RETURN, RECOVERY & RESILIENCE

STRATEGY 2019-2022

IOM SOUTH SUDAN
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1. INTRODUCTION
Since the outbreak of conflict in 2013, South Sudan has remained in the grip of a humanitarian crisis. The conflict is estimated to have led to nearly 400,000 excess deaths since 2013. More than 4.1 million people have fled their homes in search of safety, two million of them internally. Women and children account for over 61% of this population. Following five years of conflict, the Revitalized Agreement on the Resolution of the Conflict in South Sudan – signed by the government, a majority of opposition groups and civil society on September 12, 2018 – has provided a new opportunity for South Sudanese communities to build durable peace and ensure development gains in the country.

Despite the hope instilled by the signing of the Peace Agreement, the cumulative effects of years of conflict, violence, protracted and repeated displacement, layered on top of pre-existing development challenges, continue to impact South Sudanese throughout the country and abroad. This has translated into sustained poverty, periods of famine, persistent protection concerns, and a lack of livelihoods and access to basic services, with women and girls being disproportionately affected. In addition to psychological distress, people have lost key assets. Access to education has been interrupted, social networks deteriorated, housing and shelter damaged. Coping strategies at all levels have weakened. Localized violence and conflict continue in pockets of the country, putting the national level peace agreement and prospects for returns and recovery at risk. While humanitarian assistance should be credited for saving countless South Sudanese lives, it cannot provide long-lasting solutions to the myriad challenges facing the country.

In this context, the drivers of crisis and barriers to recovery at a local and national level need to be addressed in order to build resilience and support a transition from crisis to development. However, transitioning out of the immediate, emergency phase of this crisis has revealed deeper and more complex impacts on the stability of affected areas. Years of conflict have weakened or eradicated the social, physical, political, cultural, economic and security structures required for societies and communities to function, impeding opportunities for sustainable recovery and increasing the likelihood of repeated crisis and insecurity. The size of the potential return population, and their subsequent reintegration, will pose a challenge to both returnees and communities of return. Limited socio-economic capital, such as community infrastructure and livelihood opportunities will be further stretched. Conflict and displacement have had different effects on women and men, youth and adults, creating acute individual protection and livelihood needs as well as impeding their ability to take part in rebuilding their communities and nation in a sustainable and inclusive manner.

Tackling these challenges means not only making a positive and lasting impact on the lives of South Sudanese affected by the crisis but also fulfilling the promises of the Peace Agreement, creating a base of support for its continued implementation and addressing potential drivers for future crises and humanitarian needs.

In light of this, IOM has developed a strategy for Return, Recovery and Resilience to guide its programming beyond humanitarian assistance to support South Sudanese in facilitating transformative change that addresses the drivers of vulnerability and risk. The objective of IOM’s Return, Recovery and Resilience strategy is to support conducive environments for sustainable returns and recovery through building resilience, peace and stability from the ground up.

IOM recognizes the need to integrate elements of this plan in its ongoing humanitarian assistance, as well as develop dedicated initiatives to address transition and recovery challenges. Given its expertise as the global migration agency, IOM brings a distinct approach and added value in responding to the interconnectedness of conflict and mobility and in addressing the primary impacts of forced migration on affected populations.
This strategy builds upon Pillar II of IOM South Sudan’s Migration Crisis Operational Framework (MCOF) for 2018-2019. As such, it conforms with IOM’s commitment to Principles for Humanitarian Action which reaffirms core humanitarian principles in emergency programming and recognizes the significance of planning for and working towards the transition from emergency conditions to post-crisis development-driven. In addition, it is guided by IOM’s framework for supporting Durable Solutions, The Progressive Resolution of Displacement Situations. This framework guides IOM programming to support durable solutions for displaced populations through an inclusive, resilience-based approach. This approach embraces mobility strategies and moves towards a resolution for displacement, while ensuring safety nets are in place to avoid mobility strategies that are potentially harmful.

At the country level, this strategy is aligned with, and contributes to, the implementation of the following policy and coordination frameworks:

- Vision 2040 and South Sudan’s National Development Strategy (2019-2021)
- Revitalized Agreement on the Resolution of the Conflict in South Sudan
- Technical Working Group on Return, Reintegration and Resettlement
- UN Peacebuilding Plan (2018-2021)
- South Sudan Partnership for Recovery and Resilience

The strategy also draws upon recommendations and experience from national and local level dialogues, in particular the National Dialogue for Peace and Reconciliation.
PRINCIPLES

Given its programming presence, expertise and capacity, IOM has identified the following key principles that will guide the design, implementation, coordination and monitoring of its Return, Recovery and Resilience programming.

