally displaced person
INGO	International NGO
KII	Key informant interview
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
DAC	Development Assistance Criteria
PLWA/H	People Living With HIV/AIDS
P-FIM	People First Impact Method
SAF	Sudan Armed Forces
SPLA	Sudan People's Liberation Army
TOR	Terms of Reference
UN	United Nations
WASH	Water, sanitation and hygiene

## Executive Summary

**“True objectivity is the fruit of authentic subjectivity”**

*Lonergan*

**The deepest philosophical concepts are born out of the experience of ordinary people**

The objective of the evaluation was to determine the impact of UNHCR and its partners’ community based reintegration work since 2005 in relation to the wellbeing, reintegration and livelihoods of refugee and IDP returnees. It sought to do this in a way that would enable the populations that UNHCR and its partners work for, to articulate their opinions and aspirations (UNHCR Evaluation Policy 2010). Two thematic areas were given as the focus for the evaluation 1) Community based re-integration 2) Livelihoods. The evaluation did provide an opportunity to give a voice to Southern Sudanese people both beneficiaries of UNHCR’s programme and others. It also provided an occasion to further nurture collaboration with and between UNHCR’s partners; offered a learning opportunity; and provided information, analysis and recommendations that can be put to immediate use. While the evaluation looked back at the impact of the past five years the key questions are current: What now? What are the ways forward? How can we do things better? I would encourage UNHCR with its partners to now look at developing simple and practical responses to the key recommendations, on which good consensus has been achieved.

The evaluation was guided by the emphasis of the UNHCR Evaluation Policy and the UN Evaluation Groups Norms and Standards (and wider international learning on evaluation) that prioritizes participation of affected populations and recognizes the importance of the wider context around a programme in order to determine impact. The OECD DAC criteria formed a framework for presenting the findings and recommendations. The evaluation approach and methodology was underpinned by the People First Impact Method (P-FIM© 2010) [www.P-FIM.org](http://www.P-FIM.org) and included: Two (2) thematic focus i) Community based re-integration ii) Livelihoods; Training of ninety one (91) Southern Sudanese from forty five (45) organizations in P-FIM; A substantial series of conversations with thirty three (33) representative groups of the population totaling nine hundred and nineteen (919) primary stakeholders mainly women; Key informant interviews with a cross section of sixty (60) stakeholders from the Southern Sudanese and international communities; Twenty one (21) Project Site visits; Background reading; Two validation workshops held to confirm, reject or nuance findings and recommendations.

Six (6) focus groups were conducted in Upper Nile with a total of one hundred and seventy people (170); seven (7) in Jonglei with a total of two hundred and twenty one people (221); thirteen (13) in Eastern Equatoria with a total of three hundred and fifty eight people (358); and seven (7) in Central Equatoria with one hundred and seventy people (170). The majority of participants in focus group discussions were women. Sixty (60) Key Informant Interviews (KIIs) were conducted by the consultant during the same period with Community Members, Government staff, UNHCR, Partners, INGOs, Churches etc. The majority of these were men. The purpose of these KIIs was to raise awareness of perceived key impact issues and determine any disparity between the appreciation of impact differences between communities and other actors.

There were one hundred and eighty two (182) qualitative impact statements recorded from community based focus group discussions in all four states. The findings represent the key issues ranked by frequency of occurrence. There was some variation on prioritization of the key findings with the Yei and Juba Validation Workshops, though no major inconsistency in appreciation of the findings and recommendations was identified.

The impact findings showed that the biggest drivers of both positive and negative change in Southern Sudan are national actors i.e. communities themselves, government, local and regional business and civil society actors. This finding allows UNHCR to remain in touch with how these trends change and develop each year in order to align itself with key pressure points and support within its mandate. Within this wider impact context UNHCR’s CRBP programme has had a clear, visible and undeniably positive impact over the past five years. The amount of projects implemented from 2005 to 2010 which is over nine hundred and

fifty (950) CBRP is impressive. By engaging with a random sample of the Southern Sudanese population, both those who have and who have not benefited from UNHCR and its partners support, the evaluation has confirmed that the CBRP intervention has had a relevant and appropriate impact highly appreciated by the communities. Improved and increased access to services was the major positive impact. Construction work seen and visited e.g. schools and clinics was done to very high standards, which given the logistical constraints in Southern Sudan is a high achievement. Although not the focus of this evaluation, it clearly emerged that the support that refugee returnees had received from UNHCR and its partners in exile had been deeply appreciated and raised their expectations of facilities and service standards on return. UNHCR its donors and partners can take credit for this service.

The evaluation judged that there was good appreciation of findings and recommendations that emerged from the community exercises with the views of Key Informants including UNHCR and partner staff. This is encouraging as it indicates high degrees of agreement about what the key challenges are and good connectedness to context. There is a challenge to set aside the biases of organizational mandates and projects which may be reflected in the validation workshops' ranking of key findings and recommendations compared to those of communities.

The following are where UNHCR and its partners CBRP Projects have contributed to clear long term impact:

- Increased access water and sanitation facilities
- Increase access to health services and facilities
- Increased access to primary education
- Increased access to skills and vocational training opportunities
- Increased access to income generating activities
- Increased access to land & practice of agriculture

UNHCR could continue working in these areas while addressing any non-functioning facilities especially those in health before continuing service delivery infrastructure. This requires revisiting relationships with GoSS who were responsible in agreements to provide staff, salaries and medical supplies. It is obviously early days and GoSS is a new government in transition and has passed a major milestone with the successful organisation and implementation of the January 2011 referendum. The work in vocational training (urban livelihoods) and provision of school blocks is timely, relevant and appropriate. Increased work in supporting agriculture both crop and livestock especially with youth (and others) and women has emerged as a significant need. Youth are defined in this report in the age range of 18-40 (UNHCR Tool for Participatory Assessment 2006 categorization of adults). Cross cutting themes of any future work should include increased participation of communities, collaboration/coordination with government and other actors; peaceful coexistence and gender. All of the findings in this report are considered relevant to the new dynamic of increased returns from Northern Sudan to Southern Sudan and the key pressure points already outlined are likely to be accentuated. As outlined in the findings the needs are huge and while what has been achieved to date is significant, it is like a "drop of rain in the desert." If UNHCR plans to withdraw from any sector of its previous intervention, it is important that agreements are made for other actors to step in.

The following are areas of attention that UNHCR should continue to address or advocate and coordinate for others to step in:

- Inadequate coverage & quality of services (needs remain huge)
- Inadequate coverage & access to livelihood support & inputs (needs remain huge)
- Vulnerable groups lacking support
- Land disputes and related conflict
- High youth unemployment and unsustainable coping mechanisms

Given the pressure for resources on the ground at community and wider levels it is important that a thorough conflict analysis is undertaken and updated in order to support identified pressure points that will reduce the potential for violence. In the judgment of this external evaluation the CBRP has had high impact and been timely, relevant, appropriate and effective. UNHCR's and its partners connectedness and knowledge of the local context is impressive and likewise the level of collaboration at local levels.

## Background

Southern Sudan experienced the longest civil war in Africa's history. There had been a long chronicle of underdevelopment even before the last twenty two year civil war that resulted in the death of an estimated two million people, rendered millions of others as refugees and internally displaced four million more. The war effectively destroyed any little infrastructure in place before the fighting erupted. Against this background the signing of the Comprehensive Peace Agreement in Navaisha, Kenya, on 09 January 2005 marked a monumental achievement and provided the opportunity for the displaced to return home. The five year period of relative peace and stability culminating in the 2011 Referendum in which over 99% of Southern Sudanese voted for separation from the north, has marked a watershed in the history of the south. Key current issues are resolution of the border demarcation in the disputed oil producing regions and large returns of Southern Sudanese from the north.

## UNHCR intervention

The engagement of UNHCR and the international community in supporting the returns after the 2005 Comprehensive Peace Agreement, followed with a primary aim of ensuring sustainable repatriation i.e. that returning populations could become self-supporting as soon as possible and with the necessary social infrastructure to anchor their presence in the areas of return, rather than returning to refugee or IDP camps in search of assistance. UNHCR has supported the repatriation, protection and reintegration of Sudanese refugees returning to Southern Sudan from neighbouring countries in the region, principally Uganda, Kenya and Ethiopia but also Egypt and other countries. It has also supported internally displaced persons (IDPs) and host communities. This support has primarily focused on the provision of infrastructure and access to basic services in health, WASH, education and livelihoods. The projects were focused on but not limited to four states which had received high numbers of returnee and IDPs. These were Jonglei, population 1,350,992 of whom 21024 are refugee returnees; Upper Nile, population 956,285 of whom 21,580 are refugee returnees and Eastern Equatoria, population 909,169 of whom 115,613 are refugee returnees; Central Equatoria which had also received large numbers of returning refugees (2005 figures).

## Evaluation objective and scope

The objective of the evaluation was to determine the impact of UNHCR's community based reintegration work in Southern Sudan since 2005 in relation to the wellbeing and Social Reintegration of refugee and IDP returnees to South Sudan cf. Annexe 1 TORs. It sought to do this in a way that would enable the populations that UNHCR and its partners work for to articulate their opinions and aspirations (UNHCR Evaluation Policy 2010). The names of the many different partners involved in implementation of the CBRP are not included in the body of the report given the primacy of the community and thoroughly participatory approach applied in the evaluation. Two thematic areas were given as the focus for the evaluation 1) Community based re-integration 2) Livelihoods. The evaluation did provide an opportunity to give a voice to Southern Sudanese people both beneficiaries of UNHCR's programme and others. It also provided an occasion to further nurture collaboration with and between UNHCR's partners; offered a learning opportunity; and provided information, analysis and recommendations that can be put to immediate use.

## Methodology

The evaluation was guided by the emphasis of the UNHCR Evaluation Policy and the UN Evaluation Groups Norms and Standards (and wider international learning on evaluation) that prioritises participation of affected populations and recognises the importance of the wider context around a programme in order to determine impact. The OECD DAC criteria formed a framework for presenting the findings and recommendations. The evaluation questions were indirect or goal free in order to avoid prescriptive and leading responses about UNHCR's CBRP; impact changes that did emerge and were relate to the CBRP were then cross referenced. In this way impact differences attributable to the CBRP were verified. While the



report presents key findings and recommendations, further details on rankings etc can be found in the annexes and on request in the excel spread sheets that organise the community impact statements.

**Table 1 OECD DAC Criteria**

No	Criteria	No	Cross Cutting Themes
1	Relevance/Appropriateness	1	Influence/understanding local context
2	Connectedness	2	Human Resources
3	Coherence	3	Protection
4	Coverage	4	Participation of primary stakeholders
5	Efficiency	5	Coping strategies/resilience
6	Effectiveness	6	Gender equality
7	Impact	7	HIV/AIDS
8	Coordination (not formal DAC criteria)	8	Environment

Qualitative statements made by representative groups who were both beneficiaries and non beneficiaries of UNHCR assistance (counter factual), forms the basis of the report and its findings and recommendations. These qualitative statements have been substantiated quantitatively through a systematic and rigorous grouping and ranking by their frequency of occurrence in order to meet international evaluation standards. To ensure the reliability and objectivity of the findings and recommendations, scoring and ranking criteria/exercises were an integral component throughout in field debriefings and the validation workshops. Objectivity was further ensured by the inter-agency nature of field work and feedback in plenary in order to test assumptions and findings. The reader can be assured that both qualitative and quantitative issues have been carefully considered, alongside questions of the objectivity and subjectivity of findings. It is the strong opinion of the author of that the evaluation process followed was rigorous, substantial and that the findings can be relied on as an accurate representation of impact changes on the ground, as experienced by this sample of the Southern Sudanese population in these four states. This approach recognises that recipients of international aid have the right to participate in the decisions and assistance that affect them.

The evaluation approach and methodology was under pinned by the People First Impact Method (P-FIM<sup>®</sup> 2010) [www.P-FIM.org](http://www.P-FIM.org) (see annex 2) and included:

1. Two (2) thematic focus i) Community based re-integration ii) Livelihoods;
2. Training of ninety one (91) Southern Sudanese from 45 organisations in P-FIM;
3. A substantial series of discussions with thirty three (33) representative groups of the population totalling nine hundred and nineteen (919) primary stakeholders mainly women;
4. Key informant interviews with a cross section of sixty (60) stakeholders from the Southern Sudanese and international communities (see annex 4);
5. Twenty one (21) Project Site visits;
6. Background reading (see annex 5);
7. Two validation workshops.

### Limitations

Given time and access constraints the field exercises took place in urban and peri-urban contexts. Findings may reflect this urban bias. Planned Key Informant Interviews in Malakal and Bor were cancelled due to public holidays. Time for and access to project site visits were limited in Malakal and Bor. Time did not allow for a cost benefit analysis of the programme and some of the OECD DAC criteria were not relevant to the CBRP programme e.g. environment. The evaluation did not explicitly cover protection as a focus though some protection issues did emerge; several Key

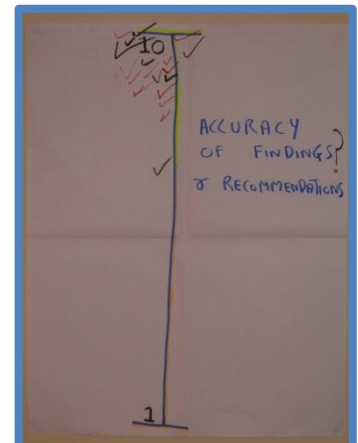
Informants remarked positively about UNHCR's leadership of the protection cluster in Juba. The findings represent a good picture of key impact differences among a sample of the population in parts of the four focus states that can usefully inform programme decision making and grant making; it would be unwise to deduce that the experience and situation is exactly the same in other states not covered by this evaluation.

### Utilisation

The report is intended to have a practical focus in order to support UNHCR leadership, staff and partners to make solid decisions on the type of projects that UNHCR supports in the areas of reintegration and livelihoods. The report will be shared with participants of the field exercises, validation workshops, key informants and as per UNEG Policy made more widely available through the UNHCR Evaluation database. It is expected given the wide ranging participation of different people in the field exercises that the report will have broader interest and benefits.

### Validation

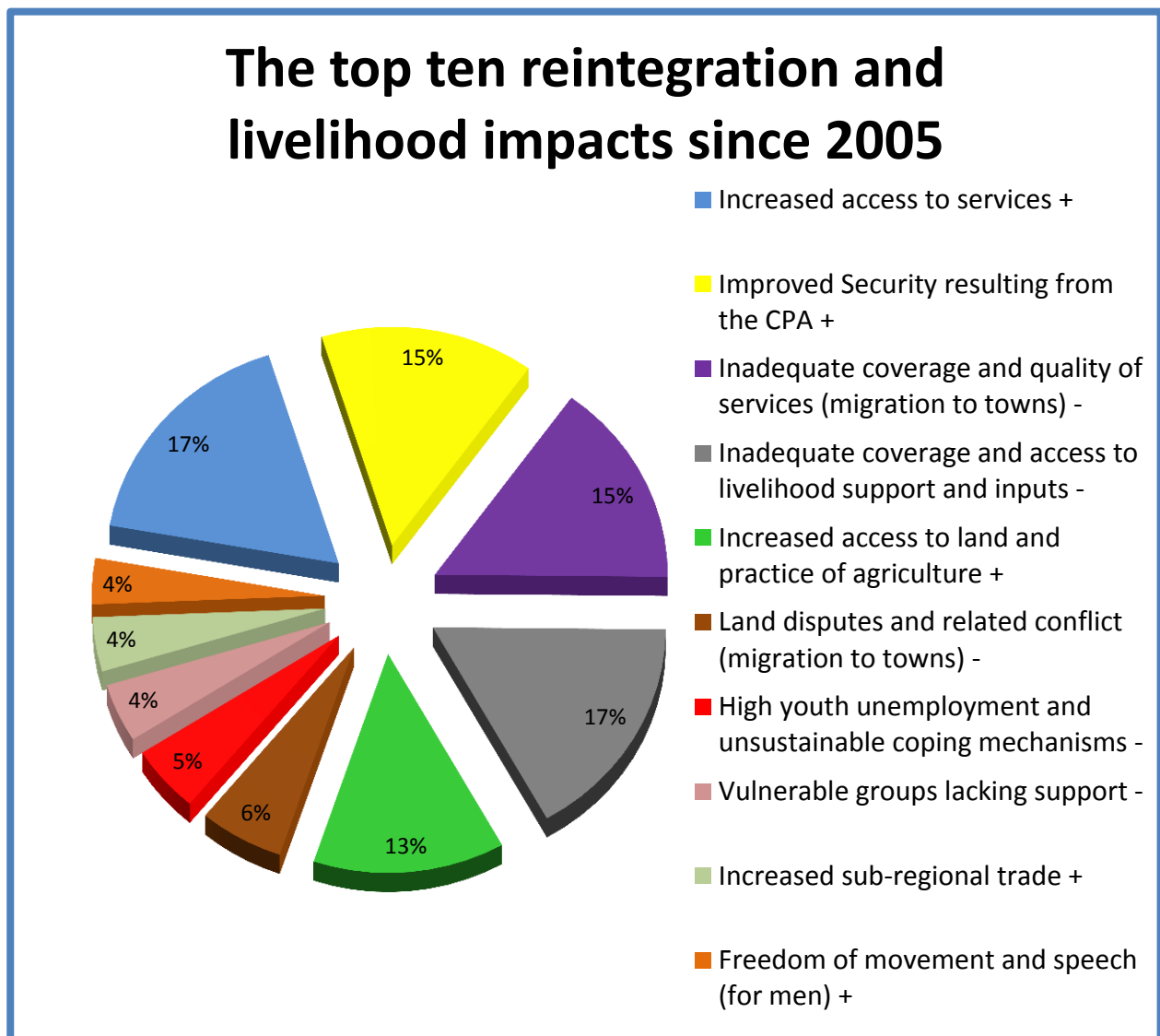
Two validation workshops were held to confirm, reject or nuance any findings in Yei and Juba. The one day workshop that took place in Yei, Central Equatoria State on 24 February 2011, was made up of nineteen (19) people who included former participants in the field work and Key Informants. They were the representative of the Yei River, County Commissioner, INGOs, community members and UNHCR staff. The accuracy of the evaluation findings and recommendations were confirmed as valid and the participants did not feel a need to change any of them. Some helpful nuances were added on gender and communication with communities and the order of prioritisation that emerged had slight differences cf. Annexe 8. A total of twenty five (25) participants from INGOs, donor, bilateral and UN agencies attended the workshop in Juba on 02 March 2011.



