



Concept Note for : *Refugee and Host Community Empowerment Project: Country/context*

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Project Summary

SUB HEADING

FUNDING REQUEST

- > **\$7,700,000**
- > Project implementations Cost, Staffing Cost, Other Direct Cost and Overhead Costs

IMPLEMENTING PARTNERS

- > This project design has been prepared in close partnership with the partner organization, Norwegian Refugees Council. A two-day program development workshop was held with NRC and discussed the key problems related to food insecurity and brainstormed on the root causes and solutions for the better food security and livelihood status in the proposed community. The target goal, outcomes, outputs and activities based on the detailed experience and knowledge of the target areas.
- >

IMPLEMENTING LOCATIONS

- > Location 1: Western Bahr el Ghazal – 1,500HH
- > Location 2: Western Equatoria – 2,500 HH
- > Location 3: Central Equatoria – 1,500 HH

Front Cover: Food Security and Livelihood in Rajaf

Photo credit: Scovia Faida, World Vision South Sudan

Women were empowered to involve in agriculture and crops adaptive trials.

ACRONYMS

CRA	Commissioner for Refugee Affairs
FSPs	Financial Service Providers
GAM	Global Acute Malnutrition
HEA	Household Economy Approach
HH	Household
ICLA	Information, Counselling and Legal Assistance
IGAs	Income Generation Activities
IPC	Integrated Phase Classification
KIIs	Key Informant Interviews
MOU	Memorandum of understanding
NRC	Norwegian Refugee Council
PoC	Protection of Civilians
S4T	Saving for Transformation
SAM	Severe Acute Malnutrition
TORs	Terms of References
TVET	Technical and Vocational Education Training
UNHCR	United Nations High Commissioner for Refugees
UNMISS	United Nations Mission in South Sudan
UPG	Ultra Poor Graduation
VSLA	Village Saving Loan Association
WASH	Water, Sanitation and Hygiene

WHO	World Health Organization
WVSS	World Vision South Sudan

Background

Problem Analysis

South Sudan is rich in natural resources; oil, timber, water sources and grazing land, but it is one of the poorest and least-developed countries in the world, due to persistent conflict since December 2013 in northern areas and the emergence of more widespread conflict in southern areas since July 2016, which led to nearly 4.2 million people to flee their homes with nearly 2 million internally displaced persons (IDPs) and nearly 2.2 million refugees outside the country. At the same time, South Sudan has accepted 300,000 refugees and Asylum Seekers who fled from neighbouring countries.¹

Although the armed conflicts have declined after signing peace agreement between political parties in September 2018, the inter-and intra-communal violence across the country is still increasing due to poor rule of law enforcement and food insecurity. As of September 2019, there were 299,162 refugees in South Sudan, 1.46 million IDPs and a total of 213,376 no. of South Sudanese refugees who have returned to South Sudan during November 2017 to September 2019.²

The conflict affected across the country, particularly in Leer (Unity State), Baggari area (near Wau, Western Bahr el Ghazal) and areas around Yei (Central Equatoria), and continued to experience inter and intra – conflict that is compounded by unprecedented levels of food insecurity and displacement. According to the Food Cluster IDP Baseline set – August 2019, there are 210, 463 IDPs in Central Equatoria, 96, 778 in Western Equatoria, 160, 420 in Western Bahr el Ghazal respectively, while the largest number of IDPs is in Unity, Upper Nile and Jonglei, 12% of which are staying inside six UNMISS Protection of Civilians (PoC) sites while the rest of the IDPs live in informal settlements and collective camps, which were provided by the host community, and some stay with host family members.

More than 8 out of 10 IDPs in the four counties live in extreme poverty. Most IDPs are women and children. Eighty-four per cent of the 1.88 million IDPs have been displaced to remote areas or have been integrated into local host communities. About 17% per cent of IDPs from remote areas are displaced in urban or camp setting due to limited access to livelihood opportunities in their area of origin. Those who live in the PoC sites are mainly dependent on humanitarian assistance due to limited mobility, concerning hostility and insecurity surrounding and lack of independent livelihood opportunities. 62% percentage is considering returning home while the rest IDPs seeing staying in camp is much safer due to insecurity in areas of return/relocation and destruction of their houses and lack of financial resources³. However, those who are staying in collective centers and informal settlements can leave in day times to look for work, generate income and buy food and other stuff. People displaced in urban areas like Juba have limited access to rural livelihood activities such as farming, herding and wild food collection. Their different sources of livelihood include casual works, support from relatives and neighbors and begging. The livelihood strategies of 84% of the IDPs, those displaced to remote areas and integrated into host communities are typically only able to engage in livelihood opportunities that exist in the areas. Many of them face the effects of conflict, climatic change, crop pest and diseases and poor access to markets. IDPs had to leave all their assets and belongings due to urgency displacement, and it hinders them in engaging in livelihoods in the new areas and are therefore extremely vulnerable to shock.⁴