TAKING A HOLISTIC APPROACH
The needs of communities are multi-faceted and programming must be designed with a comprehensive understanding of the complexities of location specific needs and challenges. While IOM may not be equipped to address all these needs, through multi-sectoral interventions programming, IOM can holistically respond to and foster greater results. Rather than using a siloed approach, IOM will ensure that programs are designed in such a way as to facilitate coordination and integration of various sectors at different levels.

WORKING IN PARTNERSHIP
Nothing will be accomplished alone. Recognizing that partners have a wealth of experience, expertise and operational presence that can amplify the impact of programming, IOM will continue to seek and build upon partnerships that add value to programming and reduce costs. Partnerships with local and national organizations and coalitions, government institutions, private sector, media and others will be explored. IOM is also committed to participating in and strengthening common frameworks and processes at the national and local levels, taking a leadership role whenever appropriate.

CONTEXTUALIZING PROGRAMMING
This strategy provides a framework for IOM in supporting Return, Recovery and Resilience throughout South Sudan. However, all programming must be developed locally, taking into consideration the local population, conditions, challenges and opportunities. IOM’s experience in humanitarian aid delivery allows for an entry point into communities, providing insight into return and recovery needs, potential areas of programming and key partnerships. Strategies for each target location and the locations themselves may change based on local developments and needs.

MAINTAINING FLEXIBILITY
The dynamic nature of the context at national and local levels means programming will need to maintain flexibility to adapt to changing needs and opportunities. Recognizing that needs at the local level often vacillate between humanitarian, peacebuilding, recovery and development, IOM will draw upon its expertise in implementing adaptable programming across the humanitarian, transition, peace and development spectrums. Diverse programming approaches, including research and pilot interventions, allow for this flexibility. Strong partnerships, communication and continual analysis are key to maintaining flexibility.

DISPLACEMENT TRACKING MATRIX
IOM South Sudan’s Displacement Tracking Matrix (DTM) systematically captures, processes and disseminates information on displacement and returns to provide a better understanding of the movements and evolving needs of mobile populations. Key components of DTM:

1. Mobility Tracking: regularly tracks population movements and cross-sectoral needs, targeting assistance to locations of displacement origin or possible relocation to support sustainable solutions to displacement.

2. DTM’s Flow Monitoring Registry (FMR): surveys people on the move at key transit points within South Sudan and at its borders. It provides insight into mobility trends and patterns, migration drivers and traveler profiles to inform humanitarian, development and government partner programming.

3. Biometric registration: conducted by IOM using an internally developed system (BRAVe). Beneficiaries are registered by household, with details recorded for each individual household member.

4. Surveys: conducted, for example, to learn about intentions, perceptions or multi-sectoral needs, including market surveys and Village Assessment Surveys (VAS). Household-level interviews are supplemented by focus group discussions and direct observation.
BUILDING A COMMON EVIDENCE BASE BEYOND HUMANITARIAN NEEDS

Shared, localized and continually updated evidence is needed to best design and implement recovery and resilience programming by all actors. IOM is committed to contributing to this evidence base and taking advantage of existing work done by partners and in multi-actor forums. In particular, IOM’s Displacement Tracking Matrix (DTM), which moves beyond humanitarian needs assessments to identify key areas and components of stability, will be utilized to plan and implement programming and will be shared with partners. Recognizing the sensitivity of data and analysis related to drivers of displacement and crisis, IOM is committed to data protection, conflict sensitivity principles and individual protection when collecting, analyzing and storing data.

MAINTREASING CONFLICT SENSITIVITY AND RISK MANAGEMENT

IOM applies a conflict-sensitive approach to avoid inadvertently creating or exacerbating tensions that could lead to conflict and preserves the physical integrity of the beneficiaries. Applying a conflict-sensitive, “do no harm” approach allows IOM to support environments that are conducive to recovery and peacebuilding, using culturally appropriate strategies, while ensuring that inequalities in the community are not perpetuated. To this end, all IOM projects and activities are based on a robust analysis and understanding of the local context including: existing power relationships, customs, values, fears, systems, institutions and cross-cutting dimensions like gender, diversity and age. Building and fostering partnerships with institutions like the Conflict Sensitivity Resource Facility and others is key to ensuring contextual knowledge and improving IOM’s performance.