Yei validation workshop confirmation of the accuracy of findings and recommendations

## Summary of Key Findings

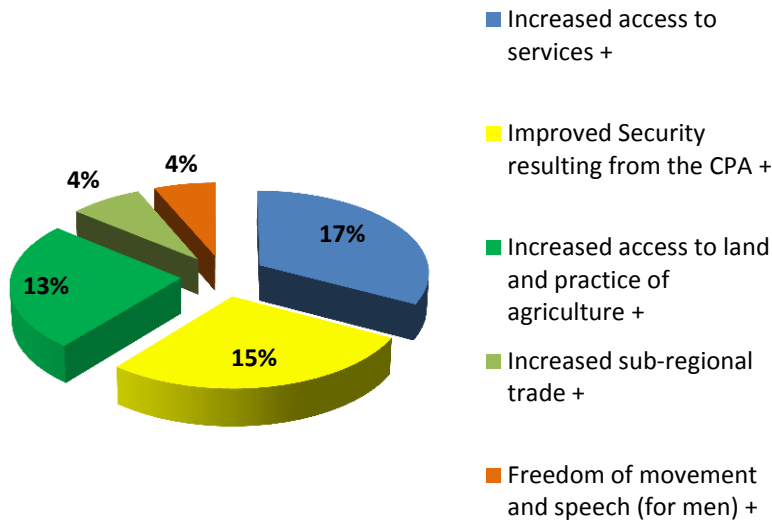
The contextual findings that emerged from field work were very clear. Within the framework of the CPA a range of changes have been made possible which were historic for Southern Sudanese people. The resultant improvements in overall security enabled return, greater government and humanitarian engagement, increased access to land, circulation of goods and greater freedoms etc. On the back of this an unprecedented engagement in infrastructure development was made possible and this included the establishment and improvement of services in WASH, education, health etc where little or nothing has previously existed. This is the impact area to which the CBRP contributed and was found to be timely, appropriate and relevant (notwithstanding on going challenges). At the same time while progress has been made coverage of populations remains limited and new challenges around conflict over land and livelihoods have increased over the past five years.



+ = positive impact - = negative impact

In the final analysis what UNHCR’s CBRP has supported has been timely, appropriate and relevant. More could be done now to support addressing land and other conflicts; substantially increasing genuine participation of communities in planning; increasing service coverage and functionality; support to livelihoods. These issues are relevant and accentuated in the context of increased returns from the north.

### Consolidated positive reintegration and livelihood impacts

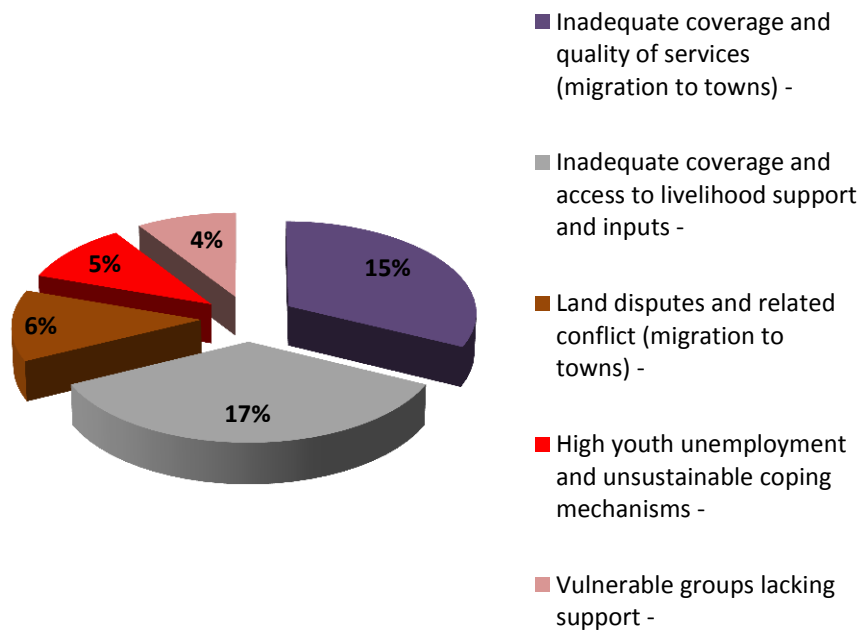


There were one hundred and eighty two (182) qualitative impact statements recorded from community based focus group discussions in all four states. The findings above represent the key issues ranked by frequency of occurrence. There was some variation on prioritisation of the key findings above in the Yei and Juba Validation Workshops two months after the field work, though no major inconsistency in the findings was identified. The prioritisation of the findings and recommendations presented in the report are those of the communities involved in the field work and not the rankings from the validation workshops cf. Annexe 9.

While there have been undeniable improvements especially for those who remained in Southern Sudan during the war, for those who went into exile they have often returned with higher expectations than what local conditions and capacities have been able to meet over the past five years and these reflect key limitation areas.

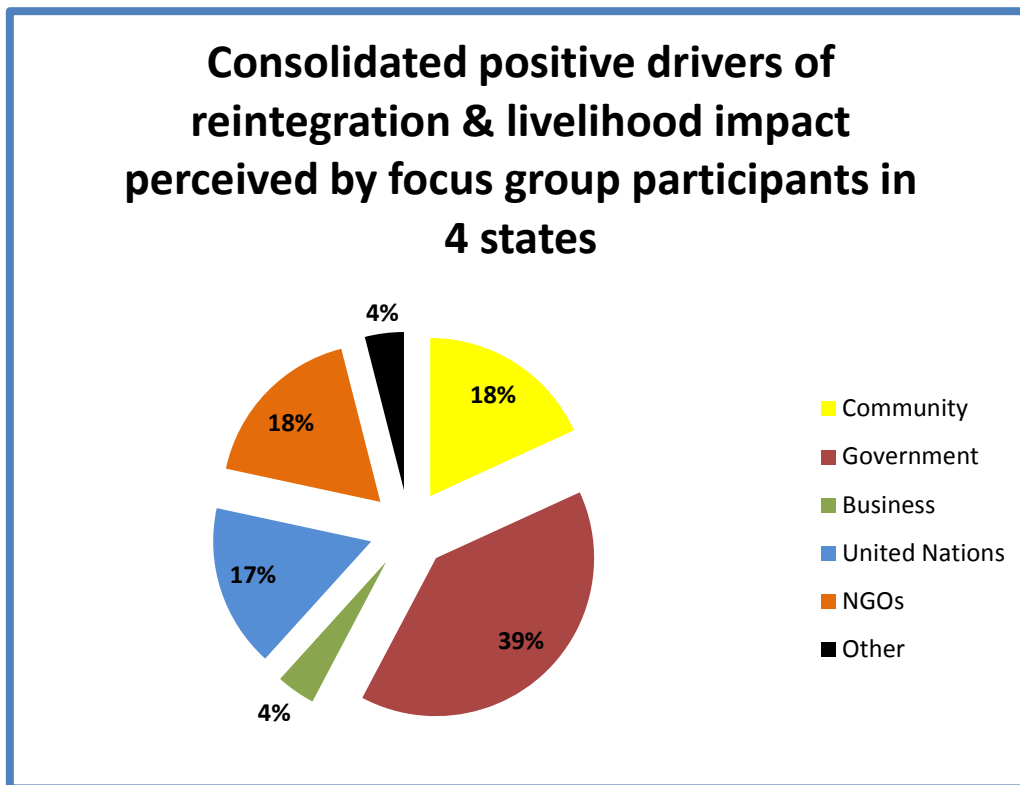
Impact difference which reflects negatively for returnees is often between the standard of services e.g. health, WASH etc that they experienced as refugees or in the north and what they have experienced having returned during the past five years.

### Consolidated negative reintegration and livelihood impacts



## Summary of drivers of positive and negative impact: Who is making a difference?

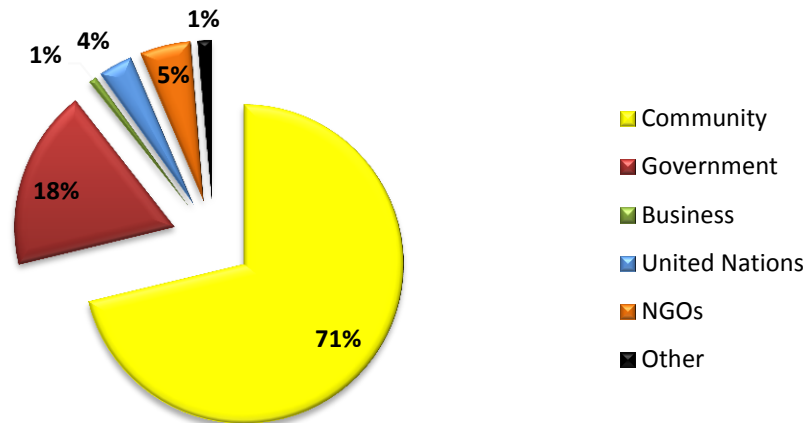
After identification of the key qualitative impact differences identified by communities, work was done to determine who people felt those positive and negative changes were attributable to. The categorisation was according to the main actors considered to be important for the development of any country and response to humanitarian needs.



Given the leading and positive role that government played in agreement of the CPA, which created the conditions for a wider range of impact differences to take place over the past five years, the government was scored very highly. Likewise it was community initiative that led to high spontaneous return and renewed sense of nationhood. These factors are national in nature. Increased trade and the support of the UN and NGOs in service provision were positively appreciated as key differences related to the context of the CBRP.

In the individual ranking related to negative impact drivers, the Government was viewed as the main driver where progress and further development could be made; in relation to the livelihoods thematic the community was viewed as the largest negative driver in relation to community based re-integration thematic and where support for e.g. peaceful coexistence could assist in addressing negative the impact of localised conflict on the reintegration and livelihoods of communities for example. When the communities (especially refugee and IDP returnees) clearly expressed that the greatest impact difference in their lives over the past five years was the lack of the most basic services, they attributed this negatively and most often to Government and extended this to the UN agencies and INGOs as areas for improvement. This accounts for some (but not all) of the negative weighting allocated to the UN and NGOs.

### Consolidated negative drivers of reintegration and livelihood impact perceived by focus group participants in 4 states

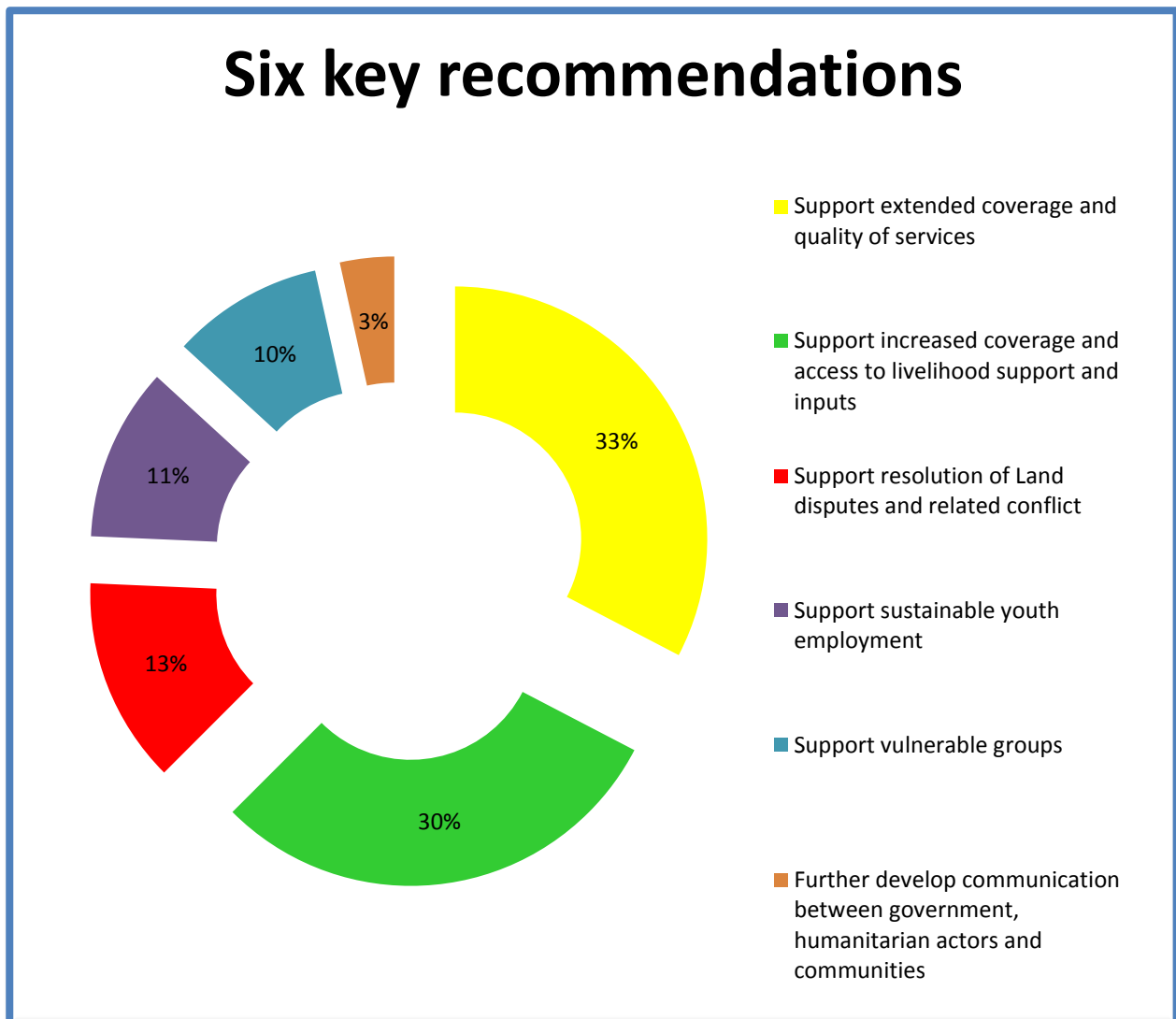


Why are the drivers of impact differences as perceived by communities important? They tell us whether: **We are doing things right? We are doing the right things? Who is doing things right? Who is doing the right things?** They enable us to take the temperature and align ourselves with the priorities of the community. It is important to note that during the attribution exercises that UNHCR was perceived by primary stakeholders as constituting a major component of attribution related to the UN's %. From this ranking we can confidently confirm that UNHCR's CBRP has made a positive difference relating to the impact finding on increased access to services, which was the primary objective of the CBRP. Often INGO support was funded through UNHCR grant making and there was often little awareness of this among populations encountered.

**“What we have done is like a drop of rain in the desert”**

**Richard Ewila**  
UNHCR of Field Office, Bor, Jonglei State

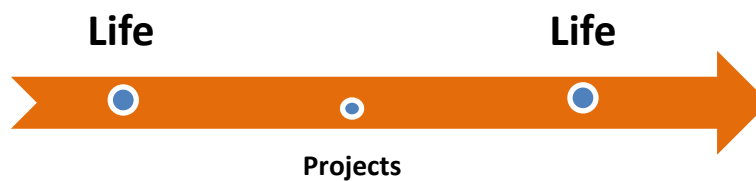
The key recommendations relate directly to the key findings, where there exist substantial pressure points and where the right kind of support would help accelerate people's own priorities and initiative that is already evident. While solid progress has been made in service provision it remains equal to those geographical areas in the sample, where people do not have access to or insufficient support. The fully understandable situation of government indicates that there is a long way to go in bringing service delivery up to minimum standards. Localised conflict over land and other resources are severely hampering progress for many people. Meaningful engagement of youth and other groups is central to development of the country and mitigation of potential future unrest. Needs across Southern Sudan are acute and the most vulnerable are often those most in need. Premium communication and participation among actors and communities is central to effective sustainable development and transformative use of resources.



# Full Report

## 1.0. Introduction

The CBRP programme took place in the wider context of peoples' lives. It is not possible to completely isolate and understand impact or long term differences resulting from any one agency intervention, apart from the spider's web of relationships that exist in any context. People do not live in a vacuum: We are inter-relational and inter-dependent - a basic fact of life. The evaluation therefore looked at UNHCR's CBRBP projects within the context of communities living in parts of four (4) states and the web of inter relationships that also exist for those same populations.



