

# South Sudan Action Plan on Return, Reintegration and Recovery 2020 – 2022

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SUPPORTED BY



PEACE, PROSPERITY AND  
REGIONAL INTEGRATION



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## FOREWORD



**Hon. Minister Peter Mayen Majongdit**  
Ministry of Humanitarian Affairs and  
Disaster Management

The civil war that erupted in 2013 plunged and created unbearable humanitarian crisis in South Sudan. This forced more than 2.23 million to take refuge in the neighboring countries and another 1.46 million

as internally displaced persons.

With the signing of the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS), the security situation has dramatically improved all over the country. Therefore, it is timely now to start planing collectively on supporting both internally displaced person and refugees to return home voluntarily and in safety and dignity.

Further, the emergence of Covid-19 has led to emergence of new protection risks. Applying basic Covid-19 precautions in internal displacement camps and sites may prove very challenging due to overcrowding, makeshift shelters, lack of adequate health, water, sanitation and difficulty in implementing physical distancing. Moreover, management of isolation and shielding centers, may prove to be a major challenge in many operations. This calls for us to continue addressing ongoing protection needs resulting from conflicts and disasters and adapting response modality and service delivery in light of the Covid19 measures and

monitoring and addressing protection risks resulting from Covid-19 and related measures. One main area to step up in the action plan is to ensure integration of health responses for IDPs and returnees in the national health system, sharing information with communities on Covid-19 precautions and advocating against stigmatization and discrimination.

Finally, I would like to sincerely acknowledge the support given by the UN agencies, IGAD South Sudan, INGOs, NGOs, the consultants and the Technical Working Group for their invaluable contributions in the production of this document.

Sincerely

A handwritten signature in black ink, appearing to read 'Peter Mayen Majongdit', written over a horizontal line.

**Hon. Minister Peter Mayen Majongdit**  
Ministry of Humanitarian Affairs and  
Disaster Management

## PREFACE



Hon. Dr. Manase Lomole Waya  
Chairperson RRC, South Sudan

The devastating civil war of 2013 plunged South Sudan into a humanitarian crisis. As of March 2020, more than 2.23 million South Sudanese refugees are displaced in six countries throughout the region: CAR, DRC, Ethiopia, Kenya,

Sudan and Uganda. An additional 1.46 million IDPs are displaced inside South Sudan in Protection of Civilian Sites (POCs), and collective sites throughout the Country. Since the signing of the Agreement on the Cessation of Hostilities in December 2017 and the signing of the Revitalized – Agreement on the Resolution of Conflict in South Sudan R-ARCSS in September 2018, cantonment of forces and subsequent formation of RTGONU, the security situation throughout South Sudan has improved tremendously except for some inter-communal conflict. This has encouraged spontaneous refugee and IDP returns. Chapter III of the R-ARCSS on Humanitarian Assistance and Reconstruction calls for creation of an enabling environment for the safe, dignified and sustainable return and reintegration of South Sudanese displaced populations. The Revitalized – Transitional Government of National Unity (R-TGoNU) formed on 22 February is committed to achieving this mandate.

South Sudan Action Plan on Return and Reintegration, Recovery adopts a whole-of

government and a whole-of society approach. It is in view of this that the Government of South Sudan under the leadership of MHADM and RRC found it necessary to develop the National Policy Framework and Action Plan to address Return, Reintegration and Recovery. Key strategic objectives in the Action Plan are as follows:

- 1) Restore conducive environment and bring back IDPs and refugees to original homes or preferred areas
- 2) Strengthen governance at National and Sub National levels.
- 3) Promote peace building, social cohesion, reconciliation and healing
- 4) Restore basic services, and promote recovery and resilience
- 5) Enhance data collection and information management for joint analysis of challenges and conditions
- 6) Rebuild the economy towards a path to development.

The process included the participation of multiple Agencies of Government, UN bodies, national and international non-governmental organizations, Civil Society and more importantly, the people of South Sudan including women and youths.

The main objective of the Action Plan is to operationalize the National Framework in order to create conditions for safe, dignified and voluntary returns, lazards in South Sudan. This Action Plan



will maximize utilization of resources in improving effective and efficient collective response to ensure that the needs of the returning displaced population integration and recovery of displaced populations, thus contributing to the resilience of affected communities from the conflicts and natural hulations are met through proper implementation, coordination and monitoring from the various relevant government bodies and humanitarian partners.

Finally, I would like to sincerely acknowledge the support that has been given by our donors, humanitarian and development partners during the crisis. The Ministry and RRC would like to thank everyone who participated in developing the Action Plan, including UNHCR,WFP, IGAD South Sudan, UNMISS, UNDP and UNOCHA for their contributions to this document.



Hon. Dr. Manase Lomole Waya  
Chairperson RRC, South Sudan







**Maridi: IDPs happily united with their family members**





## EXECUTIVE SUMMARY

The devastating civil war of 2013 plunged South Sudan into a humanitarian crisis. As of March 2020, more than 2 million South Sudanese refugees are displaced in six countries throughout the region: CAR, DRC, Ethiopia, Kenya, Sudan and Uganda. An additional 1.46 million IDPs are displaced inside South Sudan in Protection of Civilian Sites (POCs), and collective sites throughout the Country. Since the signing of the Agreement on the Cessation of Hostilities in December 2017 and the signing of the Revitalized – Agreement on the Resolution of Conflict in South Sudan R-ARCSS in September 2018, the security situation throughout South Sudan has improved tremendously except for some inter-communal conflict. This has encouraged spontaneous refugee and IDP returns.

Chapter III of the R-ARCSS on Humanitarian Assistance and Reconstruction calls for creation of an enabling environment for the safe, dignified and sustainable return and reintegration of South Sudanese displaced populations. The Revitalized – Transitional Government of National Unity (R-TGoNU) formed on 22 February is committed to achieving this mandate.

Solutions strategies entails a whole-of-government and a whole-of-society approach. It is in view of this that the Government of South Sudan under the leadership of MHADM and RRC found it necessary to develop a Policy Framework to address Return, Reintegration and Recovery. The process ensured the participation of multiple Agencies of Government, UN bodies, national and international non-governmental organizations, Civil Society and more importantly, the people of South Sudan including women and youths.

The main objective of the Action Plan is to operationalize the National Framework in order to create conditions for safe, dignified and voluntary returns, local integration and recovery of displaced populations, thus contributing to the resilience of affected communities from the conflicts and natural hazards in South Sudan. This Action Plan will maximize utilization of resources in improving effective and efficient collective response to ensure

that the needs of the returning displaced populations are met through proper implementation, coordination and monitoring from the various relevant government bodies and humanitarian partners.

Finally, I would like to sincerely acknowledge the support that has been given by our donors, humanitarian and development partners during the crisis. The Ministry and RRC would like to thank everyone who participated in developing the Action Plan, including UNHCR, WFP, UNMISS, UNDP, UNOCHA and IGAD South Sudan for their contributions to this document.









## 1. CONTEXT | 1.1 BACKGROUND

South Sudan has been devastated by civil war that has plunged the nation into an unimaginable humanitarian crisis since December 2013. This crisis remains complex and protracted with both acute and chronic needs experienced at varying levels across the country. Nearly 4 million people are displaced; with 1.6 million internally displaced and more than 2 million as refugees in neighbouring countries. Climate shocks manifested in the form of heavy floods and food scarcity in many parts of the country compound the displacement situation and corresponding needs. A gradual increase of returning populations will compound the already scarce resources in areas of return.

The country remains in a critical period of unprecedented severe food insecurity (2017-2019) with 6.4 million people considered food insecure due to high malnutrition rates of 16 per cent surpassing the emergency thresholds of 15 per cent. Lack of access to basic services and eroded livelihoods capacities have weakened the resilience of already vulnerable populations.

Protection issues remain of great concern with vulnerable men, women, boys and girls facing protection threats and Sexual and Gender-Based Violence. According to the UNHCR, majority of South Sudanese refugees in neighbouring countries of asylum reside in Sudan, Uganda and Ethiopia. South Sudan also grapples with other challenges

besides the civil war that may create un conducive environment for sustainable returns including natural disasters induced by climate change whereby about 56% of the population is either affected by drought or flood, the occurrence and magnitude of which have increased in the last several decades.

Some parts of the country continue to experience frequent inter-communal conflicts, resulting in loss of life, serious human rights violation, disruption of livelihoods and continued displacement of civilians. Changing cultural practices and deep-rooted traditional norms that result in displacement and heavy loss of life and livelihoods, require sustained intervention and longer-term investment. In addition, the country is extremely under-developed as a result of protracted conflict which has severely destroyed basic infrastructure, ruined the economy and plunged the population into a state of poverty.

Despite the above, South Sudanese IDPs and refugees are gradually returning on their own to the country, areas of origin or elsewhere in the country, encouraged by the 2018 Revitalised Peace Agreement and subsequent reduction in conflict. Their assistance and protection needs are vast including the need to support resilience building for returnees.



## 1.2 ENABLING ENVIRONMENT

In 2018, the main parties to the 2013 conflict signed the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS). The R-ARCSS calls for the creation of an enabling environment for refugees and internally displaced persons to return by providing safe, dignified and sustainable return and reintegration of South Sudanese displaced internally and externally.

Chapter 2 of the R-ARCSS forbids actions that create obstacles to humanitarian access, prohibits sexual and gender based violence, use or recruitment of child soldiers, hostile propaganda and forced recruitment, attacks to IDPs, refugees, media, UN staff or equipment, Joint Monitoring and Evaluation Committee (JMEC), the Cease-fire and Transitional Security Arrangement Monitoring Mechanism (CTSAMM) and all national and international non- governmental organisations.

More importantly, Chapter 3 of the R-ARCSS calls for the creation of enabling political, administrative, operational and legal environment for delivery of humanitarian assistance and protection during and throughout the pre-transitional concluded in February 2020 and transitional period expected to last 3 years from February 2020. The enabling environment will include the following:

- Providing secure access to and protection of civilian populations in need of humanitarian assistance,

- Providing physical, legal, and psychosocial protection to refugees and IDPs to return in safety and dignity, including re-unification of families separated during conflict,
- Affording the rights to citizenship, registration and appropriate identification to refugees and IDPs,
- Allowing refugees and IDPs to return to their places of origin and /or live in areas of their choice.

The Transitional Constitution of South Sudan 2011 (as amended), the National Framework on Return, Recovery and Reintegration -2019, and the National Development Strategy (2019 – 2021), among others, support the call for the creation of conducive environment for return and reintegration. The R-ARCSS states that the rights of returnees must be respected in accordance with the Bill of Rights as spelled out in the South Sudan's Transitional Constitution 2011 (as amended). These rights include right to life and human dignity, personal liberty, freedom from slavery, servitude and forced labour, equality before the law, right to found a family, rights of women and of child, fair trial, freedom from torture, right to litigation, restriction on death penalty, right to privacy, religious rights, freedom of expression and media, freedom of assembly and association, right to participation and voting, freedom of movement and residence, right to own property, right to education, rights of persons with special needs and the elderly, public health care, right of

access to information, right of ethnic and cultural communities, and right to housing.

The above coupled with peace, security, and sustainable socio-economic livelihood and development can lead to the realization of a safe, dignified and sustainable return and reintegration.

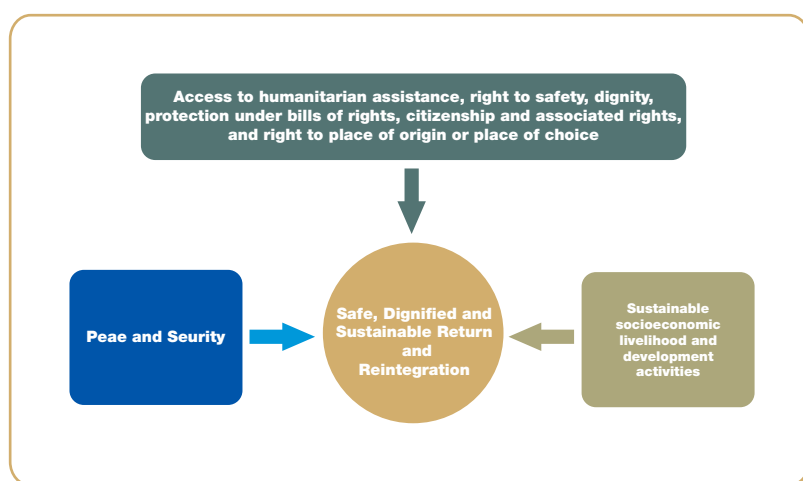


Figure 1 : Conceptual framework for safe, Dignified and Sustainable Return and Reintegration

As part of the realization of safe, dignified and sustainable return, the R-ARCSS also requires the establishment of a Special Reconstruction Fund (SRF) with the objective of investing in early recovery and infrastructure in areas affected by the conflict and to assist and protect IDPs and returnees. The SRF is to be managed by the Board of Special Reconstruction Fund (BSRF). The R-ARCSS mandates the BSRF to develop an action plan for resilience and recovery activities and to promote development infrastructures in conflict affected regions. The said action plan is required to

include provision of assistance and protection of IDPs, returnees and families affected by the war.