ENSURING LOCAL OWNERSHIP

IOM’s work in recovery and resilience generally takes place at the community level, in partnership with local actors. The focus is to bring communities and local actors to the fore of the return and recovery process, supporting them to drive the transition in an inclusive and rights-based manner. Through the transition towards self-reliance, IOM engages communities through their capacities rather than their needs, regarding them as active drivers of recovery, as opposed to passive recipients of aid. While adopting this approach may be time and resource intensive in the short-term, it builds individual and community resilience and social cohesion over the long-term.

MAINSTREAMING WOMEN’S EMPOWERMENT, GENDER EQUITY AND INCLUSIVITY

IOM recognizes that entrenched gender inequality and pervasive gender-based violence (GBV) underpins the exclusion and subordination of women and girls from the recovery process. These core drivers of conflict constitute a significant barrier to sustainable recovery and resilience. Furthermore, resilience is undermined through the exclusion of marginalized groups such as people with disabilities, the elderly and ethnic minorities. Therefore, while addressing harmful social norms that support the normalization of violence and marginalization, IOM will ensure that its approach is, at a minimum, gender-responsive, and where possible, gender-transformative.
2. STRATEGY FRAMEWORK
The overarching objective of IOM’s Return, Recovery and Resilience programming is to complement its humanitarian aid delivery to support conducive environments for sustainable returns and recovery through building resilience, peace and stability from the ground up.

IOM’s Return, Recovery and Resilience programming considers that in order to enable transformative change in target areas, a multi-sectoral, area-based approach should be taken whenever possible to achieve multiple outcomes. This strategy has identified five main outcome areas that are essential for the support of returns, recovery, peace and stability in South Sudan. By nature, these outcomes overlap and intersect. They should not be treated as wholly distinct and are not presented in any particular order. Analyses and programming undertaken by IOM will consider each of these areas and determine how and when to address them, either through direct implementation or in partnership with others.

The specific activities and changes sought in these five areas of programming will be different in each target location, accounting for local realities, challenges and opportunities. Indicative activities are listed below each, specifying IOM’s potentially unique contributions and identifying key partners with expertise and operational capacity.

1. BASIC SERVICES & INFRASTRUCTURE

Improving access and provision of services is vital for communities to allow for sustainable returns, build trust across conflict lines and in local government, facilitate resumption of livelihoods and provide protection, particularly for vulnerable groups. IOM will map infrastructure and service gaps to improve access to basic social services through the rehabilitation and construction of beneficial infrastructure. Assessing service gaps will build and expand upon tools and methodologies developed and utilized by DTM for Village Assessment Surveys (VAS) conducted in pre-crisis 2013 and ad hoc surveys in selected locations in recent years. Infrastructure rehabilitation will focus on small and medium sized projects identified through an inclusive community-led process in coordination with local institutions. IOM will also contribute to the current momentum around strengthening access to housing, land and property rights by supporting practical action as well as integrating these issues into key planning processes and responses across the humanitarian, transitional and development phases.

Indicative activities:

• Mapping infrastructure and service gaps, including water, education, health, and expanding to issues of social cohesion and other factors influencing sustainability of returns;

• Rehabilitation, construction and equipping of community-identified infrastructure (such as education facilities, health facilities, water and sanitation facilities, bridges, small roads and markets) ensuring universal design accessibility and adopting renewable and sustainable energy sources whenever possible;

• Strengthening basic service provision (including health, mental health and psychosocial support, GBV response, WASH and waste management) through support to local government and community groups and strengthening relationships and referral mechanisms between levels of government and with community committees;

• Raising awareness about the availability and accessibility of health and GBV response services;

• Community based cash for work (clean up campaigns, feeder road, foliage, debris removal) either community-wide or targeted to specific vulnerable and at-risk groups;

• Reconstruction and rehabilitation of housing;

• Supporting communities and local governance systems to address land and property issues.