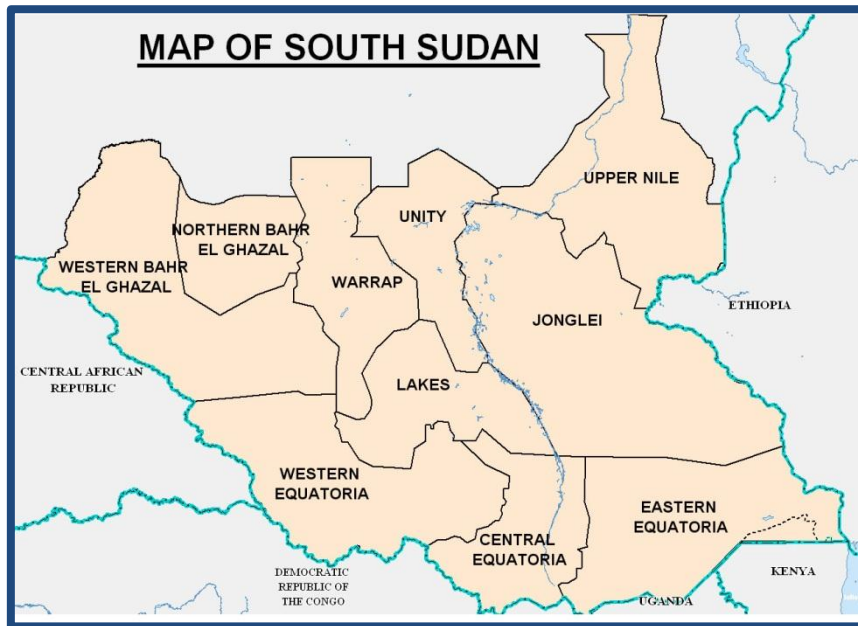
People First Impact Method 2010

These wider impact relationships within which the CBRP took place, includes those within and between communities themselves, GoSS, civil society actors e.g. Churches, UN agencies and INGOs etc. The evaluation worked back from the experience of representative groups within the population to determine what specific impact UNHCR's CBRP projects had had. It did not start with a project or organisational focus as this would have prescribed and funnelled responses in a particular direction. The evaluation also recognises impact differences over the past 5 years that emanated from other actors within the context. This is important in order to fully understand what has and is happening in South Sudan at local levels. Therefore the impact findings of UNHCR's CBRP projects, relate to other impact differences that have taken place over the past 5 years. The relational context within which UNHCR has implemented its work is vitally important to understand the importance and role of UNHCR. It also underscores the inter-relatedness and importance of other impact differences that have taken place which are attributable to the community itself, GoSS, civil society actors, other UN agencies and INGOs.

**“Right away when I leave this place I will change the impact approach of my organisation – we were only looking at projects and not people.”**

**Abraham Mading Ador**  
**Project Officer**  
 Bor County, Jonglei State





The consultant trained a total of ninety one (91) Southern Sudanese to conduct conversations using The P-FIM<sup>®</sup> methodology in the four Southern Sudanese states of Upper Nile, Jonglei, Eastern and Central Equatoria between 15 November 2010 and 22 December 2010. The backgrounds of these participants ranged from Community Members, Teachers, Nurses, to Project Officers etc. The exercise was completely inter organisational in character and participants came from forty five (45) different organisations which included ten Community Based/Civil Society Organisations (10), Government of Southern Sudan (12 different units); United Nations Agencies (3) and International NGOs (20). Nine hundred and nineteen (919) Southern Sudanese people from thirty three (33) representative groups in the society were engaged in the process to determine what impact differences: positive, negative and neutral, had taken place in their lives in relation to the entirety of their community level reintegration and livelihoods since 2005; and to whom those impact differences were attributable to. The sample size of 919 individuals in four states during a six week exercise was considered a very good figure and while not exhaustive of everyone's experience, it does provide a solid current sense of impact differences in the areas where field work was carried out. Twenty one (21) project sites were also visited by the consultant in four states.

Six (6) focus groups were conducted in Upper Nile with a total of one hundred and seventy people (170); seven (7) in Jonglei with a total of two hundred and twenty one people (221); thirteen (13) in Eastern Equatoria (EES) with a total of three hundred and fifty eight people (358) (there was a higher number of discussions in EES as UNHCR wanted a more in depth view of the situation on the ground there and the UNHCR team in Nimule were able to accommodate these preparations at limited notice); and seven (7) in Central Equatoria with one hundred and seventy people (170). The majority of participants in discussions were women. The full details on the age range of group participants available on request. Categories of focus groups were decided on by group discussions followed by ranking exercises among participants during training, to determine who they considered were most important and representative to meet on re-integration and livelihood issues.

State	Female	Male	Girls	Boys	Total
Upper Nile	97	58	0	15	170
Jonglei	92	65	28	36	221
Eastern Equatoria	230	120	2	6	358
Central Equatoria	103	67			170
<b>Overall Totals</b>	<b>522</b>	<b>310</b>	<b>30</b>	<b>57</b>	<b>919</b>

### Total Number & Disaggregation of Focus Groups by state

#### Representative groups involved

No	Group	State	County
1	Refugee Returnees (from Uganda, Ethiopia, Kenya)	Upper Nile	Malakal
2	IDP Returnees (from north)	Upper Nile	Malakal
3	School Youth	Upper Nile	Malakal
4	Street Children (former)	Upper Nile	Malakal
5	Market Traders	Upper Nile	Malakal
6	Community Leaders	Upper Nile	Malakal
7	Vulnerable (leprosy sufferers)	Jonglei	Bor
8	Women	Jonglei	Bor
9	CSOs/CBOs	Jonglei	Bor
10	School children	Jonglei	Bor
11	Youth	Jonglei	Bor
12	Women	Jonglei	Bor
13	Returnees	Jonglei	Bor
14	Vulnerable (orphans)	Eastern Equatoria	Magwi
15	Physically challenged	Eastern Equatoria	Magwi
16	HIV/AIDS Support Group	Eastern Equatoria	Magwi
17	Youth	Eastern Equatoria	Magwi
18	Farmers	Eastern Equatoria	Magwi
19	Women (Amatura)	Eastern Equatoria	Magwi
20	Elders	Eastern Equatoria	Magwi
21	Women	Eastern Equatoria	Magwi
22	Orphans	Eastern Equatoria	Magwi
23	Youth	Eastern Equatoria	Magwi
24	Women	Eastern Equatoria	Magwi
25	Women & Elders	Eastern Equatoria	Magwi
26	Elders	Eastern Equatoria	Magwi
27	Women	Central Equatoria	Yei
28	Teachers	Central Equatoria	Yei
29	Women	Central Equatoria	Yei
30	Children	Central Equatoria	Yei
31	Community Leaders	Central Equatoria	Yei
32	Youth	Central Equatoria	Yei
33	Women	Central Equatoria	Yei

### Total Number & Disaggregation of Key Informants

State	Female	Male	Sudanese	Non Sudanese	Total
Upper Nile		8	6	2	<b>8</b>
Jonglei		5	3	2	<b>5</b>
Eastern Equatoria	4	7	11		<b>11</b>
Central Equatoria	2	7	8	1	<b>8</b>
Juba	6	21	11	15	<b>27</b>
<b>Overall Totals</b>	<b>12</b>	<b>46</b>	<b>38</b>	<b>20</b>	<b>60</b>

Sixty (60) Key Informant Interviews were conducted by the consultant during the same period with Community Members, Government staff, UNHCR, Partners, INGOs, Churches etc. People in those positions were predominantly older men. The purpose of these KIIs was to triangulate perspectives on reintegration and livelihood impact differences with the findings at community level. This helped to determine the connectivity between Key Informants and the community perspectives on the ground.

The P-FIM<sup>®</sup> methodology (see Annex 2) in itself provides a practical model that may help UNHCR to strengthen its accountability practices and to provide quantifiable attribution data, by identifying the drivers of positive, neutral and negative humanitarian and development impact, as felt by communities themselves.

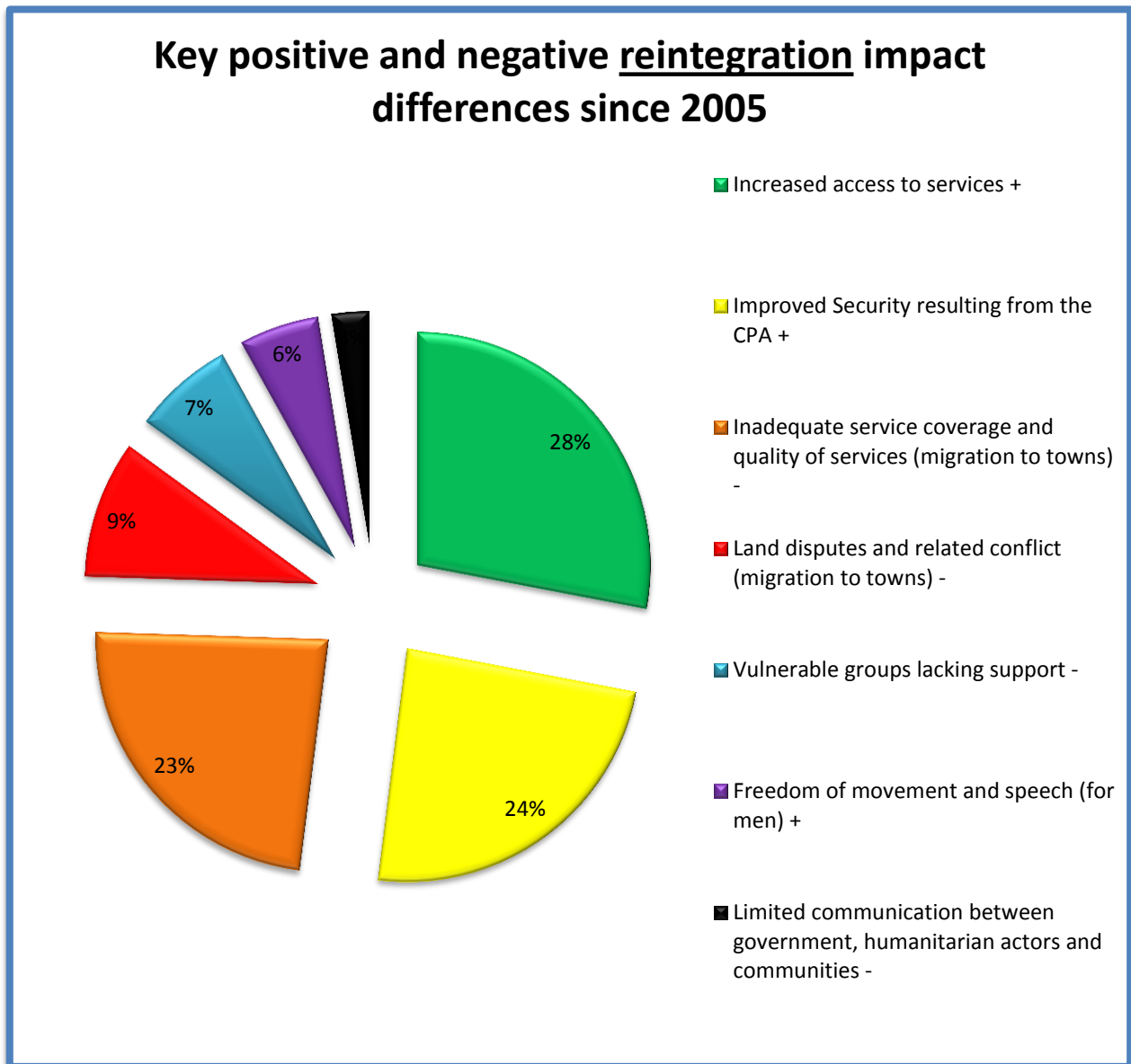
The key informant interviews explored the following questions:

1. What do you feel are key positive and negative changes that have taken place in relation to the reintegration of South Sudanese populations at community level over the past 5 years?
2. What do you feel are the key issues that need to be addressed in order to better support successful reintegration at community level?
3. What do you feel UNHCR and its partners have done well in relation to community based reintegration support and what should be changed or improved?
4. Are there any key recommendations that you feel I should make?

The literature review was a desk-based study of existing literature related to Southern Sudan and evaluation.

## 2.0. Key findings related to reintegration

Reintegration differences in people's lives highlighted the differences between what returnees had expected to find and what they considered the reality was for them on arrival and over the past five years



## Finding relating to relevance and appropriateness

**“We are very happy to have these two classes and two offices. We didn’t have these before thanks to UNHCR.”**

**Paulino Ageng Mayik**  
Head Assosa Girls Secondary School, Malakal, Upper Nile State

### 2.1. Increased access to services

There has been a unanimous agreement in the findings that access to services, facilities and the improvement of infrastructure in Southern Sudan has improved considerably since 2005. UNHCR has made a substantial and considerable contribution to the installation of school classrooms and teachers offices; boreholes; health centres and Primary Health Care Units (PHCUs) through a total of over 950 CBRPs. However these interventions are a drop in the ocean as the needs are great and there simply was so little if any infrastructure and service development since independence. This work in the opinion of the consultant has been highly relevant and appropriate to the needs of the population in Southern Sudan.

**“People did not have these facilities and now they have. They have nothing to compare these things with. These are areas that had nothing at all before the war.”**

**Francis Kaluka**  
UNHCR Assistant Programme Officer  
Juba

### Finding relating to local context and protection

### 2.2. Improved security resulting from the 2005 Comprehensive Peace Agreement

“In 2004 we were playing football and heard the Antinov coming. We heard the bomb falling and our friends were buried” (Children’s Group, St. Patricks Church, Nimule). The field exercises and the engagement resulting with grassroots communities left a strong and powerful impression regarding the widespread impact of the Comprehensive Peace Agreement that the Southern Sudanese population genuinely appreciates. They attribute this achievement to both the SPLA and northern Government with recognition of some international support towards this and especially by the Sudanese Churches in advocating both sides towards a peaceful solution. For them the CPA marked the end of the twenty two year civil war and the resultant significantly improved security situation, created the conditions for the large scale spontaneous and organised repatriations home of Southern Sudanese in exile as refugees in surrounding countries and as displaced persons in the northern Sudan. The past five years since the CPA signing has given Southern Sudanese a real taste of peace which is deeply appreciated. People repeatedly mentioned that for the first time in twenty years that separated families were able to re-unite.

**“No More Antinov bombing.”**

**Children’s statement**

**Nimule, Magwi County, Eastern Equatoria**

**“The gazelle cannot leave home where there is water . . . until the rains come.”**

**Proverb, Malakal, Upper Nile State**

## Finding relating to coverage

### 2.3. Inadequate coverage, access to and quality of services (migration to towns)

**“When the time has come to discuss with our husbands it is time to go and fetch water!”**

**Women and elders Group**

**Loa, Magwi County, Eastern Equatoria State**

The needs in Southern Sudan are immense and what has been achieved to date is a drop in the ocean. Services and infrastructure related to this have largely been developed in towns and along roads where access is easier. Southern Sudan is an extremely difficult logistical environment where the road network is undeveloped despite major improvements in the populations view, compared to what existed before 2005. For those who lived in the country during the war and for those who returned early they consider that road conditions compared to what they were, are considerably better. In spite of this there is only a three to four month window in the dry season when any programme

work can be done, especially construction that requires the supply and delivery to site of construction and other materials, before roads become impassable. As a result the majority of developments can be clearly seen in towns and between them where major roads exist. The presence of services and often better security in towns and peri-urban areas are drawing populations to them. There are three factors found that influence the drift to urban areas 1) Refugee and internally displaced returnees have become used to the provision and availability of quality services (this is testimony to the quality of services provided by UNHCR/Partners and other agencies to former refugees and IDPs). People want to be near places where they can access schools, health services and clean water etc 2) Cultural assimilation. People in exile and in the north have become accustomed or have only known a way of life (often urban or peri-urban) that they

**“For the past twenty one year’s UNHCR protected and looked after us very well in exile. You have really helped us over the years but we cannot say it is enough – we are still under developed. Continue to do the process of evaluation, so that you continue to understand the needs on the ground.”**

**Tartizio Wani**

**Key Informant Interview**

**Pageri Boma Chief, Pageri Payam, Magwi County, Eastern Equatoria State**

want to continue. They do not have the skills or disposition to live outside of towns. Livelihood support therefore needs to consider both rural and urban opportunities 3) Security: people in states experiencing conflict over resources along ethnic lines have and are moving once displaced to towns and near roads where they feel safer 4) People who know that their land is occupied by others or in a mined area have located to towns. Improved road access and on-going de-mining activities are two key issues affecting the low population of rural areas. Improved roads will enable improved access and development of services, goods and trade and link the rural to the urban.

Some of the facilities installed by UNHCR and its partners are clearly not functioning particularly those related to health, for reasons beyond UNHCR's control. Three out of four PHCU's visited were either not functioning properly due to never being supplied staff or drugs; and abandonment of post by staff who had

not been paid by GoSS etc. Many schools are dependent on voluntary teachers and those who are paid complained of salaries being very late. These statements were reiterated substantially in the focus group discussions in all four states. These represent some of the challenges facing GoSS and are elaborated further in the recommendations section of the report.