In addition to its protection of returnees through the Bill of Rights, the Transitional Constitution 2011 (as amended) provides the mandate to the National Legislature to supervise return and reintegration of IDPs and refugees (see article 59d). Furthermore, the National Development Strategy (2018 – 2021) provides for facilitation of voluntary return and reintegration of IDPs and refugees. It provides for socio-economic opportunities and livelihoods for returnees.

This Action Plan is informed by international and national laws and policies, including the Djibouti Declaration and plan of action on education and Kampala Convention on jobs and livelihoods. The plan also takes into consideration the Global Compact on Refugees which integrates education, burden sharing arrangements, jobs & livelihoods, energy and infrastructure, durable solutions and building of protection capacity.





**Welcome back: A woman welcome her neighbor after years of displacement**

## 2. DEVELOPMENT OF THE ACTION PLAN

Due to the signing of R-ARCSS and subsequent reduction in hostilities, an increasing number of IDPs and refugees have opted to spontaneously return to their original areas or other places in the country. In response to this development, the Ministry of Humanitarian Affairs and Disaster Management (MHADM) and the Relief and Rehabilitation Commission (RRC) developed and launched two important processes as follows:

### 2.1 THE DEVELOPMENT OF IDP LEGISLATION AND THE NATIONAL FRAMEWORK ON RETURN, RECOVERY, AND REINTEGRATION

Key stakeholders were involved including IDPs, host communities, refugees in countries of asylum through regional return intention surveys and refugee and IDP returnees. Preparations were supported by the South Sudan GP20 Action Plan and the stakeholder consultations held on 27 and 28 November 2019. Activities included: gathering data and assessments on the magnitude, causes, dynamics of displacement and potential solutions, informing and consulting IDPs, host communities and returnees to get their views, facilitating a legal review by parliamentarians and other line ministries to decide whether the legislation and policy framework is necessary and designating relevant government bodies to lead the process. The collected views are incorporated into both the IDP Bill and the National Framework on Return, Recovery, and Reintegration.

### 2.2 THE NATIONAL FRAMEWORK IS BASED ON CHAPTER 3 OF THE R-ARCSS THAT STIPULATES THE REQUIREMENTS OUTLINED ABOVE

The Framework is intended to maximize utilization of resources improving effective and efficient collective response to voluntary return of both internally displaced persons and refugees hosted in neighbouring countries, encouraged by restoration of peace in the country. The National Framework outlines roles and responsibilities of engaged stakeholders while guaranteeing national ownership, legitimacy and accountability of actions. To operationalize the Framework, the RRC has developed this Action Plan in collaboration with MHADM and UN agencies, national and international organisations (both humanitarian and development oriented), representing their collective contribution.

### 2.3 LESSONS LEARNT FROM THE PREVIOUS RETURN AND REINTEGRATION EFFORTS/ PROGRAMS

Experiences from the previous returns after the Comprehensive Peace Agreement was signed in 2005 indicate that the return of IDPs and refugees was not sustainable due to lack of basic services to meet the returnees' need in return locations. The period for providing humanitarian assistance to returnees was too short to facilitate seamless recovery and development. Insecurity in many

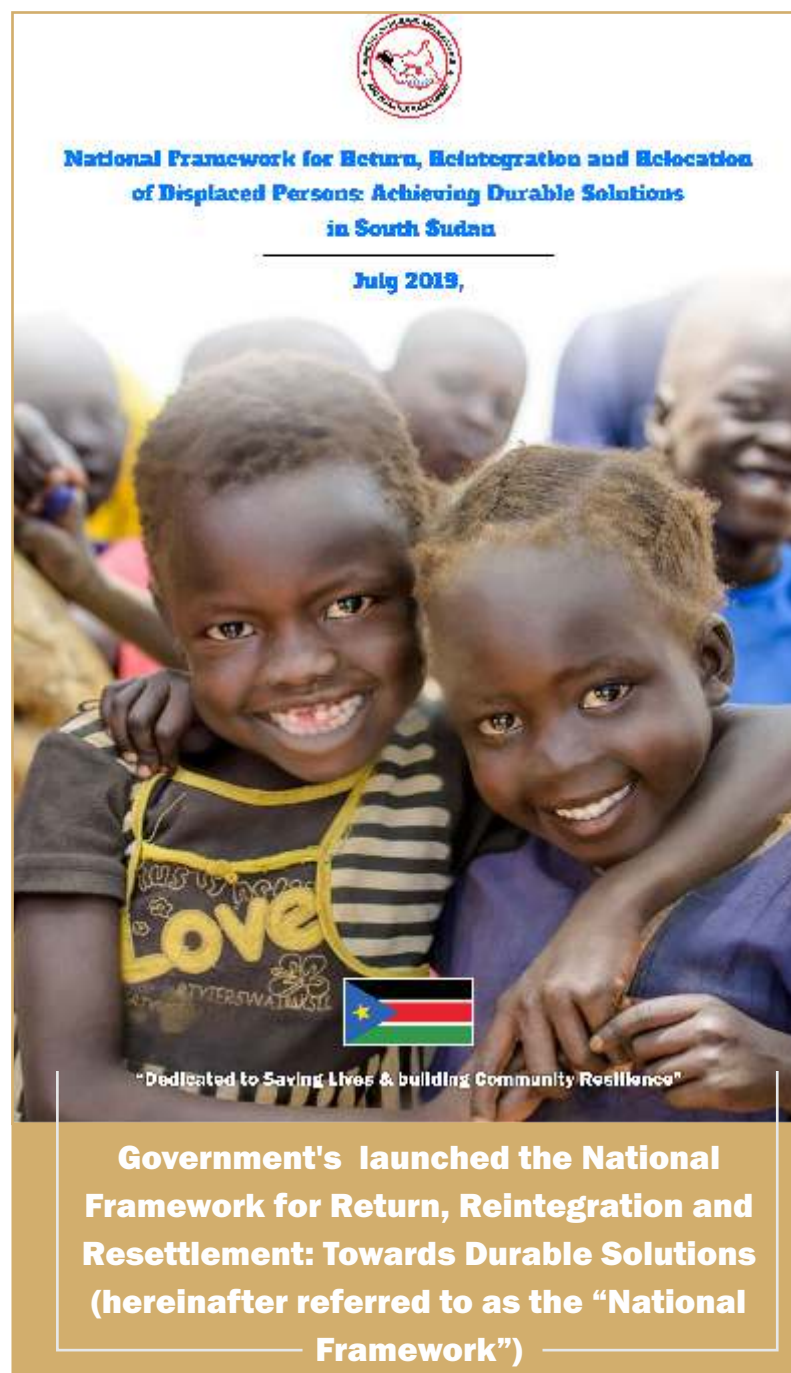


parts of the country made return unsafe and undignified. For example, people were attacked, lost property and were stranded on the way. This action plan draws from these lessons, among others, to create safe, dignified and sustainable returns.

## 2.4 ACTION PLAN

The process of developing this action plan commenced on 2<sup>nd</sup> October 2019 when the Government launched the National Framework for Return, Reintegration and Resettlement: Towards Durable Solutions (hereinafter referred to as the “National Framework”). In November 2019, a two-day workshop was co-organised by Ministry of Humanitarian Affairs and Disaster Management (MHADM), Relief and Rehabilitation Commission (RRC) and IGAD South Sudan, UNMISS, UNDP, UNHCR and the NGO Forum which articulated this action plan. The workshop was attended by 170 participants drawn from Government line ministries at National and state levels, academia (University of Juba Centre for Peace and Strategic Studies); Civil Society (SUDD Institute); Faith-Based and women's organizations; NGO Forum, South Sudan and UN agencies representative of the Humanitarian Coordinator in South Sudan and members of the donor community supporting humanitarian programmes in South Sudan. The workshop also benefitted from regional and global level perspectives on the implementation of the Nairobi

Declaration and Plan of Action and the Global Compact on Refugees, respectively.





**A woman proudly hold her baby at Juba teaching & referral Hospital**

### 3. STRATEGIC OBJECTIVE

The main objective of the Action Plan is to operationalize the South Sudan National Framework on Return, Recovery and Reintegration in order to create conditions for voluntary return, local integration or recovery of displaced populations and, thus contributing to the resilience of affected communities from the conflicts and natural hazards in South Sudan. Key strategic objectives include:

- Strategic Objective 1: Restore conducive environment and bring back IDPs and refugees to original homes or preferred areas
- Strategic Objective 2: Strengthen governance at National and Sub National levels.
- Strategic Objective 3: Promote peace building, social cohesion, reconciliation and healing
- Strategic Objective 4: Restore basic services, and promote recovery and resilience
- Strategic Objective 5: Enhance data collection and information management for joint analysis of challenges and conditions
- Strategic Objective 6: Rebuild the economy towards a path to development.

[See Annex I: Strategic Outcomes Implementation Matrix](#)

#### 3.1. TARGET POPULATION

This action plan is designed to meet the needs of the following target population groups:

- a) Internally Displaced Persons within South Sudan
- b) Returning refugees from outside the country
- c) Host communities



d) Refugees in neighbouring countries

### **3.2 IMPLEMENTATION, COORDINATION, MONITORING AND OVERSIGHT**

The implementation, Coordination, Monitoring and Oversight of the action plan is undertaken as follows: At strategic level, the Humanitarian High-level Oversight Committee, chaired by the Minister of Cabinet Affairs provide oversight function, while the Ministry of Humanitarian Affairs and Disaster Management (MHADM) provide policy guidance and the Relief and Rehabilitation Commission is responsible for operation, coordination and Implementation in partnership with relevant line Ministries at National and State Levels, Humanitarian and Development actors. Engagement of the humanitarian actors will be through the Humanitarian Coordination Forum at national level.

This is a Government led process, guided by principals and processes highlighted below;

- a) Responsible engagement and disengagement
- b) Partnership and linkages between government humanitarian, development and peace actors
- c) Community participation, involvement and accountability
- d) Social inclusion
- e) "Do no harm and building foundation for peace"
- F) Evidence based and risk analysis

#### **3.2.1 IMPLEMENTATION AND COORDINATION**

The implementation of the Action Plan will be supported by Humanitarian Coordination Forum (HCF), an Inter-Ministerial Committee consisting of relevant line ministries at national and state levels, commissions as well as representatives from humanitarian agencies. Functional and operational coordination will be undertaken by RRC with support from national and international partners such as the UN Country team, UN Humanitarian Country team, UNHCR and other key UN agencies, development partners and the humanitarian Inter - Cluster Working Group (ICWG) as stipulated in the by the National Framework on Return, Recovery and Reintegration. The latter provides humanitarian support and progress updates on the various priority areas and actions suggesting immediate humanitarian intervention.

IGAD South Sudan will support implementation and coordination of the National Task Force and participate in the Humanitarian Coordination Forum in line with its mandate in South Sudan to oversee implementation of the Revitalized Peace Agreement(R-ARCSS) in particular Chapter 3 on Humanitarian Assistance and Coordination. Further, IGAD as a regional body is charged with responsibility of overseeing developmental activities in the IGAD region. Its implementation of the Nairobi Declaration and Plan of Action and the Global Compact on Refugees will bring new perspectives in integrating responses.

UMMISS involvement is in line with the Security Council Resolution SC 2514 which mandates UNMISS " To foster a secure environment for the safe, informed, voluntary, and dignified, return, recovery, resettlement or integration into host communities for IDPs and refugees including through monitoring of, ensuring respect for human rights by, where compatible and in strict compliance with the United Nations Human Rights Due Diligence Policy (HRDDP), coordination with police services, security and government institutions, and civil society actors in relevant and protection-focused activities , such as sensitization on issues of sexual and gender-based violence and children and armed conflict as well as technical assistance or advice on international humanitarian law, investigation and prosecution of sexual and gender-based violence and conflict-related sexual violence, as well as other human rights violations and abuses, in order to strengthen protection of civilians, combat impunity, and promote accountability; (viii) To support the facilitation of the safe, informed, voluntary, and dignified return, recovery, or integration of IDPs from United Nations protection of civilian sites, in coordination with humanitarian actors and other relevant stakeholders, and within existing resources.

The government and its partners will implement the action plan by fulfilling the following needs prior to return as highlighted by IDPs and Refugees during

the consultation process:

- a) Security through the cease fire and implementation of the peace agreement,
- b) Protection from Gender based violence, threats, human rights violations, intimidation, undue restriction of freedom of movements,
- c) Access to basic social economic opportunities including humanitarian and development assistance in the early phases of return to facilitate for survival through basic services such as food, shelter, clean drinking water, education, health and livelihoods,
- d) Restoration and restitution to house, land and property,
- e) Equal access to justice,
- f) Access to credible adequate information to make informed choices,
- g) Protection from direct and indirect coercion to return including protection against wrong information as well against denial to basic services, and
- h) Humanitarian actors should not disengage or reduce services in an area of displacement where there has been no change of the population. Return should be in accordance with national, regional and international laws and standards.