Key Partners: Local government line ministries, World Bank, UNDP, FAO, UNHCR, UNICEF, UNFPA
2. PEACEBUILDING & SOCIAL COHESION

IOM will support peace and social cohesion through targeted activities to address drivers of conflict that are blocking returns and recovery, as well as integrating community-level peace and cohesion activities throughout all interventions. Conflict issues blocking or arising from returns and reintegration of displaced persons will be regularly identified through analyses, partners and local stakeholders. In particular, issues over access to and control of infrastructure and natural resources, such as pasture and water, will be closely monitored and addressed with solutions developed by the community and local partners. IOM will build on existing local conflict resolution mechanisms and support the establishment of new or emerging practices such as early warning systems.

IOM will further facilitate social cohesion at the community level by integrating peacebuilding activities (such as community dialogues, social, cultural, and recreational activities) into all programming. Building on mental health and psychosocial support provided to individuals and families, IOM will reinforce community level healing processes, which is critical in the implementation and delivery of other outcome areas, such as livelihoods and governance. Ensuring that the process of prioritizing infrastructure and basic service rehabilitation, livelihoods reactivation and market development and other activities is led through an inclusive community process will also help rebuild community social linkages and trust.

Indicative activities:
- Reinforcing existing local conflict resolution and early-warning mechanisms through training and in-kind resources
- Peace and community development dialogues connected to small grants and concrete projects
- Development and dissemination of strategic messages on tolerance, peace, non-violence and interdependence in cooperation with communities utilizing various media and social communication platforms
- Provision of conflict transformation and emotional “healing”
- Capacity building activities and support to members of communities and those receiving other assistance (in particular livelihoods and cash for work)

Key Partners: UNDP, UNESCO, UNMISS

3. STRENGTHENED MARKETS & LIVELIHOOD OPPORTUNITIES

Providing livelihoods and strengthening local markets is paramount while supporting individuals and communities in the return and recovery phase. This support will enable such communities to become more resilient to shocks, regain destroyed assets, inject cash into communities and create productive and beneficial outputs for the whole country. IOM interventions will promote the revitalization of livelihoods and markets, particularly in urban areas, by linking communities with skills development, materials, improved market spaces and access to micro-finance. Where possible, IOM will build upon biometric registration systems to facilitate the tracking of livelihood opportunities that are created. IOM will identify priorities for livelihood support and reintegration in coordination with local authorities and local communities. Prioritization will be based on labour market surveys and needs assessments, while considering environmental sustainability and risks such as currency inflation and accessibility. The approach used to implement proposed initiatives will be community-driven with the goal of improved livelihood opportunities and restoring a sense of community among returnees and host communities. Reintegration activities in areas in need of recovery and reconstruction efforts will also include skills training initiatives.

Indicative activities:
- Vocational training and skills development for urban and rural livelihoods including the identification of employment opportunities
- Small scale livelihood, social enterprise opportunities and skills development targeting at-risk groups
- Rehabilitation and construction of accessible and inclusive common market spaces
- Provision of materials and equipment for small business development through in-kind or cash-based mechanisms
- Increasing accessibility to micro-credit, to include vulnerable groups such as women and youth
- Adjusting biometric registration to track the facilitation of livelihood assistance and opportunities

Key Partners: FAO, UNDP, UNESCO
4. INCLUSIVE & PARTICIPATORY LOCAL GOVERNANCE

Improving the skills and capacities of local leadership and community-based organizations is crucial in ensuring improved service delivery and stronger community participation in the return and development process. IOM will work with these actors at the local level to support the restoration or improvement of basic services, strengthening social cohesion, accountability and responsiveness to community concerns inclusive of all groups. This can be accomplished through training local authorities and civil society. Such trainings will be coordinated with various activities such as infrastructure rehabilitation, supporting information dissemination, citizen-government dialogues, and the provision of equipment for government administration and government-led service delivery, such as water and health. Particular attention will be paid to potential tensions that may arise in return areas due to the transition and implementation of governance structures that were developed in displacement sites.