### Finding relating to context and protection

**“If you want this land do you have a bucket of blood to give me?”**

#### 2.4. Land occupation and related conflict

**“If a lion is hungry and has meat and you try to take it away, you will never be able to do it!”**

**Ibrahim Baigo**  
Driver UNHCR  
Juba

There is a clear categorisation of the society between those who fought the war; those who stayed during the war; those who returned early; those who were displaced to the north; and those who went into “exile” as refugees. People who fought the war and stayed behind settled and lived where they could, often on the land of others and for many years. It was described by one person in a focus group in Yei as follows “People stayed in the pit of death and those who went away had life.” Land occupation seems to be a particular problem in towns and is often associated with occupation by former and current SPLA

members. They feel that they defended the land. More widely people who stayed behind during the war and those who returned see each other differently. Returnees tend to have had access to better educational opportunities and communication in disputes between both groups can be difficult in terms of how problems are resolved. Over the past five years livelihood conflicts have emerged between pastoralist and farming communities as herders push their livestock further for grazing and come into conflict with farmers trying to protect their crops. These livelihood conflicts have existed for hundreds of years and the difference now is made by the wide availability of light weapons; previously rivals fought with fists and clubs. By and large people do not feel that the government is doing enough to proactively resolve these disputes and they pass with impunity (often hampered by the lack of road access for security forces).

### Finding relating to protection/HIV/AIDS/coverage/gender

**“One woman came back with expectation of health services. A community member died for lack of services. GoSS and UNHCR came to visit our camp prior to return and when we came back we found our community as we left it . . . nothing there.”**

**Farmers Group, Magwi County, Central Equatoria**



## 2.5. Vulnerable groups lacking support

Some vulnerable groups met such as former street children in Malakal; leprosy sufferers in Jonglei; and orphans in Nimule were clearly receiving good targeted support by various agencies and were happy with this. PLWA/H repatriated by UNHCR in some cases did not declare themselves at way stations; others who returned spontaneously and unassisted have not found access to ARV centres. Some PLWA/H have died as a result of the lack of access to services according to community groups. Others like widows and the elderly felt neglected from access to livelihood support. They may have received one off support and felt that this was limited to organised returnees only. Careful attention needs to be given to support to returnees in a way that does not marginalise or cause resentment among sections of the populations who are clearly struggling. This is a question of targeting and lack of support arose clearly in multiple focus group discussions.

### Finding relating to protection/context/gender

## 2.6. Increased Freedom of movement and speech (for men)

Freedom of movement between counties and states was previously very difficult. In multiple and numerous statements people across the country said that they now felt free to move unrestricted where they wanted and that this was a major impact difference in their lives over the past five years. This is having a major positive impact on the circulation of goods and trade. Business and especially petty trade has mushroomed over the past five years. For those who had been refugees especially, this was found to be a major difference in their lives. For those who stayed in the bush during the war this change has been a major impact in their lives and likewise for those who were displaced to the north. We met a group of leprosy sufferers at a camp that had been established on the same site by the British at Malek, Jonglei State in 1906. They had remained there during the war as they had no-where to go and they were very pleased simply to have a higher population around them. People feel an increased sense of togetherness and that they can say what they want. Returnees felt spontaneously and highly welcomed on return. They feel good about being in their own country. This freedom is also expressed in regard to being able to access education in English. While it was found that men had an increased sense of freedom of speech this was certainly not felt by women who remain largely marginalised in decision making.

**“In Uganda people called us *Lokai* (refugee) and we were not really free.”**

**Women’s Group  
Ganzi, Magwi County, Eastern Equatoria**

### Finding relating to participation of primary stakeholders

## 2.7. Limited communication between government, humanitarian actors and communities

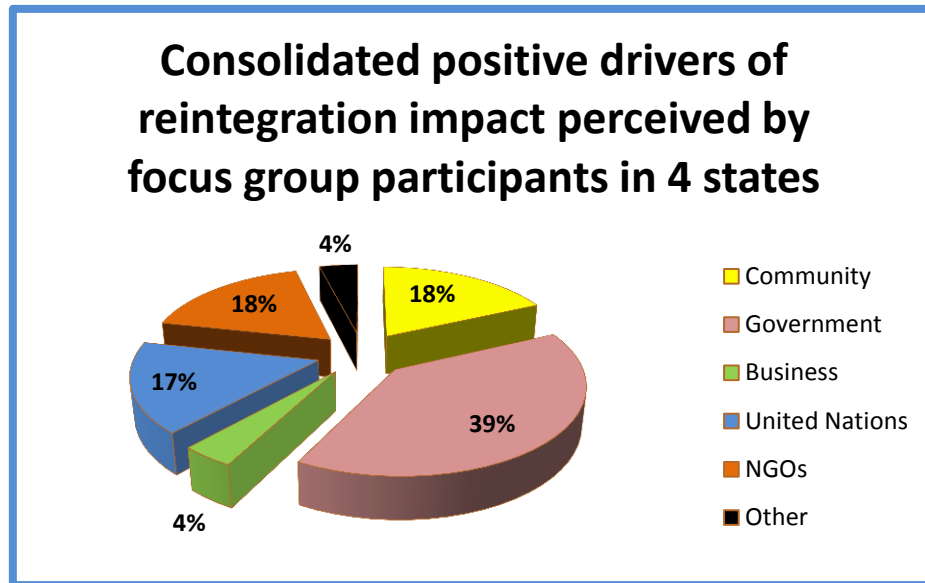
The negative attribution drivers indicate that communication from the centre to the periphery in the GoSS and where international support could be strengthened to empower government leaves room for further development. There were a series of community groups who complained that seeds were delivered late and therefore had no benefit to their livelihoods apart from consumption. Others had expectations raised before return of a six month rather than a three month repatriation package. Some had expectations of free schooling that did not materialise on arrival. A number of returnees clearly expected that things would be different in relation to service provision on their return. People particularly bemoaned the lack of referral facilities and access to ambulance services that they had become accustomed to in exile. They repeatedly mentioned carrying the sick and corpses long distances with blanket stretchers. One group of



women said they felt like cutting down the Mango Tree under which they meet visitors as they complained about having so many visits from different agencies asking for the same information. These are questions of accurate information sharing and on-going discussion and communication with communities.

### 3.0. Reintegration impact attribution

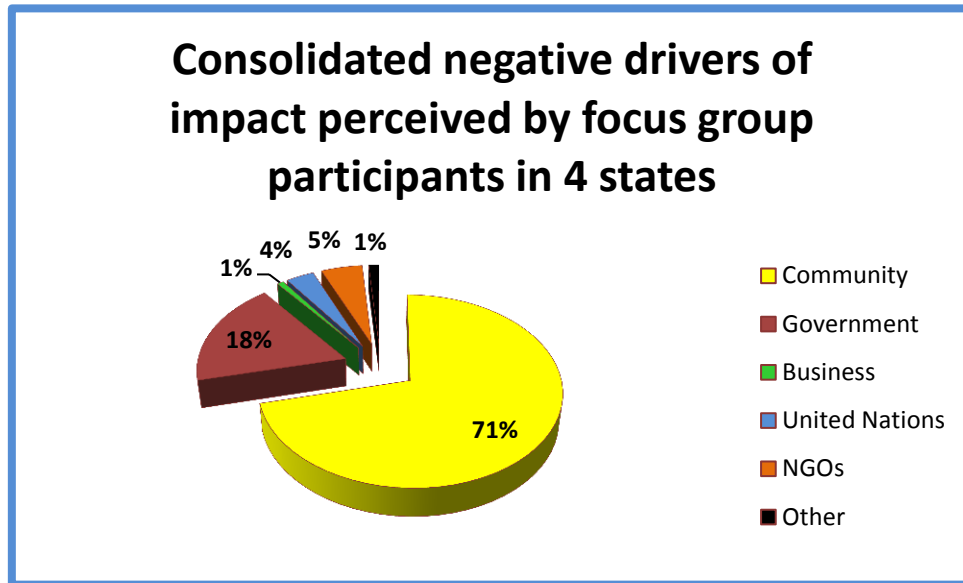
#### 3.1. Who do the communities attribute these positive reintegration impact differences to?



\* Other refers to other actors usually the Churches

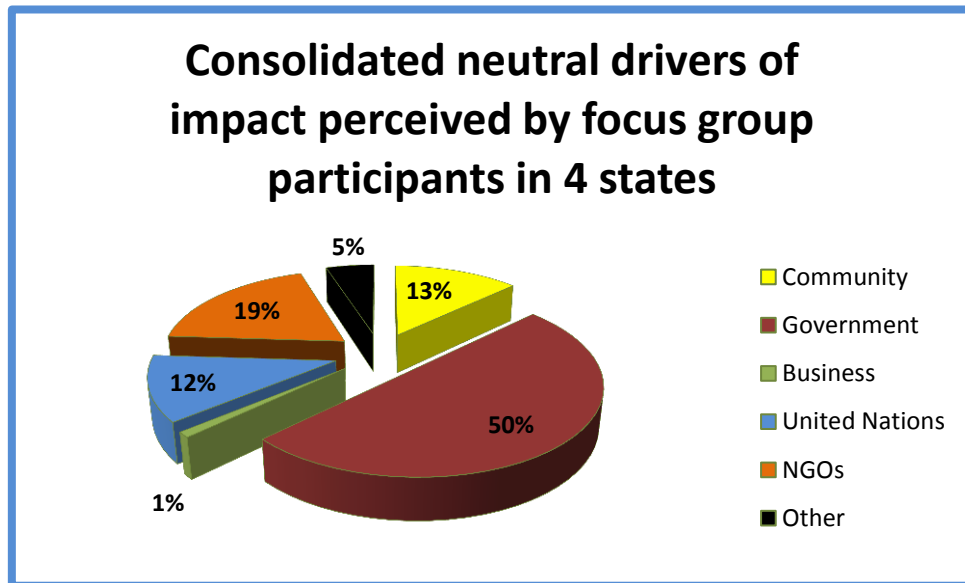
The Government scored very highly in the views of ordinary people largely through the overall peace and security that the CPA has created. This refers to the Government of Sudan (the north) and the SPLA/M. The past five years have made an enormous difference to the lives of Southern Sudanese. They also view the enabling environment for UN and NGO work to have been created by the Government of Southern Sudan. Southern Sudanese have tasted the absence of war which is deeply appreciated and they do not want to lose this. Nothing existed in terms of development before 2005 and the infrastructural development and limited access to services and free unlimited agricultural land in many cases and wider freedoms are more significant than anything in the modern history of the south. People would not want to concede this. UNHCR funds and works with a substantial range of NGOs who were positively mentioned in the P-FIM exercise.

### 3.2. Who do communities attribute these negative reintegration impact differences to?



The reason why communities ranked themselves highly in terms of negative impact differences was due to issues within communities like conflict over resources e.g. land disputes (especially), cattle raiding, stigma against PLWA/H etc, poor sanitation and farming practices etc.

### 3.3. Who do communities attribute these neutral reintegration impact differences to?



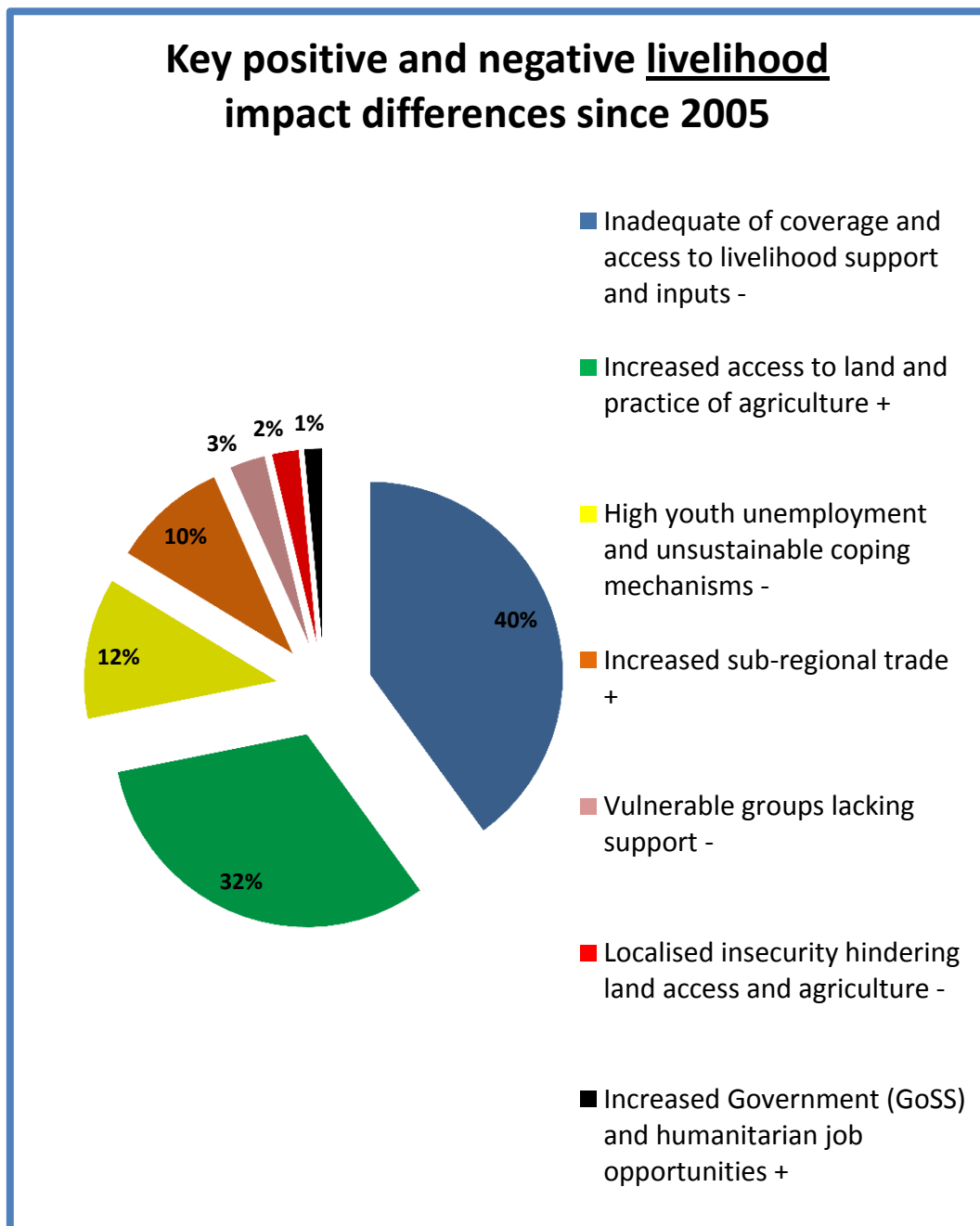
Neutral impacts were usually related to the lack of coverage of those things that had brought about positive impact e.g. schools, health centres, boreholes etc. For example if a service or facility had been constructed and because the needs are so great any positive difference that could have been achieved ended up negligible.

**“The Government of Southern Sudan is like a widow with children who needs help.”**

In their attribution of who was responsible for the positive, negative and neutral differences in their lives communities understanding the limitations of the GoSS therefore viewed it as the responsibility of the UN agencies and NGOs to provide the services that the GoSS was unable to provide. This is the reason largely for the negative attribution to UN and NGOs.

## 4.0. Impact differences relating to livelihoods

Livelihood impact differences related changes in how communities earned cash or were able to feed and look after themselves. This often referred to employment opportunities, trade and people's own abilities to engage in agriculture. Agricultural livelihoods in particular were found to be seriously disrupted where localised conflicts had occurred.



## Finding relating to coping strategies and resilience/coverage

### 4.1. Inadequate coverage and access to livelihood support and inputs

People are engaging in agriculture on a scale that was not occurring before 2005. However farmers are encountering challenges and obstacles that are seriously affecting production and scale. For example Juspen is happy to be back home in Southern Sudan after years spent as a refugee in Uganda. She is a member of a women's Cassava farming group supported by GIZ (GTZ), a UNHCR partner. Juspen is hard working and ambitious, though facing like many farmers serious challenges. The group of fifteen women and five men plan to sell the Cassava crop as flour and then buy two bulls for animal traction (they knew this method in Uganda) to extend the farming area next season. Only the Cassava crop is doing well as she feels her land has been exhausted by the presence of IDPs during the war (verified by other separate statements). Last year farmers experienced drought. This year the rains were good but the other crops like Sorghum and millet have been devastated by grasshopper infestation and Striga weeds that have a devastating effect on Sorghum and other cereal crops by competing for water and nutrients at the roots of the crop reducing growth and crop loss of up to 70%. Striga is infesting between 20 to 40 million hectares of farm land in sub-Saharan Africa. Farmers in Central Equatoria are worried about starvation occurring in 2011. People repeatedly said that their animals died suddenly and they did not know why. There is only one government extension agent for the whole Payam and people do not know how to deal with these agricultural problems common in other parts of Africa. These are serious issues of crop failure and harvest shortfall and farmers need support, if food security is to be addressed. It is causing food insecurity and dependence on food aid in some areas.