To ensure better coordination and implementation of activities, the government through the RRC will form taskforces / committees at state and national



levels in collaboration with the UN agencies and other relevant partners to ensure the following:

- a) Create awareness of the return and reintegration processes;
- b) Provide logistical support to returnees;
- c) Manage information and establishing support mechanisms;
- d) Provide political, security, social and economic enabling environment in which return, and reintegration can happen smoothly;
- e) Provide guidance on return and reintegration activities; and Adoption integrated area-based and participatory approach that encourages partnership among relevant stakeholders including beneficiaries of support, communities, governments, UN agencies, donors, Civil Society Organizations and the private sector.

#### **THE NATIONAL FRAMEWORK PROVIDES THE FOLLOWING COORDINATION MECHANISM AT THE NATIONAL LEVEL:**

A Task Force, under the leadership of the MHADM and RRC will provide technical support to the Humanitarian Coordination Forum and support in the implementation of the Framework, strategies and plans. The Task Force will comprise representatives from UNMISS, UNDP, humanitarian and development community. Functional /operational coordination will be facilitated by RRC, UNMISS, development partners and the humanitarian returns).

Inter cluster Working Group (ICWG). The ICWG will provide humanitarian progress updates from various priority areas/actions and suggest areas that need immediate humanitarian interventions". Given its specific mandate to deal with refugees who are part of the target population, UNHCR as a member of both the Humanitarian Coordination Forum and the Task Force, is required to provide progress updates, including statistics and priority areas that need intervention for refugees/refugee returnees (both spontaneous and organised).

#### **THIS SYSTEM IS REFLECTED AT THE STATE LEVELS, WHERE STATE LEVEL TASK FORCE ON SOLUTIONS ARE ESTABLISHED, WITH THE FOLLOWING MEMBERS:**

Government- Director of RRC, Relevant Line Ministries, Security Organs, County Commissioners, Humanitarian/development actors - representative from UNHCR, UNMISS, OCHA, Representative of development actors at state level, one representative of international NGOs, one representative of national NGOs.

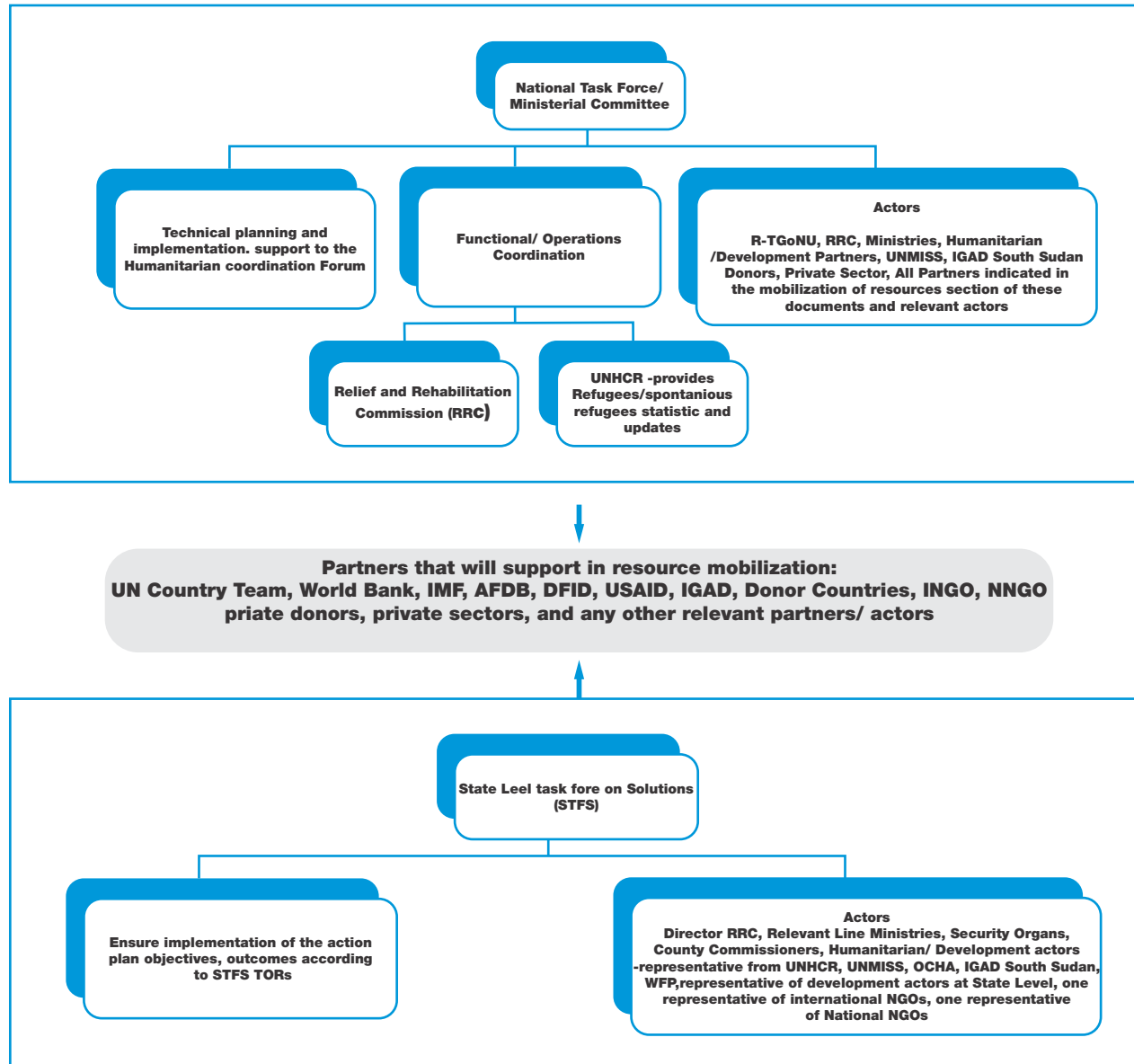
The State Level Task Force on Solutions are chaired by the Director of RRC and UNHCR, who reports directly to the National Level Task Force. The National Level Task Force will also provide guidance on contentious issues arising at STFS level.



**MHADM Undersecretary, Hon. Gatwech Peter Kulang visits flood Victims in Pibor Administration Area**



The table below illustrates the various levels.



See: Annex II: Roles of relevant institutions and partners in implementing of the Action Plan.

### 3.2.2 MONITORING

A monitoring system comprising of a joint monitoring committee that include government technical teams, UN and Data Management Centre shall be established at RRC Offices in the Ministry of Humanitarian Affairs and Disaster Management

to monitor all the activities on return and reintegration of returnees both at state levels and national levels, the government recognizes that not all needs will be met during the immediate post-conflict period, therefore the action plan

should be based upon realistic priorities and targets. The Ministry of Humanitarian Affairs and Disaster Management will establish a joint monitoring committee comprise of inter-ministerial technical staff and partners to monitor policy, technical aspect and program delivery at state level.

The National level Monitoring Committee should have quarterly meeting to:

- Identify, discuss and monitor issues related to the RRR Framework.
- Provide advice to the Government and key stakeholders on action areas.
- Ensure that decisions taken by the Ministry are implemented and views of the national stakeholders are considered.

A detailed monitoring framework shall be developed by the Joint Monitoring Committee with support of relevant partners to define mechanisms for data recording, processing, reporting and analysis by the Data Management Center.

A Management Information System (MIS) for the implementation of the RRR Framework will be required to collect, store and analyse information to inform policy decisions and planning by the government humanitarian and development interventions in a timely manner. The government will work with respective partners to support data management.

See [Annex 3: Terms of Reference for State Level Task Force on Solutions](#).

Monitoring will involve the generation of information on all aspects of the return and reintegration process which will enable institutions charged with overseeing and monitoring progress in this process to recommend changes where necessary. The monitoring of implementation will be coordinated and conducted by the RRC in collaboration with relevant government actors and UN agencies. There will be regular monitoring reports based on information collected on the process by RRC with such reports submitted to the Revitalized Transitional Government of National Unity's (R-TGONU) Cabinet through the Humanitarian, Social Service, Culture, Gender and Youth cluster. MHADM will guide the monitoring process and present to the Cabinet the monitoring reports.

### **3.2.3 OVERSIGHT**

The National Legislature consisting of the National Legislative Assembly and the Council of States formed in accordance with the R-ARCSS will perform overall oversight of the whole process of return and reintegration. In particular, the Council of States is mandated by the Transitional Constitution 2011 (as amended) and the R-ARCSS to provide oversight to the process of IDPs and refugee return. For example, the Transitional Constitution 2011 (as amended), mandates the



Council of States to “monitor the repatriation, relief, resettlement, rehabilitation, reintegration of returnees and internally displaced persons, and reconstruction of disaster and conflict affected areas.” In executing its role, the National Legislature will summon key officials in the executive branch of government to provide answers to queries on process when necessary. It will also review monitoring reports on the progress of the return and act accordingly. It can also initiate and enact legislation with regards to IDP, and refugee returnees.

Before the initiation of refugee return, the South Sudan government will enter into tripartite

agreements with refugee host countries such as Uganda, Kenya, Ethiopia, The Democratic Republic of Congo and Central African Republic and the UN Refugee Agency.

The implementation of these agreements will be closely overseen by the National Legislature as specified in R-ARCSS and in the amended 2011 Transitional Constitution. All partner organizations will provide support in coordination with these bodies to ascertain that objectives and targets are achieved in a timely manner.



**A returnees supported by humanitarian agencies fishing to earn a livelihood and support his family**

## 4. IMPLEMENTATION APPROACH

Implementation of the National Framework on Return, Recovery and Reintegration requires the elaboration of cross sectorial plans, bringing together humanitarian and development actors under the leadership of relevant authorities and established coordination mechanisms for implementation. The plan enhances government's preparedness and response to return and reintegration in a dignified, safe and sustainable manner. The plan also aligns international support to and builds on the capacity of local authorities to operationalize government-led solution approaches and development plan in a manner that draws on the best practices and is underpinned by applicable national, regional and international standards.

The plan will be disseminated at the local level to allow for improved engagement, immediate implementation and ownership by the local

stakeholders of the process, as soon as it is made official through the MHADM/RRC coordinated process. The plan follows a phased, resilience-based development approach, combining short, medium- and long-term programmatic interventions in a holistic and integrated manner, to support durable solutions including in areas where IDPs and refugees have returned spontaneously. It covers key areas of security, protection, access to basic services, livelihoods and economic security and peace/social cohesion. This approach allows humanitarian and development actors to articulate immediate life-maintaining and/or life-sustaining actions with longer-term support, through three tracks of interventions, all starting as soon as possible but varying in intensity over time.

Figure 2 below illustrates the approach.

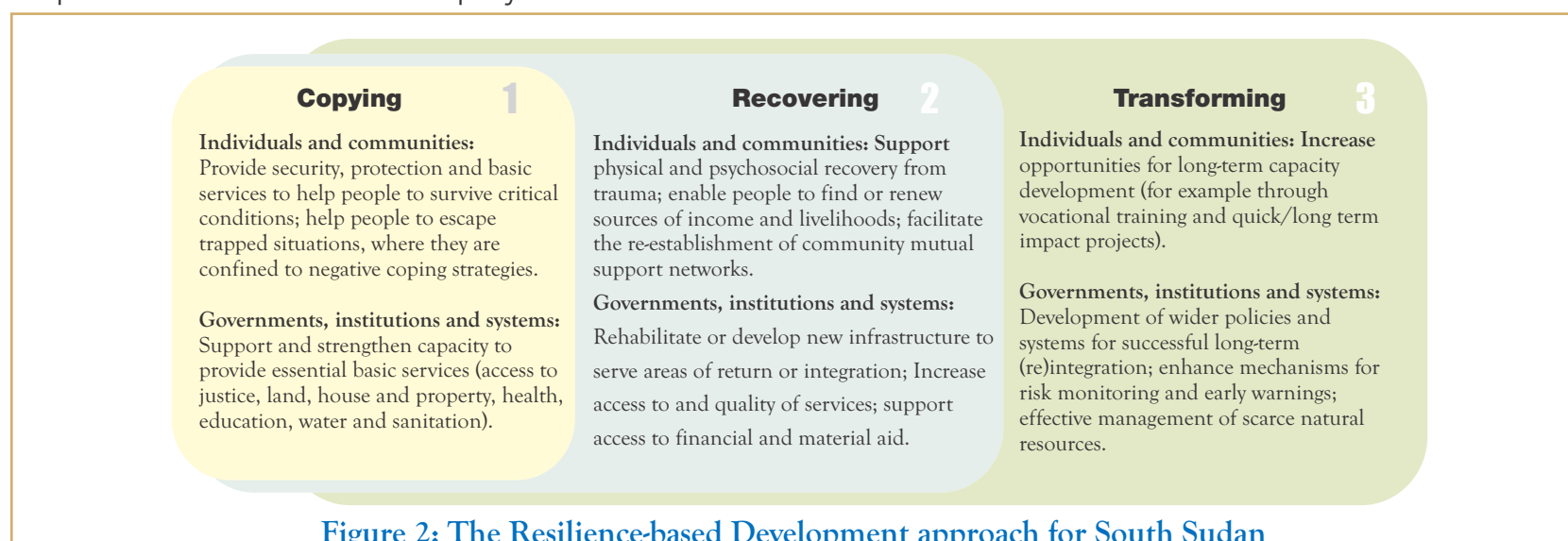


Figure 2: The Resilience-based Development approach for South Sudan



#### 4.1. IMPLEMENTATION ACTIVITIES

The activities will cover the whole continuum of displacement, ending with full reintegration, recovery and resilience in South Sudan. Implementation of the Action Plan will be the responsibility of the RRC, with policy guidance from the MHADM according to the monitoring and coordination section of the framework. RRC will coordinate the implementation with line ministries and relevant actors at national and sub-national levels. As activities are cross cutting, all line

ministries will be actively involved (see annex 2). Several institutions will be involved in one activity. For example, documentation of returnees can be carried out in collaboration with Ministry of Justice and Ministry of Interior, particularly through Directorate of Immigration, Nationality, and Passports and the RRC, among others. The activities will be implemented in line with the outcomes indicated below and the implementation matrix indicated in annex 1.