Indicative activities:

- Training local government and organizations in service delivery and conflict resolution, including housing, land and property issues
- Provision of leadership training and mentoring for women in local governance leadership positions
- Facilitation and support for community-government dialogues
- Research and initiatives looking at governance structures in displacement sites and how they transition to return locations
- Information and communication campaigns
- Building local coalitions of partners for sustainable programming outcomes

Key Partners: Local government administrations, UNDP, UNMISS
5. EMPOWERMENT OF WOMEN AND YOUTH

The effects of conflict, displacement and marginalization on women and youth has been acute. Especially for women, who have already suffered from high developmental inequalities vis-à-vis men. Recovery processes at the local level will highly depend on the ability of individuals to access healing and justice processes for past violations. It will also depend on the ability of communities to address the issues that marginalize women and youth and place them at risk. IOM is committed to mainstreaming gender equality, age and disability considerations throughout its programming, while targeting the drivers that create protection vulnerabilities for women and youth. Such programming will also examine the factors that lead to involvement in such abuses. IOM will support the empowerment of women and youth as agents of positive change so they may be fully represented in recovery, peacebuilding and development processes.

IOM will utilize approaches that seek to change harmful social norms and realize behaviour change at the individual, household, community and institutional level. This will include advocacy for the rights of women and youth as well as their social and economic empowerment in community and local government leadership positions. Traditional powerholders, particularly male community leaders; influencers and youth, will be engaged in such behaviour change approaches, leading to more positive masculinities, while upholding the rights of and reducing violence against women and girls.

Indicative activities:

- Targeted livelihoods activities and psychosocial support for women, survivors of GBV and at-risk youth, including capacity building for income generating activities and participation in cash-for-work schemes
- Information dissemination, training and mentoring in leadership, confidence building and life skills to support rights advocacy and engagement in returns, recovery, peacebuilding and development processes
- Training, information dissemination and technical support for the engagement of women and youth in transitional justice mechanisms
- Social norms change programming with men and male youth on positive masculinities, reducing the use of violence, particularly against intimate partners, and prevention of GBV
- Capacity building in conflict transformation and peacebuilding for youth at risk of participation in violence across conflict and societal lines, linked with trauma-informed approaches for psychosocial support and behavior change programming
- Engaging and mentoring community leaders, service providers (health, police, social workers) and powerholders on the inclusion and rights of women, people with disabilities and youth
- Sensitization of affected populations to the risk and impact of GBV through awareness raising sessions and dissemination of information, education and communication materials on GBV prevention

Key Partners: UNWOMEN, UNICEF, UNESCO, UNFPA
3. IMPLEMENTATION
TARGET LOCATIONS

TARGET SITE CRITERIA

IOM’s work in Return, Recovery and Resilience will focus on areas of the country where it can leverage its current operational presence, existing community and partner relationships and contextual knowledge. Within these target areas, IOM will consider the following criteria when selecting sites:

Location of IOM transition & recovery programming. Spread indicates expansion of services & programmatic interventions.
Wau and Western Bahr el Ghazal

Building on the momentum of returns to Wau town and other areas in the region, IOM will focus on supporting returnees and further developing a conducive environment for returns. IOM will strengthen its programming by providing essential services and basic infrastructures, scaling up peacebuilding and conflict mitigation activities, and enhancing community ownership of project design and implementation to support the sustainable recovery of communities.

Target Areas

Programmatic Focus

- Conducting assessments to identify key barriers to return and service delivery gaps in order to develop community-based strategies to address identified needs.
- Expanding settlement work that takes a holistic view of the needs of return communities by supporting housing rehabilitation, improvement of basic services, infrastructure rehabilitation and building social cohesion through a community-led process.
- Expanding work to ensure housing, land and property rights and services are accessible and available for returnees in advance of and following return.
- Building local capacity to provide basic services such as water, health, and psychosocial support.
- Enhancing social cohesion by creating communal spaces for community members to discuss key issues, and providing trainings and awareness raising on conflict mitigation and dialogue.
- Supporting livelihoods and entrepreneurship through vocational and agriculture training and in-kind support, integrated with peacebuilding and psychosocial support activities for at-risk and vulnerable groups.
- Building the capacity of governance structures and community leaders in return areas replicated in sites of displacement.
- Assisting partners with biometric (de) registration for facilitated returns from the Wau PoC site and other informal settlements, linking this to potential recovery assistance.

IOM’s transition and recovery projects in Abyei are not covered under the scope of this strategy.
**Bentiu and Greater Unity**

IOM will build on its work in support of social cohesion and basic services in Bentiu to generate stability and conducive conditions for sustained returns by targeting initiatives on identified conflict and recovery obstacles.