Juspen, Cassava Farmer, Magwi County

land in sub-Saharan Africa. Farmers in Central Equatoria are worried about starvation occurring in 2011. People repeatedly said that their animals died suddenly and they did not know why. There is only one government extension agent for the whole Payam and people do not know how to deal with these agricultural problems common in other parts of Africa. These are serious issues of crop failure and harvest shortfall and farmers need support, if food security is to be addressed. It is causing food insecurity and dependence on food aid in some areas.



Grasshopper damage to Sorghum



Striga Weeds



## Finding relating to local context/coping strategies/resilience

### 4.2. Increased access to land and practice of agriculture

One of the major differences experienced by returnees is access to unlimited and free land for agricultural use in cases not affected by land disputes or localised insecurity. People are returning to agriculture and this is particularly evident in Central and Eastern Equatoria States. This is one of the key dividends of the CPA and return to peace. It represents a major change for many people. For those who were refugees they did not have the same access to land or the freedom to cultivate as they desired. Equally people have increasingly been able to engage in agriculture in ways that they were unable to as refugees. In some states such as Eastern and Central Equatoria there has been a resumption of farming on a scale that was not permissible before 2005 during the war and people feel that this has been a significant change over the past five years. In parts of some states production is higher than average and access to markets is problematic due to the lack of road access, which in some instances is discouraging higher production as farmers cannot get their goods to market.

**“I feel good and independent farming as the land is there and I have to work. When I was in Uganda the land was very small and you could not cultivate things the way you like.”**

**Delima Susan  
Nurse  
Magwi County,  
Eastern Equatoria**

**“In the bush we were unemployed and there you could at least catch a bush rat to eat. Here in town we are still unemployed.”**

## Finding relating to local context

### 4.3. High youth unemployment and unsustainable coping mechanisms

**“If I left when I was six months old and grew up in Khartoum, do you think it will be possible for me to return to the village?”**

There were high expectations of returnees that they would find work on return and this has largely not been the case. High aspirations do not meet the reality of the opportunities actually available and this poses serious potential for future conflict. People are genuinely concerned about a meaningful future for the youth. Returnees have come back often more highly educated than they otherwise would have been if they had not left during the war. It was often commented by Key Informants that youth educated to secondary (GCSE A) level standard were idle loitering in towns. People strongly felt that they were being left out of the CPA dividend of jobs in the Government on the basis of ethnicity and internal nepotism summed up in this song. There was also repeated mentioned about the high number of humanitarian

There were high expectations of returnees that they would find work on return and this has largely not been the case. High aspirations do not meet the reality of the opportunities actually available and this poses serious potential for future conflict. People are genuinely concerned about a meaningful future for the youth. Returnees have come back

**“Where do you come from?  
What is your tribe?  
What is your father’s name?  
What is your mother’s name?”**

**Women’s Group song  
Yei, Central Equatoria**

jobs even the most unskilled going to foreigners from neighbouring countries. As time progresses and the challenges of building a country from scratch continue this is likely to grow as a cause of resentment among Southern Sudanese populations.



Charcoal for sale on the Nimule-Juba road

In the absence of alternative means of livelihood the quickest means of earning cash to survive is through charcoal burning, sale of firewood, sale of Teak timber and grass collection for thatch. Charcoal, firewood and thatch can be seen all along the main roads between towns. The long term effects of charcoal trade and firewood trade may take a high environmental toll on Southern Sudan. At an average cost of £20SDG per sack (depending on season) charcoal represents a relatively easy source of income especially if a lorry stops and buys 10-20 sacks in one visit. Among the young charcoal burners met no-one was replanting any trees.

**“These days because of the peace there is no more sleeping on Papyrus mats or animal skins – now we only use mattresses!”**

## Finding relating to local context/coping strategies/resilience

### 4.4. Increased sub-regional trade

Trade with neighbouring countries is increasing rapidly with the significant improvement in security and road access. Southern Sudanese especially those who were displaced into exile and to the north have become accustomed to commodities that they still demand. There is money to be made in Southern Sudan and its neighbours are seeing the opportunity. An estimated 30% of traders based on observation are Ugandans, Kenyans and other nationalities. In Nimule in Eastern Equatoria that borders Uganda for example, market demand for basic food commodities out-weighs local production and is therefore imported (even smoked fish). Much of this is due to farmers lacking knowledge and extension services to improve production e.g. dry season vegetable production. People said that the quality of local vegetables was inferior to those from outside. We saw tomatoes, cabbages, pulses etc for sale on the smallest local markets all coming from Uganda and elsewhere. These are all areas where support could be increased and meaningful opportunities developed with youth.



Natalie, Market Trader, Eastern Equatoria with her Money Maker Tomatoes imported from Uganda

**“The day before yesterday three women went to collect firewood in the bush. One was killed and the attackers ran away. Some cattle were taken from Konyang last year and that led us to come to Pariak.”**

**Women’s group**

**Kuoingo, Bor, Jonglei State**

## **Finding relating to protection**

### **4.5. Localised insecurity hindering land access and agriculture**

Localised insecurity often related to livelihood conflicts e.g. pastoralist and farmers are a major obstacle to successful reintegration. Whenever people experience a security incident they move *en masse* and do not go back e.g. displaced communities in Pariak, Jonglei State. We met pastoralists who had moved with their entire herds from Jonglei to Nimule in Central Equatoria for fear of cattle raiding. Likewise conflict over land boundaries between the Madi and Acholi in Central Equatoria is a major hindrance to people engaging in agriculture. The insecurity caused within and between the joint forces in Malakal have severely shaken people’s confidence. These conflicts and especially those involving fighting forces are the major barrier to people establishing and sustaining their livelihoods.

**“The early bird catches the worms.”**

## **Finding relating to local context/gender equality**

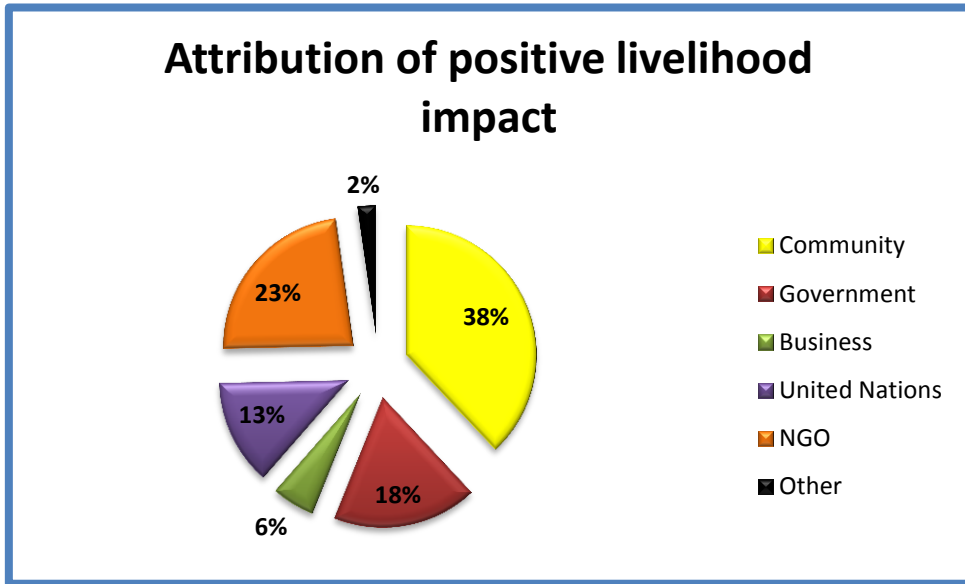
### **4.6. Increased Government (GoSS) and humanitarian job opportunities**

Since 2005 there has been a marked increase in job opportunities within the GoSS and humanitarian sectors. This represents a considerable impact. However it is felt that those who returned early took the available jobs and now skilled and qualified people are not being meaningfully utilised. There are widespread and strong sentiments of nepotism along family and ethnic lines in government. People feel that certain ethnic groups are being favouritised. Due to low salaries, late and unpaid salaries there is an exodus of staff in Government to NGOs and UN agencies where people feel that at least they will be paid. This seems to be especially the case in the health sector. On the GoSS side they feel that they have no control over their central budget allocations and the timing of transfers as this is dependent on the northern Government. There is growing resentment felt towards people from neighbouring countries who are being employed in low skilled and manual jobs. Both equal opportunities in accessing employment and ethnic diversity in the labour force is critical in order to avoid the development of major divisions in the society and the potential for conflict.



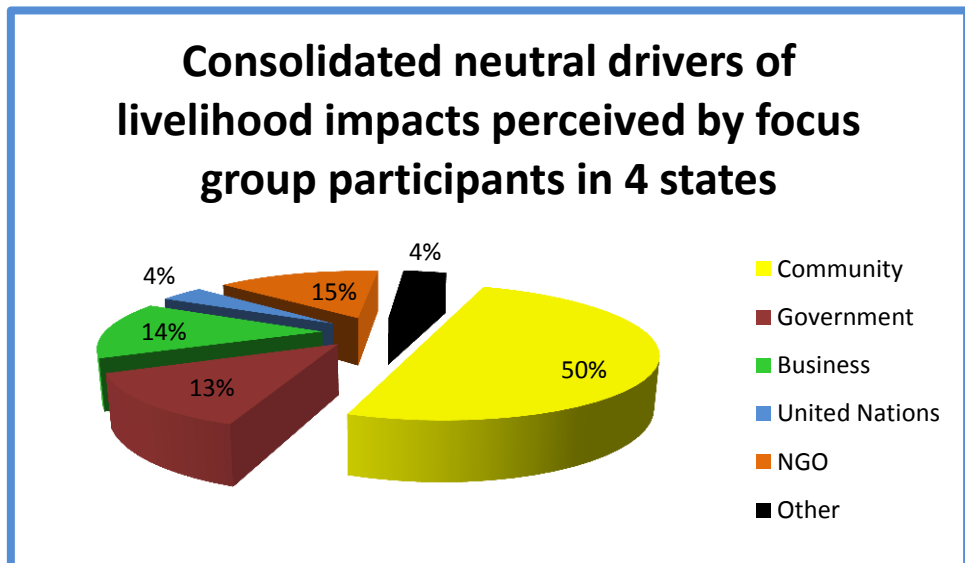
**5.0. Impact differences related to livelihoods**

**5.1. Who do communities attribute these positive livelihood impact differences to?**

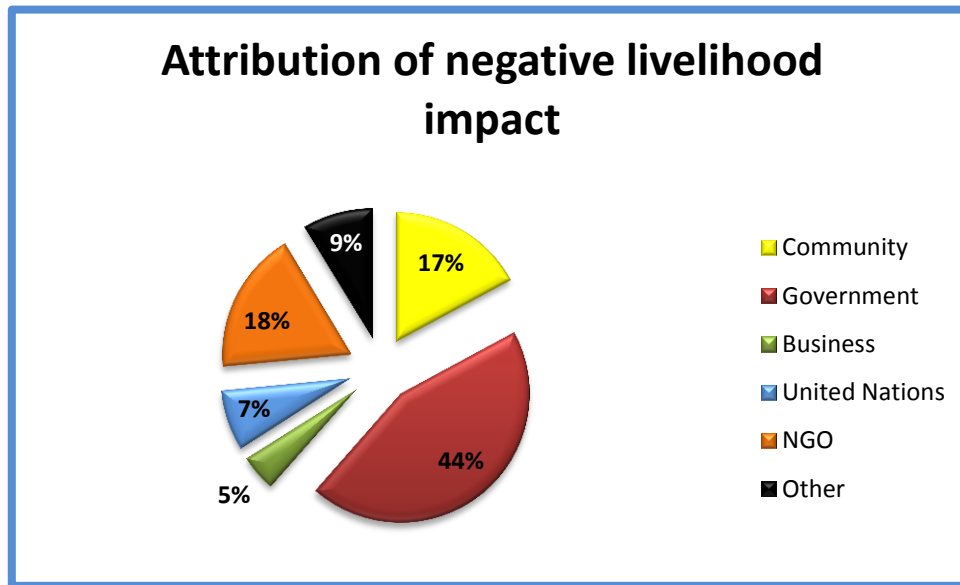


Consolidated positive drivers of livelihood impacts perceived by focus group participants in 4 states

**5.2. Who do communities attribute these neutral livelihood impact differences to?**



### 5.3. Who do communities attribute these negative livelihood impact differences to?



### 6.0. Impact differences relating to reintegration by State

In **Malakal, Upper Nile State** five (5) clear impact issues emerged from the community conversations about which people have strong emotions – three positive and two negative summary headings composed of sixteen (16) positive impact statements; ten (10) negative; and three (3) neutral. They were

- Improved security resulting from the CPA (endorsed by nine (9) statements)
- Improved infrastructure and access to services (endorsed by six (6) statements)
- Freedom of Movement (endorsed by three (3) statements)
- Inadequate Service Coverage (endorsed by six (6) statements)
- Land Tenure Issues (endorsed by four (4) statements)

In **Bor County, Jonglei State** six (6) clear impact issues emerged from the community conversations about which people have strong emotions – two (2) positive and four (4) negative summary headings composed of twenty nine (29) positive impact statements; twelve (12) negative; and one (1) neutral. They were:

- Improved security resulting from the CPA (endorsed by ten (10) statements)
- Improved access to services (endorsed by seventeen (17) statements)
- Freedom of Movement (endorsed by three (2) statements)
- Lack of access to and quality of services (endorsed by five (5) statements)
- Land Tenure Issues and migration to town (endorsed by four (4) statements)
- Unemployment (endorsed by three (3) statements)
- Localised Livelihood Conflict (endorsed by 1 statement)

In **Magwi County, Eastern Equatoria State** seven (7) clear impact issues emerged from the community conversations about which people have strong emotions – three (3) positive and four (4) negative summary headings composed of thirty four (34) positive impact statements; forty seven (47) negative; and two (2) neutral. They were:

- Improved Security resulting from the CPA (endorsed by twelve (12) statements)
- Freedom of movement and speech (endorsed by five (5) statements)
- Increased access to services and agriculture (endorsed by nineteen (19) statements)
- Vulnerable groups lacking support (endorsed by seven (7) statements)
- Inadequate access to and quality of services (endorsed by twenty seven (27) statements)
- Land disputes and related conflict (endorsed by six (6) statements)
- Limited communication between government, humanitarian actors and communities (endorsed by five (5) statements)

In **Yei County, Central Equatoria State** five (5) clear impact issues emerged from the community conversations about which people have strong emotions – two (2) positive and three (3) negative summary headings composed of twenty three (23) positive impact statements; fifteen (15) negative; and five (5) neutral.

- Improved Security resulting from the CPA (endorsed by twelve (12) statements)
- Increased access to services and agriculture (endorsed by fourteen (14) statements)
- Land disputes and related conflict (endorsed by four (4) statements)
- Vulnerable groups lacking support (endorsed by four (4) statements)
- Inadequate access to and quality of services (endorsed by nine (9) statements)

Place	Statement	Weighting
Nimule	Increased access to services and agriculture	19
Bor	Improved access to services	17
Yei	Increased access to services and agriculture	14
Nimule	Improved Security resulting from the CPA	12
Yei	Improved Security resulting from the CPA	12
Bor	Improved security resulting from the CPA	10
Malakal	Improved security resulting from the CPA	9
Malakal	Improved infrastructure and access to services	6
Nimule	Freedom of movement and speech	5
Malakal	Freedom of Movement	3
Bor	Freedom of Movement	2

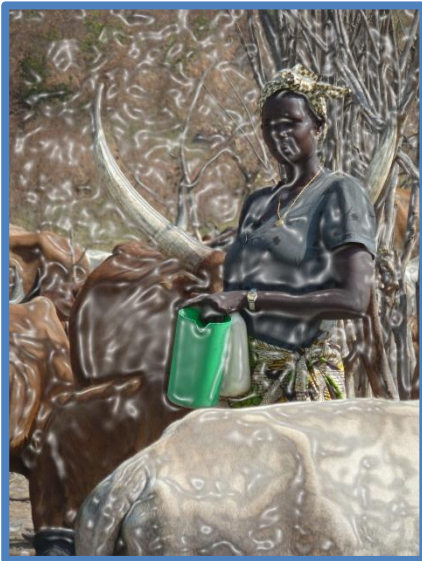
**Positive reintegration impacts by weighting from the consolidated impact statements  
(available on request in Excel format)**

### 7.1. Impact differences relating to livelihoods by State

In **Malakal County, Upper Nile State** four (4) clear impact issues emerged from the community conversations relating to livelihoods about which people have strong emotions – two (2) positive and two (2) negative summary headings composed of five (5) positive impact statements; seven (7) negative; and one (1) neutral.

- Inadequate access to services and infrastructure (endorsed by five (5) statements)

- Lack of employment (endorsed by four (4) statements)
- Government and humanitarian job opportunities (endorsed by two (2) statements)
- Access to land (endorsed by two (2) statements)



Cattle herder displaced by cattle rustling from Jonglei State to Magwi County, Eastern Equatoria State

In **Bor County, Jonglei State** six (6) clear impact issues emerged from the community conversations relating to livelihoods about which people have strong emotions – three (3) positive and three (3) negative summary headings composed of nine (9) positive and sixteen (16) negative impact statements.