Returnees line up to access basic services in Jikiir Nasir County

## 5. OUTCOMES

### Outcome 1: Create Voluntary, Safe and Dignified Returns

#### Operational Standards for Return Movements

1. Government and humanitarian support for solutions will fall along a range of potential interventions, dependant on each situation and context. A one-size-fits-all approach to assistance or guidelines on specific types of assistance to provide is not encouraged given the context dynamics of South Sudan where each situation and area have varied challenges and needs. The National Task Force and State Level Task Force on Solutions (STFS) should collectively discuss and decide on the approach to assistance.
2. With regards to support for movements, interventions could range from advocacy for freedom of movement to provision of cash grants for public transportation, to the direct provision or facilitation of transportation, and provision of core relief items. In addition to adhering to the voluntary, safe and dignified return principles, all interventions should take into consideration the following actions:
  - a) Interventions should uphold freedom of choice and be mindful to not discourage IDPs from pursuing any intermediary or transitional solutions on their own, including choosing to stay in their current location

of displacement, always based on informed decisions and remain neutral.

- b) Housing, land and property concerns should be identified and addressed to the extent possible, which will require engagement with local and at times, national authorities, including guidance sought from the National level Housing, Land and Property Technical Working Group and the Land Parliamentary Committee under the Revitalised Transitional National Legislative Assembly (R-TNLA)
- c) Prior to the implementation of any interventions towards the return, recovery or local integration of population, planning should be undertaken to address potential protection concerns for populations returning to areas of origin and former locations of habitual residence, relocating to new areas, and integrating locally, as well as populations unwilling or unable to return or relocate.
- d) Any decisions to support or facilitate IDPs' movements – whether for returns, recovery or local integration – should be based on understanding among relevant stakeholders at point of departure and in area of arrival about the implementation modalities – including consideration relative to local absorption capacity from a conflict sensitive perspective.



- e) At the very outset of any process, STFS shall coordinate with the relevant authorities at point of departure, area of arrival, and along the route of travel to obtain guarantees of safe passage, confirm the humanitarian nature of the movement, and the respect for the right and need for humanitarian organizations to operate in accordance with the humanitarian principles of independence, impartiality and neutrality.
- f) Interventions should originate from direct engagement with the communities to identify their intentions and impediments and be based on a request for assistance to act on their intentions, based on age, gender and diversity considerations. This should be collected through regular communication and engagement with IDPs (not just the IDP leadership and consider communication dynamics related to age, gender and diversity) both to inform them on the context in their areas of origin and to collect the intentions of IDPs.
- g) The National Framework for Return, Reintegration and Recovery of Displaced Persons: Achieving Durable Solution in South Sudan emphasize on the coordination and monitoring section the need to prioritize and target the most vulnerable populations to ensure identification and mitigation of risks, guide humanitarian and development interventions and involving the affected communities in planning and ensuring that they benefit from programs. As such, STFS chairs must ensure profiling of the IDPs population to identify most vulnerable populations and their return intention is conducted in major IDPs settings to develop further understanding of their protection, assistance and solutions needs.
- h) The process for considering return support is triggered by an explicit request from IDPs.
- i) Prior to departure, all relevant government and humanitarian actors in the area of return should be informed about the process to plan for appropriate measures to uphold the safety and dignity of IDPs. Local authorities, humanitarian actors and other stakeholders in areas of intended return or recovery should take all appropriate measures, where feasible, to ensure effective delivery of essential services as needed – in particular preparing to respond to any medical cases, anticipate potential housing, land, and property (HLP) issues and plan for temporary shelters where necessary.
- j) Based on individual counseling and expressed informed consent to return, measures should be taken to prevent family separation and ensure that Persons with Specific Needs (PSNs) and specific vulnerabilities are considered and assisted accordingly.



**MHADM, RRC staff and Humanitarian agencies attending a joint workshop on IDPs at Landmark Hotel**

## Outcome 2: Enable improvement in security

The promotion of adherence to humanitarian and human rights law and reestablishment of security and the civilian character of areas of return and potential return remains the essential cornerstones

to displacement solutions.

The following actions will be carried out by government, humanitarian and development actors in support of these critical objectives:

Coping – Short term	Recovering – Medium term	Transforming – Long term
<ul style="list-style-type: none"> <li>■ Carry out regular security assessments of the areas of return.</li> <li>■ Support capacity building of security forces, including police, cantoned forces, on humanitarian and human rights law, to increase trust and confidence in security institutions and ensure they are responsive to the human security needs and concerns of civilians.</li> <li>■ Provide logistic, equipment and accommodation support aimed at facilitating the reestablishment of civilian police, including female police and specialized units to deal with the high incidence of GBV, in current areas of displacement, return and potential return.</li> <li>■ Support mine action emergency risk education campaigns; mine action integrated survey of hazardous areas with risk education and explosive ordnance disposal; mine action victim assistance, needs assessment and individual rehabilitation response.</li> <li>■ Improve coordination with security actors through established channels.</li> <li>■ Reduce checkpoints and eliminate informal checkpoints</li> </ul>	<ul style="list-style-type: none"> <li>■ Reunify forces including disarmament and cantonnement of armed groups across the country. Implement DDR.</li> <li>■ Reduce checkpoints and eliminate informal checkpoints</li> <li>■ Integrate into established state security services vigilante and other irregular security-related entities.</li> <li>■ Promote contact and dialogue between security forces and civilians,</li> </ul>	<ul style="list-style-type: none"> <li>■ Support training, equipment, construction of police stations</li> <li>■ Promote the adoption of community policing approaches</li> <li>■ Initiate the process of transforming the security sector to improve its responses, enhance transparency and governance, and promote human security.</li> </ul>



### Outcome 3: Promote protection

The government, humanitarian and development actors will prioritize the activities below in order to ensure that minimum conditions for return are met and are aligned with national, regional and

provide protection services, promote and advocate for protection principles, ensure the full participation of IDPs, returning refugees and host communities:

Coping – Short term	Recovering – Medium term	Transforming – Long term
<ul style="list-style-type: none"> <li>■ Strengthen systems for the identification of persons with specific needs, such as women and children at risk, male youth, older persons and persons with disabilities, and improve multi-sectoral referral and response mechanisms in order to ensure unfettered access to basic services.</li> <li>■ Establish safe spaces for vulnerable populations (orphans, UASCs, girls and women at risk) to access critical services and information key to their protection and well-being.</li> <li>■ Involve women in decision making processes and peacebuilding, in keeping with Security Council Resolution (SCR) 1325 on Women, Peace and Security;</li> <li>■ Expand psycho-social support tailored to the diverse needs of affected populations, including IDPs, returnees and host community members.</li> <li>■ Strengthen frequency and coordination of needs assessment and regular consultation with IDPs and host communities, including rolling intention surveys and protection monitoring.</li> <li>■ Work with government authorities to establish responsive two-way channels of communication with displaced and host communities</li> </ul>	<ul style="list-style-type: none"> <li>■ Strengthen systems to prevent and respond to SGBV, in full compliance across all sectors with the IASC guidelines on Integrating GBV Interventions in Humanitarian Action, as well as systems to protect all children and safeguard their best interests.</li> <li>■ Develop and implement strategies to ensure the education of girls and boys, including identification of suitable locations for schools, sensitization to counter apathy towards the state system of education and to persuade families of the importance of girls' education, provision of teachers and schemes to waive school fees.</li> <li>■ Expand training of key stakeholders (e.g., village leaders, religious leaders, and teachers) on conflict resolution and peace building tailored to the specific, varied circumstances from location to location.</li> <li>■ Implement specific protection activities including family unification, access to justice, access to documentation and replacement of documents.</li> <li>■ Bring persons in detention for terrorist relate offences within the national legal system.</li> <li>■ Support development of a database on victims to</li> </ul>	<ul style="list-style-type: none"> <li>■ Support the development of legal and policy framework, including the domestication of the Kampala Convention.</li> <li>■ Enhance programs and facilities for prevention of and reintegration of former child soldiers and children</li> <li>■ Establish effective and accessible mechanisms to resolve housing, land and property issues.</li> <li>■ Support justice and accountability initiatives to accompany reconciliation and facilitate healing. Communities must see perpetrators of human rights abuses and violations, including security and allied forces, brought to account in order to provide foundation for healing and reconciliation.</li> <li>■ Support local authorities to provide legal services and assistance in displacement affected areas to all affected population.</li> <li>■ Support measures that create a conducive and safe environment for reconciliation and reintegration</li> <li>■ Review policies and laws and identify gaps to ensure protection and reintegration of IDPs and refugees returnees</li> </ul>

<ul style="list-style-type: none"> <li>Support the establishment of screening and other security measures which maintain the civilian and humanitarian character of IDP sites and are transparent with clear criteria and due process in line with international and national laws on detention and screening facilities.</li> </ul>	<p>record the history of the conflict and address the right of families to know the fate of their relatives.</p>	
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### Outcome 4: Deliver basic services

The primary responsibility of delivering basic services lies with the government. In the short- and medium-term actions, humanitarian and development partners will be critically needed when capacities are insufficient, and with a focus on the areas of displacement and return. Activities will be based on the needs of both returning IDPs and refugees, and local communities to avoid further tensions, and in respect with the cluster

norms in application. All IDPs and returning refugees will benefit from access to services including in areas of displacement, IDP POCs and collective sites. In the areas of return, capacities of actors will be progressively reinforced to ensure a proper transition and sustainability of service delivery. Public Private partnerships for services delivery, including involvement of Civil Society Organizations (CSOs)/NGOs is critical.

Coping – Short term	Recovering – Medium term	Transforming – Long term
<ul style="list-style-type: none"> <li>Housing: Provide support to the most vulnerable to rebuild or secure adequate shelters use build back better approach</li> </ul> <p>Return land and property to returnees</p> <p>Water and sanitation: Ensure temporary provision of water and sanitation facilities in areas where presence of displaced people put a pressure on the current capacity</p> <p>Ensure that access to basic services is guaranteed to all, especially both gender without discrimination.</p>	<ul style="list-style-type: none"> <li>Construction of new water &amp; sanitation infrastructure in public places for IDPs, host communities and return areas.</li> </ul> <p>Initiate debris management and collection of solid waste through work intensive approaches</p> <p>Health and education: Support the rehabilitation and reconstruction of health facilities and schools destroyed in the</p> <p>conflict as well as those deteriorated by use as temporary shelters.</p>	<ul style="list-style-type: none"> <li>Provide specialized training to service providers on psychosocial support and violence prevention. On this, it is recommended to establish adult education programs, as a way also to address psychosocial needs.</li> </ul> <p>Provide policy support and build capacities of the competent authorities in the management, extension and maintenance of the key public services</p> <p>Support the development of systematic civil registration system at the local and state level. Establish mobile civil registration centres for returnees</p>



**Hon. Dr. Manase Lomole Waya and Hon. Santino Bol participate on distribution of food in Juba IDPs centers**



<ul style="list-style-type: none"> <li>■ Health and education: Support the rehabilitation and reconstruction of health facilities and schools destroyed in the conflict as well as those deteriorated by use as temporary shelters.</li> </ul>	<ul style="list-style-type: none"> <li>■ Once conditions for return are in place, facilitate return of teachers and health workers on a voluntary basis, to re-establish service in areas affected by displacement.</li> <li>■ Access: rehabilitate access roads to key basic services</li> <li>■ Psychosocial support: Provide training to medical and psychosocial health personnel to assist GBV survivors.</li> <li>■ Ensure full participation of community members in the management mechanisms of the basic services (including IDPs/returning refugees, and women)</li> </ul>	<ul style="list-style-type: none"> <li>■ Support the government at the state level to set up systems for municipal solid waste management</li> <li>■ Build capacities of stakeholders at state level to implement the National Development Strategy</li> <li>■ Review policies and laws and identify gaps to ensure protection and reintegration of IDPs and refugees returnee</li> </ul>
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## Outcome 5: Promote Economic Recovery and livelihoods

Provision of livelihoods opportunities to the returning IDPs, refugees and local communities is one of immediate priorities in areas of return. It is critical to ensure that life-saving assistance is principled, timely, effective and efficient, and contributes, as far as possible, to the resilience of the affected population.