**PROGRAMATIC FOCUS**

- Mapping and engaging with community governance structures to ensure meaningful participation of women and persons with disabilities.
- Enabling returns through the support and expansion of services and infrastructure in town, in particular education and health services, with consideration to accessibility for marginalized groups such as women and disabled persons.
- Promoting social cohesion between groups coupled with health and psychosocial support for people experiencing distress due to conflict, in particular women and survivors of gender-based violence.
- Providing basic service and livelihood support expansion in areas experiencing spontaneous returns.
- Assisting partners with biometric (de) registration for facilitated returns from the Bentiu PoC site and other informal settlements, linking this to potential recovery assistance.

**RETURNEES BY YEAR**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
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<td>2018</td>
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<tr>
<td>2017</td>
<td>70,626</td>
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<tr>
<td>2016</td>
<td>30,034</td>
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<tr>
<td>2015</td>
<td>14,792</td>
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**Malakal and Greater Upper Nile**

IOM will expose barriers to returns in Malakal town through strategic support for settling land and property disputes as well as other conflict issues. IOM will also support returns in greater Upper Nile through quick impact projects addressing community identified and immediate needs and by building the capacity of local partners.

**PROGRAMATIC FOCUS**

- Supporting community priorities, such as basic service provision and the reinvigoration of livelihoods, through quick impact funds.
- Addressing housing, land and property issues in Malakal town through a peacebuilding approach.
- Improving the infrastructure of common markets as well as access to those markets in Malakal town and throughout greater Upper Nile.
- Social cohesion activities such as recreational activities and dialogue between the leaders of the POC community and Malakal town.
- Assisting partners with biometric (de) registration for facilitated returns from the Malakal PoC site and other informal settlements, linking this to potential recovery assistance.

**RETURNEES BY YEAR**

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>43,210</td>
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<tr>
<td>2017</td>
<td>52,932</td>
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<td>2016</td>
<td>20,290</td>
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<tr>
<td>2015</td>
<td>3,636</td>
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</tbody>
</table>
**Bor, Pibor and Boma**

Based on previous peacebuilding work in Bor and an operational presence, IOM will expand its conflict resolution work, particularly with youth, to better analyze and address drivers of conflict. IOM will also assist agencies involved in seeking solutions for those who remain displaced in the Bor PoC sites, including assistance with those who are leaving the site as part of facilitated returns.

**Programatic Focus**

- Building social cohesion within local communities through conflict transformation interventions between youth.
- Providing urban and rural livelihoods and life skills support, particularly for youth at risk.
- Monitoring and addressing service gaps and accessibility issues in return areas through basic infrastructure construction and rehabilitation.
- Assisting partners with biometric (de)registration for facilitated returns from the Bor PoC site, linking this to potential recovery assistance.

**Returnees by Year**

<table>
<thead>
<tr>
<th>Year</th>
<th>Returnees</th>
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<tbody>
<tr>
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<td>65,714</td>
</tr>
<tr>
<td>2017</td>
<td>141,010</td>
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<td>2016</td>
<td>84,486</td>
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<tr>
<td>2015</td>
<td>109,202</td>
</tr>
</tbody>
</table>

**Kapoeta, Nimule and Yambio**

Recognizing the high number of returns likely to occur throughout the Equatorias and building on IOM’s work on border management, WASH and health at the southern border, IOM will develop interventions that address specific needs in return areas. The Organization will focus on areas with greater stability and high potential to move towards development. Specific site selection will be informed by DTM and other data locating high return areas with large service delivery gaps or other needs. Furthermore, key issues blocking returns or challenging the sustainability of returns will be highlighted and targeted for interventions.

**Programatic Focus**

- Pursuing peacebuilding and conflict resolution initiatives, particularly land and property issues.
- Strengthening cross border communication and cooperation between communities across the southern border with Uganda through border management support.
- Rehabilitating infrastructure for basic services, health and WASH, and livelihood support in areas with high returns.

**Returnees by Year**

<table>
<thead>
<tr>
<th>Year</th>
<th>Yambio</th>
<th>Nimule</th>
<th>Eastern Equatoria</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>44,869</td>
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<td>2016</td>
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</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td>2,925</td>
</tr>
</tbody>
</table>
PROGRAMMING APPROACHES

To fulfill this strategy, IOM will draw the following approaches to ensure the best methodology for addressing recovery and resilience needs based on current context and available resources. These approaches are not mutually exclusive but can be combined within single programmes or target areas.