- Efforts to develop agriculture (endorsed by two (2) statements)
- Increased sub-regional trade (endorsed by four (4) statements)
- Improved access to water, education and health services (endorsed by three (3))
- Food insecurity and dependence on food aid (endorsed by eleven (11) statements)
- Poor quality WASH standards and practices (endorsed by two (2) statements)
- Localised insecurity (endorsed by three (3) statements)

In **Magwi County, Eastern Equatoria State** five (5) clear impact issues emerged from the community conversations about which people have strong emotions – two (2) positive and three (3) negative summary headings composed of thirty two (32) positive impact statements; forty seven (36) negative; and two (2) neutral.

They were:

- Access to livelihood support and inputs (endorsed by thirty (30) statements)
- Increased access to land (endorsed by three (3) statements)
- Lack of coverage for livelihood support and inputs (endorsed by twenty eight (28) statements)
- Vulnerable groups lacking support (endorsed by four (4) statements)
- High Youth unemployment (endorsed by four (4) statements)

In **Yei County, Central Equatoria State** four (4) clear impact issues emerged from the community conversations about which people have strong emotions – two (2) positive and two (2) negative summary headings composed of twelve (12) positive impact statements; fourteen (14) negative; and seven (7) neutral.

- Increasing agricultural activity (endorsed by six (6) statements)
- Trade and business increasing (endorsed by nine (9) statements)
- Lack of access to livelihood support and inputs (endorsed by ten (10) statements)
- High unemployment and unsustainable coping mechanisms (endorsed by eight (8) statements)

## 7.0. Six key recommendations

1	<b>Support coverage and quality of services</b>	<b>47</b>
2	<b>Support increased coverage and access to livelihood support and inputs</b>	<b>43</b>
3	Support resolution of land disputes and related conflict	19
4	Support sustainable youth employment	16
5	Support vulnerable groups	14
6	Further develop communication between government, humanitarian actors and communities	5

### Key recommendations by community ranking

The basis for the recommendations is their relationship with the frequency of their occurrence in those impact findings that were found to be negative or areas requiring attention. The sixth recommendation on communication among key actors and with communities is based on its ranking as the most important finding after freedom of movement and speech (for men). Participants in the Yei Validation ranked it higher than other findings and therefore it has been included as a cross cutting issue necessary in order to build on results to date.

While substantial impact has been achieved it is absolutely clear that there is a great amount of work that needs to be done. Lack of coverage equals the progress made in service delivery in WASH, health, education and livelihoods support. On-going attention and input to this area is required. Land disputes and localised conflict continue to displace people and severely hamper any hope of establishing sustainable livelihoods and therefore addressing these is imperative to supporting successful community reintegration and establishment of livelihoods. Youth are the future of Southern Sudan and communities are genuinely concerned about facilitating a meaningful future for young people. Failure to engage with support to youth livelihood options is a recipe for growing resentment and potential conflict. Vulnerable groups are clearly slipping through the net and effective coordination and collaboration among key actors, with a premium placed on ensuring proper community participation, is integral to effective development.

**“Indeed, a father usually supports his newly married son until he sees that he can take care of himself.”**

**Acholi Proverb**

### 7.1. Support rural coverage and quality of services

People are migrating to towns because they feel there are services there, security is generally better and employment opportunities are higher. For many refugee and IDP returnees especially the youth, towns represent a way of life that they have become accustomed to. Many community groups met said that returnees have gone back to where they came from because they found it too difficult to settle. For the majority who have managed to settle, they are back for good. Some mentioned that if they had the means that they would leave when they could. Others are keeping their children in school in neighbouring countries as they feel the quality of education is far better. Many community groups said that if the services and roads existed in rural areas that they would prefer to live in rural areas. The Yei Validation Workshop clearly expressed that there is a clear need to link the rural to the urban through the improvement and building of roads. As one person said, “We cannot move until we know that there are services where we move to.” Obviously services need to be provided and further developed in towns. However, where clear opportunities exist to choose between increasing service coverage between towns and rural areas it is recommended to prioritise rural provision as a greater strategic priority. Advocacy for road building and

mine clearance are key strategic priorities to support this. Planning for the dry season window when work can be maximised should focus on rolling out and increasing service provision in rural areas. In the long term this will reduce pressure on the rapidly expanding urban settlements and lay the foundations for viable long term sustainable livelihoods for greater numbers of people.

A major challenge in the education sector is that people have assimilated different cultures over the years of war. Children have returned speaking English, French, Arabic, Lingala and Swahili etc depending on where they were displaced to. Especially in the early years of return the education system was divided between English and Arabic systems. These challenges continue to exist and are likely to increase with the high returns of Arabic speakers from the north. Re-training and support to development of English skills for teachers from the Arabic system (and other professions) to enable them integrate is going to be a priority.

**“Is it better for you to give me a hook so I catch my own fish or you keep giving me a fish? Better to get livelihoods established than keep receiving food from WFP.”**

**Community based group**

**Pariak, Jonglei State**

## **7.2. Support increased coverage and access to livelihood support and inputs**

**“Young people don’t like handling hoes; they want to be in towns.”**

**Key Informant**

**Nimule, Magwi County, Eastern Equatoria**

The availability of good agriculture land and a relatively small population bodes well for Southern Sudan’s economic and peaceful future and it is an area (e.g. land rights and land policy systems etc.) where the UN can do a lot of important work in support of the Southern Sudanese government. There are many positive examples in neighbouring countries and across Africa of successful subsistence agriculture where farmers are demonstrating high entrepreneurial spirit and moving beyond subsistence to farming as a business. The rapid growth of towns in Southern Sudan presents a high value market that farmers should be able to compete in with the right technical support and access to loans and inputs. It is recommended that UNHCR and its partners consider identifying progressive farmers who on their own initiative are engaging in small scale agricultural business and to explore synergies for demonstrating to farmers what is possible to achieve.

## **7.3. Support resolution of land disputes and related conflict**

The entire context of Southern Sudan can be usefully viewed through the tools of conflict analysis. The pressures on people and competition for resources and livelihoods will bring communities into conflict with

each other. Further and deeper understanding of the drivers of conflict at the community level will enable UNHCR offices to support interventions and advocacy, that will help mitigate the long term degradation of social relationships and conflicting goals among people and their communities. The war brought different ethnic groups into close proximity in a way that did not exist previously. Land disputes especially in urban areas are a major to successful re-integration. This is also causing further illegal occupation of land around towns and uncontrolled settlement to areas where people feel they can access services. In other areas such as in the land dispute between Acholi and Madi in Eastern Equatoria, agriculture and settlement is disrupted (likewise in disputes between pastoralists, Muralee and other tribes in Jonglei state). Communities blame the GoSS for not resolving and acting on these issues. These tensions will continue to grow unless they are dispersed. Resolution of land related conflicts and direct address of communities perceived to be causing instability will have a major impact on successful reintegration and livelihood development. Where security has improved, for example in former Lord's Resistance Army areas in Yei County, Central Equatoria there has been significant developments in terms of settlement and access to land for cultivation. Pastoralism and farmer conflicts are causing displacement and disruption to livelihoods. Direct address and work on the causes of these conflicts will make a major difference to people's ability to settle and be self-sufficient.

**“In the old days the husbands and fathers went deep into the bush for a week to do communal hunting. The men were not able to carry all the meat and called the women to collect and dry the meat – this would sometimes last a whole year. This is not happening now as our children grew up in camps and do not have that knowledge.”**

**Womens' Group**  
Yei, Central Equatoria State

#### **7.4. Support sustainable youth employment**

With increased returns from the north there are substantial numbers of people looking for employment, in addition to the existing layer of disengaged youth and others. UNHCR is engaging with UNDP and IOM current initiatives to research urban labour market needs and opportunities and the employment profiles of returnees. These actions will further deepen how this recommendation can be practically elaborated. In addition to the comments on supporting youth and others on agriculture, vocational training that UNHCR and its partners are already doing is appropriate and relevant (though there simply is not enough coverage to meet all the needs) with vocational training linking with demand for skills. A key challenge to youth is the development of awareness that agriculture can be a fulfilling and profitable enterprise. For many young people, agriculture may represent one of the few opportunities for a meaningful existence. Young farmer training and graduation programmes with small start-up kits and commitments to roll out step down training and services in the community in areas that energise them; whether livestock, poultry or crop production; along with farmer training days and exchange visits (including cross border where appropriate) can be important areas to be explored for project design. These can also be a powerful vehicle for peaceful co-existence by ensuring intake of youth from different ethnic groups and lifestyles whether pastoralist or crop farming and include peaceful coexistence alongside technical training.



## 7.5. Support vulnerable groups

Needs across South Sudan are huge. While there is a thin line between the needs of the many, there clearly emerged in the evaluation vulnerable groups who felt that they were being overlooked. This applies to people suffering from HIV/AIDS requiring access to ARVs; physically challenged; widows; female headed households; the elderly; street children; orphans etc. Assessment and project design should check targeting to ensure that vulnerable people are not being overlooked.

**“UNHCR (indeed all agencies) need to listen more to the affected population. There is a problem of agencies imposing their own plans and programmes on the populations.”**

**Makual Lual**

**Bor County Commissioner, Jonglei State”**

## 7.6. Further develop communication between government, humanitarian actors and communities

**“We feel like cutting down the Mango tree under which we hold our meetings!”**

**Women’s group**

**Magwi County, Eastern Equatoria State**

The Southern Sudanese Government is gaining experience and it is critical in coming years that it is empowered. It is clear that the responsibilities of government in paying salaries and supplying drugs to health facilities, needs address to ensure that investments to date are not wasted. GoSS should be invited and included in all key meetings and likewise IDPs, returnees and other community members where this is possible, in order to ensure that UNHCR and its partners planning are informed and shaped by community and GoSS plans.

Some communities expressed dissatisfaction with the frequency of agency assessments requesting exactly the same information. Engagement and relationships with communities

needs to move beyond data collection for proposals and reports and strive to be based on establishing mutual relationships of respect and trust. Increased collaboration between agencies and joint assessments and work of the kind carried out in this thoroughly inter-organisational evaluation that agencies can share for joint and individual planning and reporting purposes is essential in order to sustain positive relationships with communities. This work can also contribute to the development of state development plans. There is a need for better inter-agency collaboration and coordination for field work. Otherwise given the high number of agencies and projects in Southern Sudan, communities as outlined in the report will be subjected to the same repetitive questions based on data extraction for proposals, reports and evaluations. Inter-Agency evaluations of this kind would reduce the burden on communities. Communities should be involved at the first stage of a project before deciding on sectorial intervention and participate fully at every stage.



**“Even if these negative things are happening, we are sure things will improve.”**

## 8. Lessons learned

- **Inter-Agency Evaluation.** There are substantial lessons to be learnt from this evaluation about the ease and simplicity with which a thoroughly inclusive inter-organisational and community based evaluation can be undertaken. UNHCR Southern Sudan is strongly encouraged to build on this experience and to make the lessons learnt known more widely. The ease with which UNHCR was able to invite and bring together representatives of forty five different organisations drawn from community workers and representatives, Local Government bodies, international NGOs and UN agencies was in the evaluator’s opinion exceptional. This is an indication of the quality of connectedness to the local context. In the evaluator’s opinion, the openness of UNHCR to the evaluation approach and methodology was exceptional and of a model standard to be replicated internationally. An inter-agency approach to assessment and evaluation can bring high benefits to the participating organisations; it reduces the burden on communities of repetitive exercises asking the same questions; where the results can be shared by different agencies for multiple purposes; creates an environment that maximises learning where mistakes are viewed jointly and solutions advanced together. The P-FiM Agency Field Exercise Pre-Planning Guide shared with UNHCR (Gerry McCarthy and Paul O’Hagan 2010) is a no-nonsense, uncomplicated and practical approach to preparing for and conducting an inter-agency evaluation.
- **Non-functional facilities.** There is a clear need to involve communities in a real and meaningful way at all stages of the project cycle. This was not fully realised in some instances. It is recommended that for any non-functional facilities, particularly those in the health sector, to make extra effort to get these on track in dialogue with the GoSS and communities themselves. Future construction should include only facilities for which an inclusive and strong collaborative relationship of synergy with the government and community exists. It does not make sense to construct more facilities until the existing non-functioning ones are in operation. This would seem to involve trying different and better ways to develop an inclusive relationship of synergy with government e.g. joint leadership development experiences and field exercises where accountability and personal performance on both sides is challenged and increased.
- **Gender.** The Juba Validation Workshop highlighted that the majority of Key Informants had been middle aged and older men. While the evaluation findings and recommendations were based on community perspectives (majority women) and not Key Informant Interviews, UNHCR Offices should be conscious of trying to include gender balance in terms of age and sex of those included in Key Informant interviews. Where possible future focus group work should be disaggregated by sex and approximate age range to ensure that the least powerful can have their say. Likewise the participants who engaged in field work recommended by UNHCR and its partners were by majority, male. Special effort needs to be made for field offices to increase the numbers of women and the age ranges of participants in future field work.
- **Outstanding actions going forward.** The Juba Validation Workshop rightly highlighted a) potential for tension between GoSS plans and those of communities b) the need for advocacy on behalf of communities to donors c) need to collect more detailed information on conflict (important to verify what has already been done on this to avoid duplication of effort). These are areas outside the scope of this evaluation and require further detailed work particularly that on conflict and supporting an alignment of national, state and county development plans, with the real needs and legitimate aspirations of populations themselves. These are key areas of work to take forward. Addressing local level conflict for example as a key finding is integral to supporting successful community level reintegration and development of livelihoods.

## 9.0. Conclusion

The impact findings show us that the biggest drivers of both positive and negative change in Southern Sudan are national actors i.e. communities themselves, government, local and regional business and civil society actors. This is normal. Why would or could it be any other way? It is important that UNHCR remains in touch with how these trends change and develop each year in order to align itself with key pressure points and support within its mandate. Within this wider impact context UNHCR's CRBP programme has had a clear, visible and undeniable positive impact over the past five years. The amount of projects is impressive. By engaging with a random sample of the Southern Sudanese population, both those who have and who have not benefitted from UNHCR and its partners support, the evaluation has confirmed that this intervention has had an impact highly appreciated by the population. Construction work seen and visited e.g. schools and clinics was done to high and very high standards, which given the logistical constraints in Southern Sudan is a high achievement. Although not the focus of this evaluation, it clearly emerged that the support that refugee returnees had received from UNHCR in exile had been deeply appreciated and raised their expectations of facilities and service standards on return. UNHCR and its partners can take credit for this service.

The evaluation judged that there was high agreement on findings and recommendations made in this report between the views of Key Informants including UNHCR and partner staff and appreciation of the same issues by communities involved in the field exercise. This is encouraging as it indicates high degrees of agreement about what the key challenges are and good connectedness to context. In order to maximise this wealth of experience and knowledge, some work looking at models of partnership and ways of working may be useful. For those involved in the exercise it is not expected that there will be too many surprises, if any. This was in any case a collective work and findings and recommendations have been based on entirely on these. I hope that I have done justice to this and that it is felt that the key points from the Key Informant discussions and field work are reflected in this report.<sup>1</sup>

This is a historic time in Southern Sudan. Many people are hurting deeply with lack of basic services and means of livelihood. Government workers are being paid late or not at all. People are seriously suffering. At the same time there remains a sense of collective purpose and commitment to hold on to the experience of peace and freedom that the past five years have enabled. The recent unanimous and peaceful vote for separation is an indication of what the South Sudanese can achieve. This is a unique opportunity to learn from the post-independence mistakes of other African countries and wider humanitarian experience and to work with the Government and populations of Southern Sudan to build a better future. This means supporting leadership development, good governance, accountability, improving service delivery, building livelihoods and addressing localised conflicts. UNHCR has a unique and positive role to play.

Where UNHCR and its partners CBRP Projects have contributed to clear long term impact is in:

- Increased access to services & agriculture
- Increased access to land & practice of agriculture

UNHCR could continue working in these areas while addressing non-functioning facilities especially those in health before continuing service delivery infrastructure. This requires revisiting relationships with GoSS. The work in vocational training and provision of school blocks is equally relevant and appropriate. Increased work in supporting agriculture both crop and livestock especially with youth and women has emerged as a significant need. Cross cutting themes of any future work should include participation of communities, peaceful coexistence and gender. All of the findings in this report are relevant to the new

<sup>1</sup> Issues raised in Key Informant Interviews about administration issues of working with UNHCR e.g. funding cycle, administration % on projects etc and which were not major findings or the focus of this evaluation, but important to those concerned, have been raised with the senior leadership of UNHCR locally.

dynamic of increased returns from the north and the key pressure points already outlined are likely to be accentuated. As outlined in the findings the needs are huge and while what has been achieved to date is significant, it is like a “drop of rain in the desert,” as we are far from addressing the totality of needs. To reiterate, if UNHCR plans to withdraw from any sector of its previous intervention, it is important that agreements are made for other actors to step in.

Negative impact areas that UNHCR should continue to address or advocate and coordinate for others to step in are in addressing:

- Inadequate coverage & quality of services
- Inadequate coverage & access to livelihood support & inputs
- Vulnerable groups lacking support
- Land disputes and related conflict
- High youth unemployment and unsustainable coping mechanisms

This should include addressing facilities that are not functioning. Any withdrawal of existing UNHCR CBRP support without clear agreements and handover to government and other agencies is likely to have serious implications for communities. The planned work to support vocational training is timely, appropriate and relevant.