The action plan combines several interventions to save lives and build resilience of the affected communities and populations, including returnees, through a whole of society approach to avoid community tension and enhance peaceful coexistence and social cohesion.

Coping – Short term	Recovering – Medium term	Transforming – Long term
<ul style="list-style-type: none"> <li>■ Provide life-sustaining dignity packages to returnee families and vulnerable community members;</li> <li>■ Deliver short-term skills training on immediate farming and non-farming livelihoods opportunities based on market studies;</li> </ul>	<ul style="list-style-type: none"> <li>■ Facilitate access to mid-term vocational training programmes for returnee and vulnerable community members, in profitable farming and non-farming activities;</li> <li>■ Provide access to finance for business development: promotion of saving through self</li> </ul>	<ul style="list-style-type: none"> <li>■ Support the policy environment to enable more conflict-sensitive economic growth, engagement of the private sector as well as economic growth in deprived regions, notably in livestock and agricultural products.</li> <li>■ Reinforce the capacities of key ministries and administrations at the central, state and local</li> </ul>

<ul style="list-style-type: none"> <li>■ Distribute start up kits to help returnees and host communities establish basic farming, and provide grants for business revival (livestock, agriculture, trade, processing, etc);</li> <li>■ Provide temporary jobs to the returnees and vulnerable community members for the rehabilitation of community socio-economic infrastructure through work-intensive building methods, combined with a skills training at work component.</li> </ul>	<p>managed saving groups, provision of start-up grants, facilitation of access to credit;</p> <ul style="list-style-type: none"> <li>■ Structuration of local producers into associations linked with savings groups (women's trading groups, farming pre-cooperatives, etc), and provision of related technical training and advice;</li> <li>■ Provide viable options of livelihoods diversification and economic opportunities for young men who are at risk of recruitment, as a specific sub-group of beneficiaries;</li> <li>■ Support targeted measures for women's economic empowerment, sensitive to local gender norms, to improve women's access to economic resources, ensure their participation and enhance their decision-making power;</li> <li>■ Assessment and development of agribusiness value chains, and set up an engagement facility with the private sector</li> <li>■ Assist with the development of community information, education and mobilization campaign for Peace and economic recovery opportunities especially through Radio</li> </ul>	<p>level to lead, implement and monitor economic recovery programmes.</p> <ul style="list-style-type: none"> <li>■ Carry-out advocacy to reconstruct large-scale damaged infrastructure and markets that foster regional trade. Such reconstruction strategies can be based on existing strategic frameworks for reconstruction and recovery including peacebuilding</li> <li>■ Promote local economic development and support the development of profitable value chains to support inclusive growth through the targeting of vulnerable groups (e.g., access to land by female heads of household).</li> <li>■ Development, strengthening and diversification of relevant market-related skills for self-employment. This includes capacity building of the vocational and skills training institutions to improve, adapt and extend the current training offer, as well as building coherent offer of business development services adapted to rural areas.</li> <li>■ Advocate for the engagement of women. The promotion of gender equality and women's economic empowerment through voluntary measures grouped in a priority plan of action for women's empowerment to be developed with the relevant stakeholders.</li> <li>■ Ensure proper engagement of youth in recovery and transforming phases.</li> </ul>
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The proposed measures will include (i) vulnerability analysis of returnee and local populations (ii) a gender-responsive, conflict-sensitive mapping of local livelihoods activities, opportunities, and

local market structure (iii) the agreement of stakeholders on area based return and recovery plan, including solutions for equitable access to productive land.

## OUTCOME 6: PROMOTE PEACE BUILDING, RECONCILIATION AND SOCIAL COHESION

Civil war and intercommunal conflicts have deepened the cleavages in the social fabric of the South Sudan communities. This calls for integrated and balanced approach to return and recovery with the application of general principles contributing to improved social cohesion, to be applied throughout all components:

- Continuous contextual analysis to inform strategic responses

- Promotion of community approach to provision of assistance and reintegration packages for peace building and reconciliation;
- Ensuring that peace building, conflict resolution and reconciliation is mainstreamed across all interventions, considering the peculiarities of each state;
- Phasing and prioritization of activities, considering the return patterns and devising appropriate responses in highly insecure contexts with continuing displacement.

In parallel, beyond these general principles, specific activities indicated below are proposed:

Coping – Short term	Recovering – Medium term	Transforming – Long term
<ul style="list-style-type: none"> <li>■ Conduct local conflict and development analysis at the local level in areas of return.</li> <li>■ Conduct training of key stakeholders (e.g., village leaders, religious/traditional leaders, and teachers) on conflict resolution, including disputes because of land ownership, counselling, and other life skills.</li> <li>■ Strengthen formal and informal conflict resolution mechanisms and improve the security of the population and property</li> <li>■ Promote social cohesion activities with an active role for the youth (sport tournament, cultural event, etc) showing positive change in the communities.</li> <li>■ Support community radio stations to produce message of peace, nationhood, to assist in the</li> </ul>	<ul style="list-style-type: none"> <li>■ Conduct regular conflict scans and set up community based early warning systems for risks monitoring</li> <li>■ Enhance capacity of community leaders in dialogue and reconciliation, trauma healing, human rights and rule of law;</li> <li>■ Establish partnerships amongst stakeholders for alternative dispute resolution (ADR) to enhance restorative justice.</li> <li>■ Assess local formal and informal justice system that could potentially be empowered to provide legal assistance and justice to the displaced, address disputes between the displaced and community members, and support social cohesion building.</li> <li>■ Initiate target actions aimed at maximizing the</li> </ul>	<ul style="list-style-type: none"> <li>■ Provide technical/financial support to the states in the establishment of peacebuilding and social cohesion platforms/committees, in line with Government policy/directives (at national and State levels) on issues of transitional justice and related normative documents;</li> <li>■ Strengthen institutions that promote democratic governance, security and the rule of law.</li> </ul>



reintegration process.

- Establish mechanisms for dialogue and reconciliation between various communities

agency and capacities of individuals and communities, including youth, to contribute as equal partners to solutions.



**National Dialogue: Members attending swearing in event**

## 6. MOBILIZATION OF FINANCIAL AND MATERIAL RESOURCES

The smooth and expeditious execution of this Action Plan will be carried out through successful mobilization of financial and material resources by the government and partner organizations. Sources of finance for this plan include government, development and humanitarian partners and private sector partners through private –public sector partnership.

The Revitalized Transitional Government of National Unity will take the lead to mobilize resources to ensure the return, recovery and reintegration process is successfully carried out. It will avail the core funding of 100 million US dollars annually as stipulated in the revitalized agreement and humanitarian and development partners, including organizations and countries, will be requested to complement the government yearly allocation of resources. This needs the commitment and efforts from:

- South Sudan Presidency: The Presidency through the Vice President responsible for humanitarian and social welfare cluster will take the initiative and provide leadership direction on the implementation of action plan activities including directing and presiding over the organization of donor conference as stipulated in the R-ARCSS.
- South Sudan National Legislature: The National Legislature shall allocate in the annual budget the required core funding of USD 100 million and shallas well provide oversight on the implementation of budgetary allocation, ensuring that every cent allocated is spent as planned.
- South Sudan National Cabinet: The national cabinet of the revitalized government shall provide approval to proposed agenda for funds mobilization through presentation by the Minister of MHADM.
- Ministry of Humanitarian Affairs and Disaster Management: The Ministry of Humanitarian Affairs and Disaster Management will supervise the activities for mobilization of resources. It will be the focal point, providing update to Presidency on the progress of activities of fund mobilization
- Ministry of Finance and Planning: The Ministry of Finance and Planning will identify specific international institutions to contribute to the organization of donor conference and to contribute to the fund basket. Most importantly, the Ministry of Finance and Planning will annually allocate the government annual contribution as laid out in the R-ARCSS.
- Relief and Rehabilitation Commission: The RRC will coordinate and implement the resource mobilization activities in collaboration with the Ministry of Finance and Planning and in consultation with the MHADM and supervision of Vice President responsible for the humanitarian, social and cultural cluster.

In addition, the Revitalized Transitional Government of National Unity will reach out to its partners, which include International Non-Governmental Organisations (INGO), National Non-Governmental Organisations (NNGO), community based and faith-based organizations, and private sector (both domestic and international). A special team, including financial experts, will be formed and tasked with preparing detailed short term and long-term fund mobilization and management plan for successful return and reintegration. The R-TGONU will carry out the following activities to mobilize the funds:

- Allocate the government core funding of USD 100 million annually,
- Establish Special Reconstruction Fund (SRF) as stipulated in the R-ARCSS
- Establish Board of SRF as per the R-ARCSS
- Hold donor conference to mobilize the Special Reconstruction Fund as provided for in the R-ARCSS,
- Conduct bilateral talks with individual countries and international institutions such as the IMF, World Bank, African Development Bank (AfDB), and European Union and African Union to contribute the financial resources needed.

International partners that will assist with of resources include: UN Country Team, World Bank, IMF, AfDB, DFID, USAID, IGAD, UNDP WFP, Donor

Countries, INGO, NNGO, private donors, private sectors, and Any other relevant partners/actors.

The government in collaboration with international humanitarian and development partners will put together a fund mobilization plan and its execution. Such a plan will include the organization of donor conference where various donors will put money into the government basket.

Oversight and accountability mechanism will be put in place by the R-TGONU to ensure that the mobilized funds are not embezzled or misused by individuals or institutions. Such a mechanism will be implemented by:

- Anti-Corruption Commission
- Audit Chamber
- National Legislature
- Judiciary, and
- Police

It is therefore of utmost importance that the capacity of these institutions is strengthened as stipulated in the R-ARCSS. Independence of three branches of the government is also crucial in performing their functions of checks and balances. Moreover, these institutions should be granted the required powers in order to perform their roles effectively.





**Young girls wait at a food distribution center at an IDP camp around Juba**

## Annex I: Implementation Matrix

Strategic objective 1: Restore conducive environment and bring back IDPs and refugees to original homes or preferred areas								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources
Gap analysis on regulatory frameworks and policies conducted	Conduct gap analysis of the current return, recovery and reintegration (RRR) programs and approaches	Gaps analysis conducted (yes/no)		Gap analysis to be completed by 2020 and beyond as necessary	Analysis reports	RRC Partners	Funding Assessment	Government, partners, donors
Assessment of conditions in areas of return conducted	Conduct assessment of conditions in areas of return	# of Assessments conducted on conditions in areas of return		Assess relevant areas of return by 2020 and beyond as necessary	Assessment reports Assessment reports	RRC Partners	Funding assessment	Government and partners
Returning IDPs/refugees are given necessary information on areas of return to enable well informed decisions	Provide timely, credible information to IDPs/refugees on areas of return to enable well informed choices	Information provided and disseminated (yes/no)		Provide information within 2020 and beyond	Monitoring reports	RRC UNHCR Partners	Provide and disseminate information	Government and partners
Register IDPs willing to return	IDPs willing to return registered	# of Registration sites functional # of IDPs willing to return registered		Registration conducted and ongoing	M&E Progress report	RRC, WFP and Partners	Funding Capacity building	Government and partners
Protect refugees and IDPs against forced return	Establish mechanism to Protect refugees and IDPs against forced return.	Mechanism to facilitate voluntary, safe and dignified return established (yes/no)		Mechanism against forced return established by April 2020	M&E Progress report	RRC, UNHCR and Partners	Funding Capacity building	Government and partners
Way stations established	Identify existing way stations and establish new way stations en-route or corridors of return	# of way stations established			M&E Progress report	RRC UNHCR WFP and Partners	Funding	Government and partners



Security forces deployed	Provide security in return routes and in areas of return	Security forces deployed (yes/no) Guarantors to the R-ARCSS monitor activities (Yes/No)		Commence deployment of security forces by 2020 and beyond as necessary	M&E Progress report	R-TGoNU	Funding	Government and Partners
Fund mobilization conducted	Mobilize financial resources	Resource mobilization conducted (yes/no)		Continuous resource mobilization	Funds raised	R-TGoNU Donors	Funding	Government, donors and partners
National, State, county level task force on solution established	Establish national, state, county task force on solution	National State level task forces established and functional (yes/no)		Establish task forces by April 2020	Task forces reports on activities	RRC UNHCR WFP Partners	Active participation in the task forces	Government and Partners
Transport provided	Provide dignified transport to returning IDPs and refugees	Safe and dignified transport provided (yes/no)		Transport provided	M&E Progress report	RRC UNHCR UNMISS IOM Partners	Funding	Government and partners
Security assessment of route of return conducted	Conduct security analysis of routes	Security analysis reports on return routes provided (yes/no)		Ongoing security analysis of return routes 2020 and beyond as necessary	Security analysis reports	RRC in coordination with security organs		Government and UNMISS
Logistical arrangement mapped out along the return route and in areas of return	Map out logistical arrangements to identify the needs of refugee/IDPs returnees along the route and in return areas prior to the commencement of the organized/facilitated or supported return	Tripartite agreement (with logistical components) finalized (yes/no)  Logistical arrangements mapped out for IDPs return (yes/no)		Supported, facilitated or organized returns ongoing	Progress reports	RRC UNHCR relevant line ministries and commissions	Funding Capacity building	Government, UNHCR and partners
Risks mitigation measures established	Establish risk mitigation measures	Risk mitigation measures established (yes/no)		Adopt mitigation measures in 2020 and beyond as necessary	M&E Progress report	RRC Partners in coordination with security organs	Capacity building	Government and partners