Community Planning and Implementation

IOM will implement community processes in collaboration with all stakeholders to collectively identify and address community needs. This approach will encourage a culture of inclusivity and cooperation, while mitigating competition over resources. Community-led development processes build ownership by increasing people’s capacity and willingness to participate and invest in efforts to improve their communities. Target populations are regarded as active participants who articulate, from their own perspective, the challenges, opportunities and threats faced by their communities. The term community intentionally encapsulates different groups that make up the community, including IDPs, migrants, returnees, hosts, socio-economically defined groups (e.g. traders, farmers), and ethnic or cultural groups. This approach tackles social exclusion as a potential driver of instability through the inclusion of all; the most vulnerable, powerbrokers, and those who contribute to stability or instability.

Quick Impact Project Mechanisms

IOM intends to build upon its experience with quick impact projects that support cross-border relations as well as its reputation for efficiently implementing small projects that address specific, immediate and changing needs over larger areas. These projects will align with the overarching objectives of supporting returns, recovery and local and national peace processes in dynamic contexts and will be developed with input from local communities. This quick impact project mechanism allows IOM to respond swiftly and concretely to needs, while building confidence and trust, allowing both humanitarian and recovery needs to be met.

Partnership Projects

IOM will engage with partners where there is a large need or a technical area of expertise outside the scope of IOM. Such programmes will maintain clear lines of responsibility between partners, largely along sectors of assistance, while ensuring continuous coordination and communication so that all activities are complementary. Joint proposals, subcontracting mechanisms, coordination frameworks and sharing technical expertise are examples of such partnerships. This approach will help communities realize dividends through the clear formulation of objectives, allowing programmes to have maximum impact, while taking advantage of the ability to implement various activities within a short time.

Technical Assistance

IOM’s global expertise in areas such as land, property, reparations, psychosocial support, disarmament, demobilization and reintegration, and disaster risk reduction, allows the Organization to provide technical assistance to national and local processes, particularly those that reinforce the implementation of the peace agreement or enable sustained returns. This will entail advising South Sudanese institutions to undertake these activities in line with global standards and best practice, ensuring they are contextualized to the needs of local communities and are implemented effectively.
Strategic Communications

IOM will utilize strategic communication strategies to address the importance of creating space for dialogue between communities. Such community dialogue, with their leadership and with each other, will foster mutual understanding and strengthen collective identity. These strategies leverage different forms of communication intended to contribute to the overall objective, with a focus on two-way and participatory communication methods. Such projects may be implemented in their own right, such as street/community theatre, radio dramas, media equipment or billboards, or to amplify the messaging of other recovery activities. Given logistics and travel challenges in South Sudan, using a variety of communications methods can often amplify the impact of interventions and reach different target populations.

Robust Monitoring and Evaluation

IOM will adopt a mixed-method approach to monitoring, including the utilization of perception surveys and community-based monitoring, to enable an in-depth understanding of the impact of activities on community members. This is a particularly pertinent approach given the sensitivities of interventions aimed at peacebuilding, social cohesion, and governance. This approach will also serve to empower local communities by strengthening their involvement and engagement in project implementation. In order to respond to shifting dynamics and local needs, IOM will strengthen real-time monitoring, building upon models already utilized by the Mission, to ensure that the information and data gathered is used to inform ongoing programming, and subsequent activities.
## FUNDING REQUIREMENTS

<table>
<thead>
<tr>
<th>Activities</th>
<th>2019</th>
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<th>2021</th>
<th>2022</th>
<th>TOTAL</th>
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<td><strong>Basic Services / Infrastructure</strong></td>
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<td>8,000,000</td>
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<td><strong>Peacebuilding and Social Cohesion</strong></td>
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<td>8,500,000</td>
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<tr>
<td><strong>Strengthened Markets and Livelihood Opportunities</strong></td>
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<td><strong>Inclusive and Participatory Local Governance</strong></td>
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<td><strong>Empowerment of Women and Youth and prevention of Gender-Based Violence</strong></td>
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<td><strong>TOTAL</strong></td>
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<td>18,500,000</td>
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All figures presented are in USD.