Given the pressure for resources on the ground at community and wider levels it is important that a thorough conflict analysis is undertaken and updated in order to support identified pressure points that will reduce the potential for violence.

## Annexe 1

### Terms of Reference

#### **For a consultant to assist UNHCR Office of Deputy Representative in the design and implementation of a Survey of the Impact of UNHCR's Reintegration Programme on the Wellbeing and Social Reintegration of refugee and IDP returnees to South Sudan**

#### **Background**

Since the signature of the Comprehensive Peace Agreement in January 2005 between North and South Sudan which brought the end of the 20 year long civil war, UNHCR has been present in South Sudan primarily to conduct the return and reintegration of the 438,000 registered refugees in camps mainly in the DRC, CAR, Uganda, Kenya and Ethiopia. During the ensuing five years considerable progress has been made with over 170,000 refugees returned with full UNHCR assistance and more than 330,000 total refugee returns including estimated spontaneous. Overall, some 13 offices and way stations were constructed to support the movements. Additionally nearly 120 trucks and buses were used to assist with the movement of people. Throughout the operation, UNHCR made considerable efforts to reintegrate the returning population including IDPs by implementing projects in water and sanitation, education and health. Indeed UNHCR has to date implemented around 900 projects including 330 hardware projects aimed at renovation/building hospitals, schools including two Teacher Training Institutes in Juba and Aweil, and over 400 boreholes and sanitation projects, directly supporting tens of thousands of returnees.

Given the encouraging progress, UNHCR planned that 2010 would see the organized return of 15,000 refugees by the end of the year; however, reduction in return activities has already been confirmed for the wait-and-see attitudes of refugees leading up to the referendum. Nevertheless UNHCR continues to facilitate returns on a smaller scale to ensure that those who wish to return can still do so thereby fulfilling its mandate to find durable solutions for all refugees.

Given the large number of reintegration projects already completed, UNHCR also wishes to validate the effectiveness of its reintegration programme to date by assessing the impact of these projects on the wellbeing of the returnee communities. The analysis obtained will serve to benchmark future reintegration efforts and provide a lessons learned exercise for other similar operations in the future.

UNHCR ODR Juba, therefore, wishes to receive the services of a consultant to assist in the design, implementation and analysis of a survey, which will assess the impact of UNHCR's reintegration activities on the wellbeing and social reintegration of refugee and IDP returnees to South Sudan. It is expected that this task will take up to four months including; one month to design the study and make arrangements for the study, one month to implement and two months to gather and analyse the data and draft a final report.

#### ***What criteria will be used in this impact survey?***

- *UNHCR will assess the impact of the hardware reintegration activities including their software components as 'sector system' in particular areas. The hardware activities have been implemented hand in hand with software components such as provision of school materials; supply of drugs and beds; and repair/maintenance training for water committees. Both components of projects will be assessed.*
- *Appropriateness and relevance will be gauged through the impact that the projects have had on basic indicators in relevant sectors. At this time we see this in terms of test and control populations—those who have benefited from projects and those who have not—to determine impact.*
- *The survey will also measure efficiency of a few selected projects (implementation costs versus impact); effectiveness (capacity of projects versus impact); and sustainability of projects implemented (running costs versus impact).*

### ***How will we conduct this evaluation?***

- Under the supervision of ODR Juba Sudan the consultant, will:
- *Select basic benchmarks of progress in reintegration;*
  - “Given the long term nature of the reintegration process, it is important that benchmarks and indicators identified are integrated into the monitoring and evaluation frameworks of national development plans, UNDAF or agency-specific programmes to enable long term monitoring when UNHCR eventually phases out.” Handbook for Repatriation and Reintegration Activities (UNHCR, 2004). It is important to link with other agencies in designing the benchmarks and questionnaires.
- *Prepare questionnaires for the different projects in the different sectors of reintegration after identification of the sectors and geographic locations to be assessed is provided by UNHCR;*
- *Select local enumerators from areas of project implementation, and partner enumerators from donors, implementing and operational partners with the support of UNHCR;*
- *Train enumerators on the questionnaires and on UNHCR’s reintegration projects generally;*
- *Roll out the questionnaires in areas of project implementation and proximate areas of non-implementation that can be used as control areas.*
- Report monthly on the progress to ODR Juba (Asst. Rep)

### ***Output***

- The output of this consultancy will be a draft report, which will guide ODR Juba the further development of a strategy for disengagement and further reintegration programming.

### ***Outside support will be needed as follows:***

- UNHCR Headquarters will undertake the following:
  - Acknowledging the importance of this evaluation and participation to the level of “joint ownership” in the outcome;
  - Technical support in designing benchmarks, questionnaires, database design, training enumerators and selecting an external consultant;
  - On-the-ground technical support in supervising the evaluation, if necessary.
- Support from Donors:
  - Acknowledging the importance of this evaluation—to determine how the funds, which they have channelled through UNHCR, have been spent;
  - Political support in the South Sudan as well as Greater Sudan humanitarian community for the evaluation;
- Support from Partners and Local Authorities:
  - Logistics and human support to the evaluation process;
  - Political support and buy-in at all levels for the evaluation and its outcomes;
  - Liaison and linkage with the UNDAF and other development and recovery structures as UNHCR translates the outcomes of the evaluation into sustainable future interventions.

## Annexe 2



### What is the People First Impact Method (P-FIM)?

The approach was developed by Gerry McCarthy (based in Nairobi, Kenya, East Africa) and Paul O'Hagan (based in Banjul, Gambia, West Africa). Between them they have substantial international humanitarian and development experience in senior leadership and practitioner roles. The method has been used in multiple inter-agency exercises (four days per exercise) in countries that include Sudan (West Darfur) and Haiti with excellent results and high spontaneous buy-in by participants and organisations. P-FIM is a simple low cost methodology that fully allows communities to speak for themselves, in identifying impact changes in their lives and what the drivers of that change are attributable to. In this way the starting point is people/communities themselves and not organisations or projects – it is a powerful tool that highlights issues humanitarian agencies can be poorly aware of and is complementary to aspects of Sphere, the Good Enough Guide, and Participatory Impact Assessment (Tufts) etc. P-FIM enables humanitarian actors to accurately 'take the temperature' in order to align interventions with local priority issues, ensure they are in touch and where they can have the greatest possible impact. P-FIM simply recognises the primary driving force of people and communities at all stages of an intervention as essential.

### Potential P-FIM Benefits to Agencies:

- (i) Impact measured *in the context* where a programme is delivered
- (ii) The action doubles as **P-FIM Training** for participating local agencies and agency personnel
- (iii) A series of P-FIM actions will provide a basis for advocacy/mainstreaming of **people first** approaches.

P-FIM takes a representative geographical area (e.g. a one to five year programme) of people and communities who are getting on with their lives. Local people are trained on P-FIM who have basic development skills, understand language and culture and are trusted locally. The method (i) enables a qualitative process where primary changes are openly discussed with representative groups making up a community - whether positive, negative or indifferent - and recorded (ii) the method then works backwards to determine in a quantitative way where change is attributable to e.g. leadership in the community, government actions, local business, NGO, UN Red Cross etc. The method makes no assumptions about impact and what drives it - with often surprising impact results revealed. It is community owned and driven.

There are two biases that often colour project and organisational impact evaluation approaches:

- (i) **What impact are we actually having?** Typically organisations and their programmes are the focus of impact/ evaluation measurement to meet standard quality, accountability and donor requirements.
- (ii) **How can we know the actual impact of a project/programme if we only consider projects and organisations?** What about the depth and breadth of what is around the project or organisation in terms of change impacts? P-FIM measures impact in the context of the project and as such, the impact of the project can be tested.

While participatory approaches and accountability at community level are being given increased importance, the standard organisation/project focus is emphasised by donors and agencies. A typical end of project impact evaluation involves external (and sometimes local) evaluators who carry out desk and field exercises to determine the positive or negative qualitative and (mostly) quantitative impact achieved by a project (which in itself has important value). However, by over focusing on the organisation and project and the role of external consultants - the full honest views of local people and communities on what is working or not working and what other factors (often not actions of the project) have caused impact - are typically unheard or not considered. P-FIM fundamentally asks "So what?" questions . . . "So what difference has that made to people's lives?" and "who is really responsible for the change or impact?"

**Why People First Impact Method (P-FIM)?** Our fundamental question is "**Are we doing things right and are we doing the right things?**" To put this into a programme/project context, the assumption column of a logframe requires that donors and agencies fully consider the wider context to ensure that proposed programmes are relevant. In this way it can be said that '**impact lives in the assumptions.**' Weak assumptions can lead to inappropriate responses. P-FIM references 'project cycle approaches' and effectively links with other evaluative/impact tools in humanitarian and development contexts. It is a simple methodology that can bridge a gap within existing approaches.

The knowledge base and pedigree underpinning P-FIM draws on key concepts from Existential and Personalist Philosophy, Psychosocial Methods and beyond. It is an integrated and holistic view of human freedom and potential - people's needs and rights. Key concepts are: people come first; local relationships of trust are fundamental; people have a right to life with dignity; a non agency centric and non project specific approach facilitates objectivity and honesty; an integrated holistic appreciation of human development is vital; quality and depth of communication with people is essential; and respect for an understanding of people must be our starting point and be sustained.

**For more information contact:** Gerry McCarthy, Nairobi, Kenya, East Africa [gerrymccarthy@p-fim.org](mailto:gerrymccarthy@p-fim.org) or Paul O'Hagan, Banjul, Gambia, West Africa [paulohagan@p-fim.org](mailto:paulohagan@p-fim.org)

### Annex 3 Field Exercise Participants

	Name	Job Title	Organisation	State
1	Peter Dieng Dor	Operations Officer	Relief International (RI)	Malakal, Upper Nile State
2	George Thor	Field Monitor	International Relief and Development (IRD)	Malakal, Upper Nile State
3	John Prak Mabril	Field Officer	International Relief and Development (IRD)	Malakal, Upper Nile State
4	Samuel Alex	Logistics/Admin	International Relief and Development (IRD)	Malakal, Upper Nile State
5	Ter Jock Diew	Medical Commissioner	International Relief and Development (IRD)	Malakal, Upper Nile State
6	Paul Kuol Wac	Family Planning Support	American Refugee Committee (ARC)	Malakal, Upper Nile State
7	Peter Onywak Dak		Ministry of Health (MoH)	Malakal, Upper Nile State
8	Edward Aboy		Ministry of Health (MoH)	Malakal, Upper Nile State
9	Stephen Imor	Logistics Assistant	World Food Programme	Malakal, Upper Nile State
10	Yuanes John	Dep. Coordinator Malakal County	South Sudan Relief and Rehabilitation Commission(SSRRC)	Malakal, Upper Nile State
11	Lual Mabil Negway	Human Rights Officer	South Sudan Human Rights Commission (SSHRC)	Malakal, Upper Nile State
12	Daniel Mark Igga	Team Leader Family Planning	Norwegian Refugee Council (NRC)	Malakal, Upper Nile State
13	Urbana Tipo	RRR Officer	United Nations Resident Coordinator Office (UNRC)	Malakal, Upper Nile State
14	Grace Alfred	Field Monitor	United Nations High Commissioner for Refugees (UNHCR)	Malakal, Upper Nile State
15	Jack Tut Ruy	Field Assistant	United Nations High Commissioner for Refugees (UNHCR)	Malakal, Upper Nile State
16	Stephen Anter Kuach	Coordinator	South Sudan Aids Commission (SSAC)	Malakal, Upper Nile State
17	Emmanuel John Feer		South Sudan Aids Commission (SSAC)	Malakal, Upper Nile State
18	Lucia John Adwock	Social Mobiliser	South Sudan Aids Commission (SSAC)	Malakal, Upper Nile State
19	Owor Francis	Program Manager	Back Home organization	Bor, Jonglei State
20	Majak Nhial	Executive Director	Back Home organization	Bor, Jonglei State
21	Nyok Ater Kou Nhial	Community Services Assistant	Intersos	Bor, Jonglei State
22	John Garang Nhial	Project Officer	Save the Children In South Sudan	Bor, Jonglei State
23	Kwir Bul John	WATSAN Officer	Church & Développement	Bor, Jonglei State
24	John Alier Maluk	Community Mobilizer	Save the Children In South Sudan	Bor, Jonglei State
25	Abraham Mading	Project Officer	Norwegian People's Aid/Ministry of Agriculture	Bor, Jonglei State
26	James Majok Jok	Assistant Agriculturist	Norwegian People's Aid	Bor, Jonglei State
27	Gai Abraham Awtipas	Data Officer	South Sudan Relief and Rehabilitation Commission	Bor, Jonglei State
28	David Alier Pach	Logistician	South Sudan Relief and Rehabilitation Commission	Bor, Jonglei State



29	Peter Aguto Kucha	Agriculture Officer	Church & Development	Bor, Jonglei State
30	Ayuen Deng Awoth	Finance Officer	Bor County Youth Association	Bor, Jonglei State
31	Dew Sunday Majak	Civic Engagement Officer	National Democratic Institute	Bor, Jonglei State
32	Jacob Mabil Tut	Member	Jonglei Youth Association	Bor, Jonglei State
33	Solomon Par Yok	Chairperson	Jonglei Youth Association	Bor, Jonglei State
34	Howzoa David	Member	Jonglei Youth Association	Bor, Jonglei State
35	Samuel Francis Paul	Field Associate	UNHCR	Bor, Jonglei State
36	James Gatbel	Program Officer	Peace Winds Japan	Bor, Jonglei State
37	Peter Majak Garang	Program Assistant	UN Resident Coordinator's Support Office	Bor, Jonglei State
38	Mark Duku Idra	Health Supervisor	Pageri Payam Office	Nimule, Eastern Equatoria State
39	Christino Guma Sikia	Education Officer	Mugali Payam	Nimule, Eastern Equatoria State
40	Onyango Lawrence	Executive Officer	Mugali Payam	Nimule, Eastern Equatoria State
41	Lagu James Isaac	Chair, Payam Development Committee	Pageri Payam	Nimule, Eastern Equatoria State
42	Asunta Jua	Chair lady Abila Market	Nimule Payam	Nimule, Eastern Equatoria State
43	Cizarina Lagua	Women's League	Mugali Payam	Nimule, Eastern Equatoria State
44	Julious Mogga	Nurse, Nimule Hospital	MERLIN	Nimule, Eastern Equatoria State
45	Ajugo John Bosco	Administrator	Maklakia East	Nimule, Eastern Equatoria State
46	Poni Annet	Technical Advisor	GIZ (GTZ)-PO, Nimule	Nimule, Eastern Equatoria State
47	James Okello	Programme Director	CARD Nimule	Nimule, Eastern Equatoria State
48	Okunzi Francis Anthony	Community Member	Anzara Village	Nimule, Eastern Equatoria State
49	Ulia Alfred	Hand-Pump Mechanic	CARD Nimule	Nimule, Eastern Equatoria State
50	Emily Bronte Odego	Payam Development Committee	Pageri Payam	Nimule, Eastern Equatoria State
51	Muraa Rebecca	Youth Member	St. Patrick's Parish, Nimule Payam	Nimule, Eastern Equatoria State
52	Koma Simon Fidel	Payam Development Committee	Pageri Payam	Nimule, Eastern Equatoria State
53	Madra James Clement	Payam Development Committee	Mugali Payam	Nimule, Eastern Equatoria State
54	Opia Clara Alfred	Field Agent DED	Mugali Payam	Nimule, Eastern Equatoria State
55	Vuchiri Marone Luke	Payam Technical Advisor	GIZ (GTZ)-PO, Pageri Payam	Nimule, Eastern Equatoria State
56	Drichi Stephen	Teacher	Abila	Nimule, Eastern Equatoria State
57	Betty Achan	Community Leader	Central Boma, Nimule	Nimule, Eastern Equatoria State
58	Ulea Susan Daniel	Payam Health	Kerepi	Nimule, Eastern Equatoria State
59	Alfred Milla Kalisto	Teacher/Elder	Mugali Primary School	Nimule, Eastern Equatoria State