Strategic objective 1: Restore conducive environment and bring back IDPs and refugees to original homes or preferred areas								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources
Resettlement package given to returnees upon arrival to final destinations	Packages containing NFI, shelter and agricultural tools, food items distributed upon arrival (minimum three months) Cash vouchers to be utilized when markets are functional Assistance packages given to spontaneous IDPs and Refugees returnees	Returns package distributed (Yes/No)		Returns package distributed when facilitated returns commences	M&E Progress report	RRC Partners UNHCR for Refugees	Funding Capacity building Provide basic services	Government and partners
Food items and essential services provided	Provide basic and critical lifesaving services including food items, clean water, drugs and other essential services during return process	Basic/critical services provided (yes/no)		Basic/critical services provided to returning IDPs/refugees within 2020 and beyond as necessary	Monitoring reports	RRC, WFP, Development and humanitarian Partners	Funding Capacity building Provide basic services	Government and partners
Forces reunified, disarmament conducted, and cantonment of forces carried out	Reunify forces including disarmament and cantonment of army across the country	Forces reunified, disarmament conducted, and cantonment sites established and functional (yes/no)		Commence reunification, disarmament and cantonment process in 2020 and beyond	Progress reports from mandated monitoring bodies	Government	Funding Capacity development	Government
All internal checkpoints removed	Remove checkpoints	% of free routes		Complete removal of checkpoints by end of 2020	Absence of illegal and informal checkpoints	Ministry of Interior National Security	Funding Capacity building	Government



## Annex I: Implementation Matrix

Strategic Objective 2: Strengthen governance at National and Sub National levels								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
Reinforcement of law and order. Relevant laws enacted, and existing laws implemented	Implement national, regional/ international legal standards that facilitate access to justice	Domestication of Kampala Convention domesticated (yes/no). International and national standards implemented (yes/no) Justice system functional (yes/no)		Improved justice system Ensure protection and assistance to IDPs within 2020 and beyond	Functional judiciary, police and alternative dispute resolution mechanism	RRC MHADM Ministry of Justice Ministry of Interior UNDP	Funding Capacity building	Government, UNDP and partners
IDPs and Refugee returnees provided with necessary documentation	Provide necessary documents (including birth certificates, national ID) to IDPs/refugee returnees	# of refugee returnees/IDPs provided with necessary documents		Provide birth certificates, national IDs within 2020 and beyond	Functional system of issuing necessary documents	RRC UNHCR Ministry of Interior UNICEF IOM	Funding Capacity development	Government, UNICEF and partners
Mobile civil registration centers for returnees established	Establish mobile civil registration centers for returnees	# of mobile civil registration centers established and functional		Commence establishment of mobile civil registration centers by June 2020	Functional mobile civil registration centers	RRC MHADM Ministry of Interior Directorate of Immigration UNHCR IOM Partners	Funding Capacity development	Government
Land, housing and property restitution	IDPs and returnees have access to their land, housing and property  Strengthen local courts, traditional dispute resolution mechanism and establish mobile courts to specifically and expeditiously address HLP issues	# of land titles restituted #No of Mobile courts established # No. of cases resolved		Commence the process of HLP restitution in 2020 and beyond	Established and Functional system to restore HLP rights	Ministry of Justice Ministry of Interior Traditional chiefs	Funding Capacity building	Government, UNDP, and partners



## Annex I: Implementation Matrix

Strategic Objective 3: Promote peace building, social cohesion, reconciliation and healing								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
Contextual analysis to inform strategic responses to peace building, social cohesion and reconciliation undertaken	<p>Conduct local conflict and development analysis at the local level in areas of return.</p> <p>Conduct regular conflict scans and set up community based early warning systems for risks monitoring</p> <p>Provide technical/financial support to the states in the establishment of peacebuilding and social cohesion platforms / committees, in line with Government policy/directives</p> <p>Initiate target actions aimed at maximizing the agency and capacities of individuals and communities, including youth, to contribute as equal partners to solutions.</p> <p>Government policy/directives Initiate target actions aimed at maximizing the agency and capacities of individuals and communities, including youth, to contribute as equal partners to solutions.</p>	<p># continuous analysis conducted</p> <p>#Conflict scans conducted</p> <p>Peacebuilding Platforms and committees established (yes/no)</p> <p># of Trainings provided to enhance community capacity towards solutions</p> <p># of Trainings provided to enhance community capacity towards solutions</p>		<p>Analysis conducted in areas of return by 2020 and beyond as necessary</p> <p>Early warning systems set up in each state by 2020 and beyond as necessary</p> <p>Financial support provided to establish platforms and committees in each state by 2020 and beyond as necessary</p> <p>Trainings provided in each state by 2020 and beyond as necessary</p> <p>Trainings provided in each state by 2020 and beyond as necessary</p>		RRC Line Ministries community Based structures (CSOs/CBOs) Partners	Funding Capacity building	Government and partners
Psycho-social support provided	Provide psycho-social support to returnees	# of returnees provided with psycho-social support counseling		Strengthen psycho-social support mechanisms in 2020 and beyond	Established and functional PSS system	RRC Ministry of Gender, Child and Social Welfare UNFPA	Funding capacity development	Government, UNFPA and partners



Mechanisms for dialogue and reconciliation established (e.g. peace committees, communal conflict resolution committees)	Establish mechanisms for dialogue and reconciliation between various communities	# of peace committees established  Peace dialogue ongoing (yes/no)		Strengthen Peace dialogue in 2020 and beyond	Reports on dialogue, dissemination	RRC Ministry of Peace Line ministries and established mechanisms, Partners	Funding capacity development	Government, established government mechanisms and partners
Community based approaches to peacebuilding and reconciliation strengthened	Community approaches established	Established and Functional Community based approaches to peacebuilding and reconciliation (yes/no)		Community approaches in each state established by 2020 and beyond as necessary	Monitored and Documented community approaches	RRC Partners community Based structures (CSOs/CBOs)	Funding Capacity building	Government and partners
Ensuring that peacebuilding, conflict resolution and reconciliation is mainstreamed across all interventions, considering the peculiarities of each state;	Conduct training of key stakeholders (e.g., village leaders, religious/traditional leaders, and teachers) on conflict resolution, including disputes because of land ownership, counselling, and other life skills.  Strengthen formal and informal conflict resolution mechanisms and improve the security of the population and property  Promote social cohesion activities with an active role for the youth (sport tournament, cultural event, etc) showing positive change in the communities.	# of trainings conducted  Formal and informal dispute resolution mechanism functional (yes/no)  # of youth activities leading to positive change implemented.  Radio programs ongoing (yes/no)  # Institutions strengthened		Trainings conducted by 2020 and beyond as necessary  Formal and informal resolution mechanisms strengthened in areas of return by 2020 and beyond as necessary  Youth actively involved in activities to promote social cohesion by 2020 and beyond  Key messages communicated through radio leading	M&E Progress report	RRC Ministry of Peace Line Ministries Partners Influential community leaders Agent of change Religious Leaders	Funding Capacity building	Government and partners

Strategic Objective 3: Promote peace building, social cohesion, reconciliation and healing								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
	Support community radio stations to produce message of peace, nationhood, to assist in the reintegration process. Strengthen institutions that promote democratic governance, security and the rule of law			to communities embracing reintegration by 2020 or beyond as necessary Institutions are authoritative in their areas of specialization and can effect change by 2020 and beyond as necessary				



**Hon. Gatwech Peter Kulang and Hon. Peter Dut following proceedings at the Kampala Convention**

## ANNEX I: IMPLEMENTATION MATRIX

Strategic objective 4: Restore basic services, and promote recovery and resilience								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
Special Reconstruction Fund established	Establish Special Reconstruction Fund (SRF) as stipulated in the R-ARCSS	Special Reconstruction Fund established (yes/no)		Establish SRF as per the timeframe stipulated in the R-ARCSS one month after the formation of R-R-TGoNU as stipulated in the R-ARCSS	Progress report	R-TGoNU (MHADM and RRC)	Funding Assisting in setting up	Government and partners
Donor and development actors conference on SRF held and fund raised	Hold donor and development actors conference to mobilize the Special Reconstruction Fund as provided for in the R-ARCSS	Donor Conference held (yes/no)		Hold the donor conference 9 months after SRF is established	Conference report	Board of SRF	Funding Assisting in convening and organizing	Government and partners
Access to nutritious food and livelihood opportunities for returnees provided	<p>Implement income generating activities for women and youths</p> <p>Implement cash-based programs such as cash for work, food vouchers</p> <p>Provide agricultural, support implements and extension services</p> <p>Implement livelihood assistance</p> <p>Provide skills training</p> <p>Rehabilitate or construct water points</p>	<p># livelihood opportunities established at state levels</p> <p># of people engaged in skills training</p> <p># of cash-based programs implemented</p>		<p>Distribute food to returnees until they are self-sustaining</p> <p>Engage communities in skills training, particularly the youths</p> <p>Establish cash-based programs</p>	Food distribution reports M&E reports	RRC MHADM Ministry of Agriculture and Food Security FAO, WFP, UNICEF	Funding Assisting in setting up	Government, FAO, WFP, UNICEF and Partners
Green villages created with adequate land for farming allocated to returnees	Create "green villages" with services and allocate land for agriculture and other livelihood purposes	<p># of green villages created with adequate land for farming</p> <p># of households given land in green villages</p>		Commence allocation of land and creation of green villages by 2020 and beyond	M&E Progress report	RRC MHADM Ministry of Agriculture and Food Security Communities	Funding Capacity development	Government, FAO and Partners



Strategic objective 4: Restore basic services, and promote recovery and resilience								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
School facilities rehabilitated and new ones constructed in areas of return	Rehabilitate or construct school facilities	# of school facilities rehabilitated or constructed		Commence construction or rehabilitation of schools by 2020 and beyond	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNICEF Communities	Funding Capacity development	Government UNICEF, and partners
Temporary learning facilities established in areas of return	Establish temporary learning facilities for returnee and host communities	# of temporary school structures established		Complete establishment of temporary school facilities and structures by 2020 and beyond	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNICEF Communities	Funding Capacity development	Government, UNICEF and partners
Accelerated learning programs established	Establish accelerated learning programs for returnees	# of accelerated learning programs established		Commence establishment of accelerated learning programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNICEF Communities	Funding Capacity development	Government, UNICEF, and partners
Home learning support programs established	Provide home learning support programs for children (e.g. learning hubs)	# of home learning support programs established # of neighborhoods or households being supported through home learning support programs		Commence establishment of home learning programs by 2020 and beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNICEF	Funding Capacity development	Government, UNICEF and partners
Special language program established for returnees' children to easily integrate into schools	Establish special language program for returnees' children who have difficult integrating into schools (e.g. Arab for kids from East Africa and English for kids from Khartoum or North Sudan)	# of special language programs established # of kids in special language programs # of schools with special language program		Commence establishment of special language programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC MHADM UNICEF Ministry of General Education and Instruction Ministry of Higher Education Communities	Funding Capacity development	Government, UNICEF, and partners



**Hon. Gatwech Peter Kulang and Hon. Dr. Manase Lomole Waya following proceedings at workshop in Nairobi Kenya on IDPs RRR**

School feeding programs established	Establish school feeding (food for education) programs to support children of returnees and host communities	# of school feeding programs		Complete establishment of school feeding programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction WFP UNICEF Communities	Funding Capacity development	Government, UNICEF and partners
Training of teachers conducted, and their pay raised to meet the prevailing living standards	Conduct training of teachers and pay them well	# of teachers trained # of teachers receiving salaries that meet international standards		Conduct training of teachers throughout Raise salaries of teachers teaching in returnee communities by 2020 or beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction	Funding Capacity development	Government, and partners
WASH facilities constructed in schools	Construct WASH facilities at schools	# of WASH facilities constructed in schools # of beneficiaries of WASH facilities established in schools		Complete construction of WASH facilities by 2020 or beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNICEF	Funding Capacity development	Government, UNICEF and partners
Incentives provided to teachers	Provide incentives for teachers to attract them to teaching instead of leaving the classrooms for greener pastures	Amount of incentives provided to teachers # of teachers receiving incentives # of schools where teachers are receiving incentives		Put down mechanisms for teacher incentives by 2020 or beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction	Funding Capacity development	Government, and partners
Dignity kits provided for girls in schools and communities	Provide dignity kits for girls in schools and communities	# of dignity kits provided to girls in schools and communities		Complete processes for provision of dignity kits by 2020 and beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNICEF UNFPA	Funding Capacity development	Government, UNICEF, UNFPA and partners



Support to girls provided	Support to girls to remain in school (including cash payment and awareness raising on early marriage)	Amount of money provided to girls as a support for them to remain in schools # of early marriage awareness meetings and sessions conducted		Start providing money to support girls by 2020 and beyond as necessary	M&E Progress report Surveys	RRC MHADM Ministry of Education and Instruction UNFPA	Funding Capacity development	Government, UNFPA and partners
Health facilities restored or constructed	Restore functionality of health facilities and support basic restoration of closed, damaged or occupied health facilities	# of health facilities restored or constructed		Commence restoration of functionality of all required health facilities by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health WHO	Funding Capacity support	Government, WHO and partners
Mobile clinics established where they are needed	Support to girls to remain in school (including cash payment and awareness raising on early marriage)	Establish mobile clinics where health services are not available		Commence provision of mobile clinics by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health WHO	Funding Capacity support	Government, WHO and partners
Community outreach health program established for returnees and host communities	Establish community outreach health program for returnees	# of community outreach health programs established # of people benefiting in the programs		Commence provision of community outreach health programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health WHO UNFPA UNICEF	Funding Capacity support	Government UNFPA, WHO, UNICEF and partners
Training of counselors provided	Provide training of counselors providing psycho social support to returnees	# of training provided # of participants in the training programs		Commence provision of mobile clinics by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health UNFPA	Funding Capacity support	Government UNFPA and partners
Vaccination campaigns conducted	Carry out vaccination campaigns as required	# of vaccination campaigns conducted # of individuals vaccinated		Conduct vaccination throughout the return and reintegration process	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health WHO UNICEF	Funding Capacity support	Government UNICEF, WHO and partners

HIV/AIDS prevention and response programs established	Establish HIV/AIDS prevention and response programs  Conduct awareness campaigns	# of HIV/AIDS prevention and response programs established		Commence the establishment of all HIV/AIDS prevention and response programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health UNICEF WHO	Funding Capacity support	Government UNICEF, WHO and partners
Community health workers recruited and trained	Recruit and train community health workers	# of Community health workers recruited and trained		Complete the recruitment and training of all the required community all health workers by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health UNFPA UNICEF WHO	Funding Capacity support	Government UNFPA, UNICEF, WHO and partners
Returnees tested for all relevant health issues	Test returnees for health issues	# of returnees tested for all relevant health issues		Carry out testing for serious health issues throughout the process	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health UNICEF WHO UNFPA	Funding Capacity support	Government UNICEF, UNFPA, WHO and partners
Roads constructed or repaired in areas of return	Construct and repair roads in areas of return	Kilometers of roads constructed # of roads repaired		Complete repair or leveling of most basic roads by 2020 or beyond as necessary and continue to upgrade main roads to international standards throughout the transitional period and beyond	M&E Progress report Surveys	RRC MHADM Ministry of Roads and Bridges	Funding Capacity support	Government and partners

HIV/AIDS prevention and response programs established	Establish HIV/AIDS prevention and response programs Conduct awareness campaigns	# of HIV/AIDS prevention and response programs established		Commence the establishment of all HIV/AIDS prevention and response programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Health State Ministries of Health UNICEF WHO	Funding Capacity support	Government UNICEF, WHO and partners
Training to access livelihood opportunities and jobs conducted	Train returnees to access livelihood opportunities and jobs	# of returnees trained		Most qualified returnees trained by 2020 or beyond as necessary	M&E Progress report Surveys	Ministry of Labor, Public Service and Human Resource Development FAO, WFP UNDP	Funding Capacity development	Government, UNDP, FAO and partners
Jobs created for returnees	Create jobs for the returnees	# of jobs created for the returnees		Create jobs throughout the transitional period and beyond	M&E Progress report Surveys	MHADMD Development partners	Funding Capacity development	Government and development partners
Cooperative societies established	Establish cooperative societies	# of cooperative societies # of returnees and host community members participating in cooperative societies		Complete establishment of cooperative societies by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Line ministries WFP Development partners		Government and development partners
Micro-finance and credit and saving programs established	Establish micro-finance and credit and saving programs established	# of micro-finance programs # of returnees and host community members in micro-finance programs		Complete establishment of micro-finance programs by 2020 or beyond as necessary	M&E Progress report Surveys	RRC Line ministries Development partners	Funding Capacity development	Government and development partners
Electrification carried out in areas of return and among host communities	Provide electrification through solar system and other means in areas of return and among host communities	# of returnees and host community members with access to electricity		Start electrification process by September 2020 and complete the same in areas of return by 2021 or beyond as necessary	M&E Progress report Surveys	RRC Ministry of Electricity and Dams Development partners	Funding Capacity assistance	Government and development partners



Shelter and non-food items provided to returnees	Provide shelter and NFIs to returnees	# of shelter and NFIs provided to returnees		Provide shelter/NFIs upon arrival	M&E Progress report Surveys	RRC Ministry of Land, Housing and Physical Infrastructure UNHCR IOM	Funding Capacity support	Government UNICEF, WHO and partners
Training to access livelihood opportunities and jobs conducted	Train returnees to access livelihood opportunities and jobs	# of returnees trained		Most of the qualified returnees trained by 2020 or beyond as	M&E Progress report Surveys	Ministry of Labor, Public Service and Human Resource Development FAO UNDP	Funding Capacity development	Government, UNHCR, IOM and partners
Shelter and non-food items provided to returnees	Provide shelter and NFIs to returnees	# of shelter and NFIs provided to returnees		Provide shelter/NFIs upon arrival	M&E Progress report Surveys	RRC Ministry of Land, Housing and Physical Infrastructure UNHCR IOM	Funding Capacity support	Government UNICEF, WHO and partners



**Family rebuilds their home after returning to Ulang In Upper Nile South Sudan**

## ANNEX I: IMPLEMENTATION MATRIX

Strategic objective 5: Enhance data collection and information management for joint analysis of challenges and conditions								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
Streamlined indicators and assessment benchmarks	Streamline assessment tools for all sectors and organizations for assessing the conditions in areas of return under the leadership of the Government to facilitate joint assessments	Streamlined indicators and assessment benchmarks used by government and partners (yes/no)		Complete comprehensive indicators and assessment benchmarks by 2020 and beyond as necessary	Streamlined indicators and assessment benchmarks	RRC Partners		Government and partners
Profiling to identify most vulnerable population and their return intention surveys conducted	Conduct profiling and intention surveys	# of Profiling conducted		Profiling assessments conducted by 2020 and beyond as necessary	Profiling reports	RRC UNHCR WFP Partners	Funding	Government, UNICEF and partners
Information on areas of return at protection desks	Provide information on security, availability of service and infrastructure in high areas of return  Warn about potential IDP crises	Regular updates and information dissemination on areas of return provided (yes/no)		Updates on return areas provided regularly and as needed	Updates on areas of return available at protection desks	RRC UNHCR Partners	Funding Capacity development	Government and partners
Develop a feedback mechanism to enable refugee returnees and IDP express their concerns and views on the process	Feedback mechanism established and implemented, information used to inform polices and protection response programs	Feedback mechanism established (yes/no)		Establish feedback mechanisms by July 2020	Extent IDPs/returnees views are incorporated in programs design	RRC UNHCR for refugees Partners	Funding Capacity development	Government and partners
Provide warning about protection issues and risks faced by)	Highlight humanitarian needs, protection risks and gaps			Continued protection monitoring in 2020 and beyond	Monitoring/analysis reports	RRC UNHCR WFP Partners	Funding Capacity development	Government, UNHCR and partners



vulnerable populations (e.g. single headed households, child labor, early marriage, SGBV, elderly, youth)								
Strengthen the Data Management Centre (DMC) under RRC/MHADM	Build the capacity of key staff Share information from state levels to the DMC Equip the DMC to collect, store and analyze information to inform policy decision and planning	# of capacity building sessions conducted Mechanism for information sharing from state level to the DMC established (Yes/No)		The DMC is equipped, and capacity building sessions are conducted by 2020 and beyond as necessary	Reports analysis and relational database systems established	RRC MHADM WFP Partners	Funding Capacity development	Government and partners



**Women in Juba 2 IDP camp queue for food distribution 2017**



## Annex I: Implementation Matrix

Strategic objective 6: Rebuild the economy towards a path to development								
Outputs	Activities	Indicators	Baselines	Targets	Means of Verification	Responsibility	Role of Partners	Resources Required
Development projects implemented to improve infrastructure in areas of return	Roads, healthcare facilities, schools and marketplaces, water, sanitation and hygiene facilities renovated, expanded or rebuild Drilling of boreholes  Provide temporary jobs to the returnees and vulnerable community members for the rehabilitation of community socio-economic infrastructure through work-intensive building methods, combined with a skills training at work component.	# no of social amenities linked to development improved  # of jobs created towards improvement of infrastructure		At least 10 amenities in each area of return built or rehabilitated by community members by 2020 and beyond as necessary	M&E Progress reports	RRC, Line Ministries  Development Partners	Funding Capacity development	Government and partners
Job creation for returnees in areas of return conducted	Establish a Youth Enterprise Development Fund with the goal to bring more youth into economic growth and development;  Establish a Women Enterprise Development Fund for provision of subsidized credit for women-based enterprise development and capacity building of women entrepreneurs;  Micro-finance institutions established	Funds established, grants awarded, and beneficiaries trained (yes/no)  Micro-finance institutions established (yes/no)  Vocational training programmes for returnee and vulnerable community members, in profitable farming and non-farming activities delivered (yes/no)		At least 40% (50% of which should be women) of returnees benefiting from the funds and institutions by 2020 or beyond as necessary  At least 60% (50% of which should be women) of returnees and host communities receive start up kits	M&E Progress report Surveys Distribution reports	RRC, Line ministries Development Partners Micro finance Institutions	Funding Capacity development	Government, Micro finance Institutions and partners

	<p>Distribute start up kits to help returnees and host communities establish basic farming, and provide grants for business revival (livestock, agriculture, trade, processing, etc);</p> <p>Provide access to finance for business development: promotion of saving through self-managed saving groups, provision of start-up grants, facilitation of access to credit; Provide viable options of livelihoods diversification and economic opportunities for young men who are at risk of recruitment, as a specific sub-group of beneficiaries; Support targeted measures for women's economic empowerment, sensitive to local gender norms, to improve women's access to economic resources, ensure their participation and enhance their decision-making power</p>	<p># of business access finance through various means Diversification of livelihoods evident in the market</p> <p># of initiatives supporting women's and youth economic empowerment</p> <p># of starter kits distributed</p> <p># of business established</p> <p># of self-managed groups established</p> <p># returnees accessing credit facilities</p>		<p>and have access to finance for business</p> <p>At least 30% (50% of which should be women) of businesses access finance</p> <p>At least 20% (50% of which should be women) of business are benefit from value addition</p> <p>At least 2 initiatives in each state supporting women's economic empowerment.</p>				
<p>Increase partnership, coordination and mutual accountability with development and humanitarian partners to ensure policies, strategies, programs and</p>	<p>Hold biannual plenaries to track progress and take stock. To be attended by all key stakeholders.</p> <p>Assessment and development of agribusiness value chains, and set up an engagement facility with the private sector Policy environment supported</p>	<p>Two plenaries to be held.</p> <p>Actionable list of next steps to result from conference including section for returnees</p> <p>Value chains accessed and engagement facility with private sector set up</p>		<p>50% of the most critical actionable items from plenary to implemented by 2020 or beyond as necessary</p> <p>At least 3 value chains identified in each state</p>	<p>M&amp;E Progress reports</p>	<p>RRC, Line ministries Development Partners</p>	<p>Funding Capacity development</p>	<p>Government and partners</p>

<p>projects, and action plans are developed through participatory and transparent mutual consent and accountability;</p> <p>Reinforce the capacities of key ministries and administrations at the central, state and local level to lead, implement and monitor economic recovery programmes.</p>	<p>to enable more conflict-sensitive economic growth, engagement of the private sector as well as economic</p> <p>Capacities of Ministries towards leading, implementing and monitoring economic recovery programmes.</p>	<p>lead, implement and monitor economic recovery programmes</p>						
<p>Monitor and evaluate issues of importance including review of the New Deal Compact in coordination with development and humanitarian partners;</p>	<p>New Deal Launched and implementation committee installed – subcommittee focusing on returnees and host communities to be included</p>	<p># of development projects linked to the new deal benefiting returnees</p>		<p>At least 40% of most critical items in new deal implemented by 2020 or beyond as necessary</p>	<p>M&amp;E Progress report Surveys Distribution reports</p>	<p>RRC, Line ministries Partners</p>	<p>Funding Capacity development</p>	<p>Government and partners</p>
<p>Ensure that developments partners and recipients of any development assistance, provide timely and comprehensive data on aid flows to the States, sectors and institutions of South Sudan</p>	<p>Hold biannual plenaries to track progress and take stock. To be attended by all key stakeholders</p>	<p>Two plenaries to be held</p> <p>Actionable list of next steps to result from conference including section for returnees</p> <p># of recovery programs implemented and monitored</p>		<p>50% of the most critical actionable items from plenary to implemented by 2020 or beyond as necessary</p>	<p>M&amp;E Progress report Surveys</p>	<p>RRC, Line ministries PartnersRRC, Line ministries Partners</p>	<p>Funding Capacity development</p>	<p>Government and partners</p>