60	Alau James Vincent	Youth Member	Kerepi Boma - Pageri	Nimule, Eastern Equatoria State
61	Amadeo Koma	Boma Chief	Mugali Payam	Nimule, Eastern Equatoria State
62	Taban Felix Santos	Teacher	Corner-Stone Primary School, Nimule	Nimule, Eastern Equatoria State
63	Drabuga Henry	Head Teacher	St. Patrick Primary School, Nimule	Nimule, Eastern Equatoria State
64	Charles Mogga Idra	Field Assistant	UNHCR Nimule	Nimule, Eastern Equatoria State
65	Galla Isaac Stephen	Zonal Supervisor	Healthnet TPO	Yei, Central Equatoria State
66	Aloro Muhamad Stephen	ACROSS	Field/ Food Monitor	Yei, Central Equatoria State
67	Lisok Emanuel	Protection Associate	UNHCR	Yei, Central Equatoria State
68	Nyama Elijah	Field Monitor	ACROSS	Yei, Central Equatoria State
69	Eklass Mercy	Intern	ACROSS	Yei, Central Equatoria State
70	Ade Isaac	Field Monitor	ACROSS	Yei, Central Equatoria State
71	Abugo Seme	Program Assistant	JRS	Yei, Central Equatoria State
72	Duku Boniface	Head of Training	Healthnet TPO	Yei, Central Equatoria State
73	Lasu Bosco Manoah	Assistant Primary Education Coordinator	JRS	Yei, Central Equatoria State
74	Mawa Bullen	Education Supervisor	UMCOR	Yei, Central Equatoria State
75	Lilian Kiden	Field Nurse	UNHCR	Yei, Central Equatoria State
76	Dumba Lawrence David	ALP Supervisor	Ibis	Yei, Central Equatoria State
77	Mageret Sadia Stephen	Social Worker	ARC	Yei, Central Equatoria State
78	Dawa Grace	Telcom Operator	ACROSS	Yei, Central Equatoria State
79	Ide Elizabeth	Member	YCWA	Yei, Central Equatoria State
80	Rose Jane Yabu	D/Chair person	YCWA	Yei, Central Equatoria State
81	Liong Joyce	Protection & Advocacy Assistant	DRC	Yei, Central Equatoria State
82	Munday Joseph Lak	D/Secretary	SSRRC	Yei, Central Equatoria State
83	Baatiyo Rose	RHA	ARC	Yei, Central Equatoria State
84	Lumori Eluzai	Way Station Manager	UNHCR	Yei, Central Equatoria State
85	Sunday Roselin	Adm. Clerk	UNHCR	Yei, Central Equatoria State
86	Amba Ezbon	Field Monitor	UNHCR	Yei, Central Equatoria State
87	May Robert John	CDO	AAHI	Yei, Central Equatoria State
88	Louis Androga	Field Associate	UNHCR	Yei, Central Equatoria State
89	Kiden joyce	Community Service Assistant	UNHCR	Yei, Central Equatoria State

#### Annex 4 Key Informant Interviewees

No	Name	Job Title	Place
1	De'Mello Wang'ombe Bageni	Associate Field Officer UNHCR	Malakal, Upper Nile State
2	Paulino Ageng Mayik	Head Teacher, Assosa Girls Secondary School	Malakal, Upper Nile State
3	Abanchan Demajok	Deputy Head Teacher, Assosa Girls Secondary School	Malakal, Upper Nile State
4	Reath Maluth	Teacher, Assosa Girls Secondary School	Malakal, Upper Nile State
5	Ngor Ayun	Inspector of Schools (Acting Head Teacher)	Malakal, Upper Nile State
6	Othow Lual	Deputy Head Teacher, Assosa Girls Secondary School	Malakal, Upper Nile State
7	Mubashir Ahmed	Head of Sub-Office UNHCR	Malakal, Upper Nile State
8	Santino Ayual Bol	Protection Assistant UNHCR	Malakal, Upper Nile State
9	Jale Justine Elias	Driver UNHCR	Torit, Central Equatoria
10	Emilio Igga Alimas	Former Commissioner Magwi County, Nimule,	Eastern Equatoria State
11	Ibrahim M. Abaj	Driver UNHCR, Nimule,	Eastern Equatoria State
12	Natalie	Market Trader, Pageri Market, Pageri Payam,	Eastern Equatoria State
13	Tartizio Wani	Pageri Boma Chief, Pageri Payam	Eastern Equatoria State
14	Robert Inyani	SSRRC Field Supervisor Pageri	Eastern Equatoria State
15	Saba Saba Justine Odego	Acting Payam Administrator Pageri	Eastern Equatoria State
16	Charles Mogga Igga	Field Assistant UNHCR (OIC), Nimule	Eastern Equatoria State
17	Delima Susan	Maternal Health Care Worker, Mutebwa PHCU, Magwi County	Eastern Equatoria State
18	Foni Lilly	Community Midwife, Mutebwa PHCU, Magwi County	Eastern Equatoria State
19	Juspen Ojja	Cassava Group Farmer, Sau Boma, Mugali Payam, Magwi County	Eastern Equatoria State
20	Aloysius Moriba	Field Officer UNHCR	Bor, Jonglei State
21	Richard Ewila	Head of Field Office UNHCR	Bor, Jonglei State
22	Makual Lual	County Commissioner	Bor, Jonglei State
23	John Alier	In charge, Pariak Health Centre	Bor, Jonglei State
24	David Matiop	Dep. Secretary Sudan Pentecostal Church	Bor, Jonglei State
25	Archanbelo Sebit M	County Secretary SSRRC	Yei, Central Equatoria
26	Dr. Simbe Paul Agustino	Senior Medical Practitioner & Director, Civil Hospital	Yei, Central Equatoria
27	Jacqueline Owino	UNHCR Associate Field Officer Protection (OIC)	Yei, Central Equatoria
28	Richard Mabe (Head Teacher)	St. Joseph's Sec. Sch, Loutaye	Yei, Central Equatoria
29	Peter Mabe (Teacher)	St. Joseph's Sec. Sch, Loutaye	Yei, Central Equatoria
30	James Kepo	Principal, Yei Teacher Training College	Yei, Central Equatoria

31	Androga Louis	Field Associate UNHCR	Yei, Central Equatoria
32	Lilian Kiddeen	UNHCR Field Nurse	Yei, Central Equatoria
33	Dr. Samson Paul Baba	Director General Ministry of Health, External Assistance and Coordination	Juba, Central Equatoria
34	Ben Malessi	Head of Programmes ACROSS	Juba, Central Equatoria
35	Bertha Jackson	Nutrition Manager UNICEF	Juba, Central Equatoria
36	Diana Surur	Child Protection Officer UNICEF	Juba, Central Equatoria
37	Aasmund Lok	Child Protection Officer UNICEF	Juba, Central Equatoria
38	Oboy Ofilang Itotong	Director General Budget, Ministry of Finance & Administration, GoSS	Juba, Central Equatoria
39	Mesfin Degfu	Programme Officer UNHCR	Juba, Central Equatoria
40	Rev. Mark Akec Cien	Dep. General Secretary, Sudan Council of Churches, Head Office	Juba, Central Equatoria
41	Francis Kaluka	Assistant Programme Officer UNHCR	Juba, Central Equatoria
42	Becky Ben Ondoa	Community Services UNHCR	Juba, Central Equatoria
43	Rev. Diseremo Sebit John	General Manager Sudanese Development Relief Agency, ECS-SUDRA	Juba, Central Equatoria
44	Stans Yatta	State Director Central Equatoria, SSRRC	Juba, Central Equatoria
45	Charles Lino	Field Assistant UNHCR	Juba, Central Equatoria
46	Edward Kokole Juma	Director General Quality Promotion & Innovation, Ministry of Education GoSS	Juba, Central Equatoria
47	Alan Paul	Deputy Director, International Rescue Committee Southern Sudan	Juba, Central Equatoria
48	Stephen Allen	Protection Manager, IRC Southern Sudan	Juba, Central Equatoria
49	Dina Parmer	Policy Adviser, PACT Sudan	Juba, Central Equatoria
50	Ukasha Ramli	Water for Peace Programme, Project Officer, Pact Sudan	Juba, Central Equatoria
51	Vesna Vukovic	Assistant Deputy Representative Southern Sudan UNHCR	Juba, Central Equatoria
52	Gregory Norton	Programme Manager (Information, Counselling & Legal Assistance), NRC	Juba, Central Equatoria
53	Marino Oyet Anthony	Senior Programme Officer, Islamic Relief	Juba, Central Equatoria
54	Paul Kebenei	Operations Manager, GIZ (GTZ) (UNHCR/BMZ Partnership Programme)	Juba, Central Equatoria
55	Anne Mbiruvu	Communication Manager GIZ (GTZ)	Juba, Central Equatoria
56	John Mandu	Associate Reintegration Officer GIZ (GTZ)	Juba, Central Equatoria
57	Mohamed Haibe	Operations Support Manager, War Child Holland	Juba, Central Equatoria
58	Augustin Buya Mashual	Program Manager Equatoria Region, Oxfam Great Britain	Juba, Central Equatoria
59	Ibrahim Baigo	Driver UNHCR	Juba, Central Equatoria
60	Dr. Ben Ugbe	Assoc. Public Health Coordinator UNHCR	Juba, Central Equatoria

## Annex 5 Project sites visited

1. Assosa Girls Secondary School, Malakal, Upper Nile State
2. Dar El Salaam Girls Primary School, Malakal, Upper Nile State
  
3. Pariak Primary Health Care Centre, Pariak, Bor County, Jonglei State
4. Pariak Primary School, Pariak, Bor County, Jonglei State (not a UNHCR Project site)
5. Pariak Market, Pariak, Bor County, Jonglei State (not a UNHCR Project site)
  
6. Food Crop Production Project, Sau Boma, Mugali Payam, Magwi County, Eastern Equatoria State
7. Ganji Primary School, Mugali Payam, Magwi County, Eastern Equatoria State
8. Income Generating Project for Women (Community Revolving Loan Scheme), Masindi, Mugali Payam, Magwi County, Eastern Equatoria State
9. Tree Seedlings Nursery, Masindi, Mugali Payam, Magwi County, Eastern Equatoria State
10. Mutweba Primary Health Care Unit, Magwi County, Eastern Equatoria State
11. Pageri Market, Pageri Payam, Eastern Equatoria State
12. Income Generating Project (Restaurant & Catering), Pageri Payam, Eastern Equatoria State
13. Arapi Primary Health Care Unit, Pageri Payam, Eastern Equatoria State
14. Rural Apprenticeship Program (Carpentry & Joinery), Loa, Pageri Payam, Eastern Equatoria State
15. Orobe Primary Health Care Unit, Pageri Payam, Eastern Equatoria State
16. Nimule Way Station (conversion to Vocational Training Centre), Magwi County, Eastern Equatoria State
17. Borehole, Orobe Primary Health Care Unit, Pageri Payam, Eastern Equatoria State
18. Borehole, Iriya Primary School, Magwi County, Eastern Equatoria State
  
19. St. Joseph's Secondary School, Loutaye, Yei River County, Central Equatoria
20. Yei Teacher Training College, Yei River County, Central Equatoria
21. Yei Civil Hospital, Yei River County, Central Equatoria

## Annex 6 Background Reading

Duffield. M, Diagne. K, Tennant. V, Evaluation of UNHCR's returnee reintegration programme in Southern Sudan September 2008 PDES/2008/05

GoSS MoH Health Education and Promotion National Policy 2009

Report on the Second Government of Southern Sudan Health Assembly (GoSSHA II), 'Building Effective Health Systems', GoSS, MoH October 2008

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NEW ISSUES IN REFUGEE RESEARCH, Research Paper No. 196, "Hoping for peace, afraid of war: the dilemmas of repatriation and belonging on the borders of Uganda and South Sudan", Lucy Hovil, International Refugee Rights Initiative, November 2010

Norms for Evaluation in the UN System, United nations Evaluation Group (UNEG), April 2005,  
Standards for Evaluation in the UN System, United nations Evaluation Group (UNEG), April 2005,

Overseas Development Institute (2006). Evaluating humanitarian action using the OECD-DAC criteria. An ALNAP guide for humanitarian agencies.

International Crisis Group, Africa Briefing N°76, Negotiating Sudan's North-South future, Update Briefing (November 2010)

UNHCR CBRP Bill & Melinda Gates Foundation Project Reports

UNHCR Evaluation Policy 2010

UNHCR, Regional Contingency Plan for the Sudan Situation, 17 January 2011

UNHCR Handbook for Repatriation and Reintegration Activities May 2004

UNHCR Partner CBRP Project Agreements

UNHCR Tool for Participatory Assessments in Operations May 2006

## Annex 7 Yei Validation Workshop Participants

No	Name	Title	Organization/Institution
1	Zacharia Taban	A/H/ Master Lutaya Primary School	Education
2	Emelda Yabu Noah	Lutaya Women Soap Making Group	CBA
3	Alfred Sebit Morogo	Sub Chief	Sanja Siri Boma
4	Tabu Yangi	Chair person	Chair Lutaya Women's Assoc.
5	Galla Isaac Stephen	Zonal Supervisor	Healthnet TPO
6	Abugo Seme	JRS	Program Assistant
7	Duku Boniface	Head of Training	Healthnet TPO
8	Lilian Kiden	Field Nurse	UNHCR
9	Dumba Lawrence David	ALP Supervisor	Ibis
10	Mageret Sadia Stephen	Social Worker	ARC
11	Rose Jane Yabu	Deputy Chairperson	YCWA
12	Liong Joyce	Protection & Advocacy Assistant	DRC
13	Monday Joseph Lak	D/Secretary	SSRRC
14	Baatiyo Rose	RHA	ARC
15	Lumori Eluzai	Way Station Manager	UNHCR
16	Amba Ezbon	Field Monitor	UNHCR
17	Louis Androga	Field Associate	UNHCR
18	Tombek John	Assistant Information Officer	AAH-I
19	Duku Angelo	Deputy Head Teacher	St. Joseph secondary school
20	Monday Moi	Press secretary	Yei Commissioner's office



## Annex 8 Juba Validation Workshop Participants

No	Name	Agency	Title
1	Susan Watkins	Danish Refugee Council	Programme Representative
2	Peter Avenell	CARE South Sudan	Program Director
3	Eri Nakamura	JICA	Assistant Resident Representative
4	Veena Sampathkumar	Mercy Corps	Deputy Country Director - Programs
5	Anthony Laki	International Medical Corps	M&E Officer
6	Martin Geria	ACROSS	Agriculture Reintegration manager
7	Karina O'Meara	CRS	Business Development Specialist
8	Crissie Ferrara	CRS	Programme Manager
9	Jessica Ferndrigger	ARC	Program Support Officer
10	Emmanuel Manza	PACT	Peace Building Technical Officer
11	Catherine (Kate) Farnsworth	USAID	Team Leader OFDA
12	Michael Oyat	FAO	Deputy Coordinator
13	Alan Paul	International Rescue Committee	Deputy Director, Programs
14	John Adede	Dan Church Aid	Food Security Program Officer
15	Veronika Utz	GIZ	Programme Manager
16	Coriuua Wallrapp	GIZ	Monitoring Officer
17	Paul Kebenei	GIZ	Programme Manager
18	Heiuvick Rogg	GIZ	TL- Pibor
19	Maysaa Alghribawy	IOM	IDP Coordinator
20	Peter McCanny	IBIS	Senior Programme Manager
21	Vukovic Vesna	UNHCR	Asst. Rep. (Ops)
22	Adan Ilmi	UNHCR	Snr. Reintegration Officer
23	Takeshi Moriyama	UNHCR	Snr. Programme Officer
24	Tom O'Sullivan	UNHCR	Protection Officer
25	Atsushi Nashimoto	UNHCR	Ass. Reintegration Officer

## Annex 9 Yei and Juba Validation Workshop ranking of findings and recommendations

No	Findings in order of community based field exercise ranking	original %	Yei workshop validation ranking	Juba validation workshop ranking
1	Increased access to services	17%	16	12
2	Inadequate coverage & access to livelihood support & inputs	17%	15	18
3	Improved security resulting from the CPA	15%	16	3
4	Inadequate coverage & quality of services (causing migration to towns)	15%	25	11
5	Increased access to land & practice of agriculture	13%	5	18
6	Land Disputes & related conflict	6%	21	18
7	High youth unemployment & unsustainable coping mechanisms	5%	23	21
8	Vulnerable groups lacking support	4%	12	15
9	Freedom of speech & movement	4%	9	5
10	Increased sub-regional trade	4%	6	6
		<b>100%</b>	<b>148</b>	<b>127</b>

No	Recommendations in order of community based field exercise ranking	original %	Yei workshop validation ranking	Juba validation workshop ranking
1	Support Rural coverage & quality of services	33%	32	34
2	Support increased coverage & access to livelihood support & inputs	30%	30	41
3	Support sustainable youth employment	11%	25	37
4	Support resolution of land disputes & related conflict	13%	26	35
6	Support vulnerable groups	10%	15	21
8	Improve communication with communities	3%	27	26
		<b>100%</b>	<b>155</b>	<b>194</b>

	Additional Juba workshop participant recommendations	Juba validation workshop ranking
1	Focus on education specifically	8
2	Skills and literacy for human capital development	7
3	Bridge urban and rural divide	6
4	Support coverage and quality of services	10
5	Advocacy for communities with the donors	3
		<b>34</b>

**Annex 10 OECD DAC Criteria & Cross Cutting Theme ratings based on a self-assessment by 8 UNHCR staff in 3 offices**

	<b>Criteria</b>	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Unsatisfactory	Highly Unsatisfactory
1	Relevance/Appropriateness	4	3	1		
2	Connectedness	2	6			
3	Coherence	1	4	3		
4	Coverage		2	6		
5	Efficiency	1	7			
6	Effectiveness	1	3	4		
7	Impact		5	3		
8	Coordination (not formal DAC criteria)	2	5	1		
	<b>Total</b>	<b>11</b>	<b>35</b>	<b>18</b>		
	<b>Cross Cutting Themes</b>					
1	Influence/understanding local context	8				
2	Human Resources		6	2		
3	Protection		8			
4	Participation of primary stakeholders	2	3	3		
5	Coping strategies/resilience		5	3		
6	Gender equality		4	4		
7	HIV/AIDS			8		
8	Environment		4	4		
	<b>Total</b>	<b>10</b>	<b>30</b>	<b>24</b>		
	<b><u>Combined Totals</u></b>	<b><u>21</u></b>	<b><u>65</u></b>	<b><u>42</u></b>		