## Annex II: Key institutions, partners and their tasks in the implementation of this Action Plan

Table 1: Key institutions, partners and their tasks in the implementation of this Action Plan			
	Key Government Institutions	Outputs	Key Partner Organizations
<b>1</b>	MHADM	<ul style="list-style-type: none"> <li>■ Make policy</li> <li>■ Initiate legislation to make return successful</li> <li>■ Enact regulations to enforce policies and laws</li> <li>■ Carry out policy coordination with regards to IDPs and refuge return.</li> <li>■ Guide policy implementation</li> <li>■ Mobilize resources in collaboration with RRC, Ministry of Finance and relevant government and international partners</li> </ul>	Humanitarian Organization and Development Partners
<b>2</b>	RRC	<ul style="list-style-type: none"> <li>■ Implement this Action Plan by coordinating the execution of tasks assigned various partners, government and international</li> <li>■ Coordinate the process of IDPS and refugees return</li> <li>■ Coordinate mobilization of resources</li> <li>■ Coordinate humanitarian assistance</li> <li>■ Deliver humanitarian assistance to returnees in collaboration with humanitarian partners</li> </ul>	Humanitarian Organization and Development Partners
<b>3</b>	Ministry of Local Government (State levels)	<ul style="list-style-type: none"> <li>■ Enforce laws (including enforcement of property restitution to original owners)</li> <li>■ Deploy security forces including police in areas of return</li> <li>■ Provide security escorts for the IDPs and refugee returnees</li> <li>■ Work in collaboration with ministry responsible for land to identify land from local</li> </ul>	Development/humanitarian partners
<b>4</b>	Ministry of Health (both national and state levels)	<ul style="list-style-type: none"> <li>■ Construct health facilities,</li> <li>■ Provide medicines</li> <li>■ Construct hygiene and sanitation facilities</li> <li>■ Provide and support health personnel</li> </ul>	World Health Organizations and other health partners

<b>5</b>	Ministry of Land, Housing and Physical Infrastructure (National and state levels)	<ul style="list-style-type: none"> <li>■ Develop land policy</li> <li>■ Initiate land laws</li> <li>■ Enact land regulations</li> <li>■ Demarcate land for the returnees</li> <li>■ Survey and map land for the returnees</li> <li>■ Allocate, register, and provide land titles for the returnees</li> </ul>	Humanitarian Organization and Development Partners
<b>6</b>	Ministry of General Education and Instruction (national and state levels)	<ul style="list-style-type: none"> <li>■ Construct schools in areas of return</li> <li>■ Provide chalks, blackboards, exercise books, and textbooks</li> <li>■ Provision of schools, learning spaces and alternative learning programme</li> </ul>	Humanitarian Organization and Development Partners
<b>7</b>	Ministry of Gender, Child and Social Welfare (National and	<ul style="list-style-type: none"> <li>■ Provision of psycho-social support</li> <li>■ Advocacy of rights</li> </ul>	Humanitarian Organization and Development Partners
<b>8</b>	Ministry of Interior	<ul style="list-style-type: none"> <li>■ Provide security by deploying police in areas of return, providing escorts during movement of returnees to areas of origin or of choice.</li> <li>■ Provide legal documents of nationality such as National Certificate, Passports and other essential documents</li> </ul>	Humanitarian Organization and Development Partners
<b>9</b>	Ministry of Agriculture	<ul style="list-style-type: none"> <li>■ Ensuring food security and livelihood such as farming inputs and tools</li> </ul>	FAO, WFP
<b>10</b>	Ministry of Finance	<ul style="list-style-type: none"> <li>■ Provision of funding for the return activities Resource Mobilization</li> </ul>	Donor community e.g., ADB, WB, USAID, UKAID
<b>11</b>	Ministry of Agriculture	<ul style="list-style-type: none"> <li>■ Formulate policies to promote access to portable and clean drinking water for returnees</li> <li>■ Provide data on functionality of water points (e.g. boreholes)</li> <li>■ Carry out WASH activities in collaboration with relevant partners</li> </ul>	UNICEF, Development Partners
<b>12</b>	Ministry of Roads and Bridges	<ul style="list-style-type: none"> <li>■ Repair and construct roads and bridges</li> </ul>	Development/humanitarian partners
<b>13</b>	Ministry of Transport	<ul style="list-style-type: none"> <li>■ Transport returnees</li> </ul>	UNHCR (refugees returnees) IOM (IDP returnees) UNMISS



**MHADM officials attending a ceremony to deposit the acceded Kampala convention to IGAD in Addis Ababa, Ethiopia**



## Annex III State Level Task Force on Solutions (STFS) Terms of Reference

### Purpose

State Level Task Force on Solutions (STFS) will provide state level monitoring and coordination structure to develop guidelines and technical support to ensure a coherent and context sensitive approach to solutions across the states, including contextualized broader framework for durable solutions involving the government, humanitarian and development actors.

### Objectives

#### ■ Advocacy

1. Compile and disseminate information on areas of return and the return process to enable informed decisions.
2. Develop state level advocacy strategy identifying relevant stakeholders, means for effective advocacy, and common messages.
3. Engage the National Level Task Force on location specific advocacy.
4. Advise on communication with communities' strategies in line with the age gender and diversity approach.

#### ■ Solutions Oriented Activities

5. State Level Task Force on Solutions chaired by RRC and UNHCR will clear and respond to return movements to ensure consultation with relevant stakeholders, assessments and information sharing.
6. STFS will consult people intending to move to

identify their intended destination, ensure that the movement is voluntary, and they are well informed about security, conditions, available services, and assistance they will receive both during the journey and at the point of arrival.

7. STFS chairs will share relevant information – including from the consultation with affected people and mapping of available services with the National Level Task Force.
8. Identify risks: STFS should identify any immediate protection risks associated with the movement. They should also undertake an analysis of the likely risks and impacts associated with the arrivals. While some of this analysis can be done as a desktop exercise, other aspects will require consulting with the host community and authorities. Protection actors represented in the STFS will in particular advise on issues such as whether the arrivals will be able to integrate with the local community, whether there is a risk of increased tensions over resources, whether they are likely to factor into other IDPs' decisions about future solutions, and any other localized risks such as potential problems with property or land rights.
9. UNMISS and RRC should assess risks along the planned route and in the intended destination and communicate this information to the STFS who will relay this information to the persons intending to move. It should be noted that the primary responsibility of ensuring safety and

security of return movements lies with the government and the government authorities clearing the movements at departure points and areas of return will bear the accountability to any security related risk along the routes and in areas of return. Information on security in areas of intended returns or recoveries should also be triangulated from humanitarian context assessments. IDPs should be provided with information on conditions in areas of return or recovery after the security assessments so that intentions can be based on informed decisions. Information on known or suspected contamination by Explosive Remnants of War (ERW) en route and in areas of return or recovery should be requested, and communicated to IDPs – and to other relevant stakeholders as appropriate; risk education should be provided to IDPs and host communities to reduce further risks posed by ERW; if required, survey and clearance operations conducted to ensure safe returns. Where appropriate and necessary, UNMISS could be engaged to provide physical protection and security at the point of departure, along the route of travel, until the point of arrival, including involving the local authorities in the various localities in order to ensure safe passage. Should routes require protective accompaniment, this should immediately trigger a re-assessment of the security situation in the area of return.

10. Monitor movement: Recall that all displaced persons have a right to settle where they choose, and while the government and humanitarians should do everything possible to provide relevant information about the likely journey and conditions in the destination, they should not attempt to influence the decision.
11. Review response requirements: Depending on the size of the population movement, humanitarians may or may not need to launch an intervention. The preferred approach is for the government to take the lead in providing response. In the absence of this, humanitarians should ideally work to strengthen the capacity of existing community services. Assistance will be provided purely based on the need and will be assessed on a case-by-case basis relative to the needs of other members of the community, and other populations across South Sudan. Agencies will not differentiate based on status – needs will be assessed equally regardless of whether the person is an IDP, returnee, or member of the host community. This, however, does not affect organisations mandate.
12. Plan the response: STFS should develop a tentative plan based on potential needs of the population, and then discuss this with affected communities. Unless a mass movement or exceptional circumstance necessitates a different strategy, humanitarians should prioritize integrating the new arrivals into existing services



**Clean water point built by humanitarian agency to bridge the Clean water shortage gap**



and processes and should not launch a separate registration for new arrivals. This approach should be determined based on needs.

13. Conduct joint government and humanitarian response: STFS should meet with local authorities and community members to discuss an approach to returning IDPs/refugees, who will be welcome to make use of existing services. Any registration or assistance will be undertaken based on need and vulnerability. Humanitarians should also use this meeting to discuss any risks or concerns associated with the arrivals that were identified during protection assessment/monitoring.
14. Consult affected population: Upon arrival, targeted and verified information should be communicated to the affected persons by STFS about where they can access services. Recognizing that spontaneous movement does not always allow for pre-planning, emergency personnel should be on standby (where possible) to respond to any urgent medical cases that have deteriorated during the movement. Child Protection actors should likewise be mobilized and prepared to receive any unaccompanied and separated children among the group.
15. Consider coordinated assessment: For sizable movements, humanitarians may need to launch a multi-sector assessment. Assessments are appropriate in situations where the returns

movement could lead to a rapid deterioration of humanitarian conditions due to lack of infrastructure or response. In these cases, humanitarians should assess whether the new arrivals could be adequately supported by strengthening communal services and infrastructure, or whether targeted assistance is necessary, noting that not all movements or returns require de facto provision of assistance. The assessment should also identify any highly vulnerable individuals who may require additional support. However, recognizing that humanitarians lack the resources to respond to every person's need, prioritized assistance will be provided based on vulnerability and available resources. Communities have indicated assessment fatigue due to multiple uncoordinated assessments. To ensure better coordination of assessments in areas of return, all assessments will be coordinated through STFS.

16. Monitor: Situation and protection monitoring should continue until the arrivals have fully integrated into the community. Post return monitoring: Monitoring mechanisms should be put in place for accountability to affected people, identify needs and impediments to more durable solutions and address housing, land, and property concerns. Protection monitoring must be conducted on the first month after the movement, followed by regular

monitoring thereafter on a quarterly basis, by STFS, to monitor and assess the condition of IDPs upon return. Protection monitoring includes varied methodologies such as key information informants, Safety Audits, Community mapping and Focus Group Discussions (FGDs) to inform analysis of the protection environment. Creating an interactive process that informs key stakeholders of lessons learned can improve support before, during, and after movements. Reports of such monitoring will be shared with the National level Task Force through STFS chairs.

17. Draft state level guidance documents related to contributing to the creation of an environment conducive for solutions and providing recommendations on advocacy needs and strategies, in accordance with South Sudan laws, the Kampala Convention, International laws and IASC guidelines on Durable Solutions, that contribute to the creation of an environment conducive to solutions.
18. Support in the development of methodologies and tools for intention surveys, security and context analysis, area of return assessments, as well as monitoring mechanisms.
19. Harmonize assistance, while recognizing diversity of needs based on context.
20. Provide advice to relevant state actors based on national level contextual analysis of potential protection concerns related to the movement of populations.

## Coordination of solutions activities

On Durable Solutions, that contribute to the creation of an environment conducive to solutions.

21. Support in the development of methodologies and tools for intention surveys, security and context analysis, area of return assessments, as well as monitoring mechanisms.
22. Harmonize assistance, while recognizing diversity of needs based on context.
23. Provide advice to relevant state actors based on national level contextual analysis of potential protection concerns related to the movement of populations.
24. Establish linkages with relevant humanitarian clusters in particular the protection cluster, relevant forums, and other relevant development and peace actors, to foster a triple nexus between humanitarian, development and peace.
25. Adopt measures for the accountability to affected populations.
26. Inform assessment of host community absorptions capacity by providing cumulative data for potential movements to and area from locations across the country.
27. Coordinate humanitarians' assessments on areas of potential return and recovery and share information with the National Task Force. Identify priority needs, and support assessment and response to address concerns impacting the

sustainability of interventions, including interventions for livelihoods and housing, land and property.

28. Map solutions initiatives to prioritise areas for strategic response that build on planned or ongoing response.
29. Link humanitarian/protection/solution response with UN frameworks as well as development and peace programs including through identification of coordination opportunities with development and peace actors, where appropriate, for activities aimed at early recovery, including restoration of basic services, livelihoods, shelter, governance, security and rule of law.

### **Working Modalities**

30. The chairs shall convene meetings, ensure implementation of solutions-oriented activities, coordinate with relevant actors, and disseminate/share relevant information from/with the STFS.
31. The chairs, as technical focal points between the National Task Force and State Level Task Force on Solution will serve as the secretariat, including preparing and sharing minutes and reports on solutions related activities at State Levels.
32. The STFS will meet at least once a month, and schedule ad hoc meetings as necessary.







**Hon. Gatwech Peter Kulang and Hon. Dr. Manase Lomole Waya side talk meeting after a workshop in Nairobi Kenya on IDPs RRR**



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