Refugees from neighboring countries hosted in South Sudan face a major challenge of inability to own land in South Sudan. Therefore, the best way to enhance their food security and resilience is to support their acquisition of skills, which if utilized properly will generate income while living

¹ UNOCHA: 2019 Humanitarian Needs Overview available at <https://reliefweb.int/report/south-sudan/2019-south-sudan-humanitarian-needs-overview>

² UNHCR, Operational Update, September 2019

³ UNHCR Dashboard, September 2018

⁴ Famine Early Warning Systems Network, Aug 2018

within refugee settlements or at home when they return to their respective country of origin. With support from UNHCR, a portion of arable land was demarcated for use by the refugee community for agricultural activities or farming in Makpandu. In 2018, each of the farming households was allocated 100M * 100M piece of plot by the local authorities for agricultural activities. Limited livelihood options in the refugee settlements can result in increased idleness, increased alcohol and drug abuse, apathy, casual risky behaviours such as fighting and promiscuity, among others. During subsequent participatory assessments conducted by UNHCR, CRA, and WVSS, refugees raised concerns on the need to support sustainable livelihood activities through the provision of adequate seeds/tools and land. These resources would enable them to become self-reliant and reduce dependency on humanitarian assistance, particularly WFP food assistance.

According to 2020 South Sudan Humanitarian Needs Overview, there are more than 855,000 individuals that returned to their areas of habitual residence since 2016 after being displaced within South Sudan only. Of them, more than 128,000 returned to Wau County in Western Bahr el Ghazal, nearly 48,000 to Rumbek North in Lakes, almost 46,000 to Bor South in Jonglei and some 45,000 to the capital Juba in Central Equatoria.

The food security, livelihoods and nutrition situation for children under 5 years, pregnant and breastfeeding mothers continuously deteriorate toward lean season as food reserves get depleted at household level. This affects quality and quantity of food intake for children as well as adult pregnant and breastfeeding women.

In August 2019, an estimated 6.35 million people (54% of the population) were classified in Crisis (IPC Phase 3) or worse acute food insecurity, among whom an estimated 1.7 million people are facing Emergency (IPC Phase 4) acute food insecurity and 10,000 people were in Catastrophe (IPC phase 5). Compared to the same period in 2018, there is a slight reduction in the proportion of people facing Crisis (IPC Phase 3) or worse acute food insecurity by an estimated 5%. However, high levels of acute food insecurity still persist in the country.

Former States	Mid-2019 Population (NBS)	Minimal	Stressed	Crisis	Emergency	Catastrophe	% of Crisis, Emergency & Humanitarian Catastrophe
Central Equatoria	1,453,508	425,000	630,000	345,000	55,000	-	27.5%
Eastern Equatoria	1,067,162	235,000	270,000	410,000	150,000	-	52.6%
Jonglei	1,931,052	190,000	490,000	955,000	295,000	-	64.8%
Lakes	1,137,753	195,000	285,000	430,000	220,000	10,000	57.9%
Northern Bahr el Ghazal	946,905	150,000	235,000	345,000	215,000	-	59.3%
Unity	1,059,682	125,000	275,000	470,000	190,000	-	62.3%
Upper Nile	1,377,076	185,000	345,000	585,000	260,000	-	61.5%
Warrap	1,222,397	100,000	410,000	550,000	160,000	-	58.2%
Western Bahr el Ghazal	646,245	65,000	145,000	355,000	85,000	-	67.7%
Western Equatoria	861,331	200,000	395,000	195,000	70,000	-	30.8%
Total	11,703,111	1,870,000	3,480,000	4,640,000	1,700,000	10,000	54.3%

The nutritional status for under 5 years' children continues to deteriorate hence increase prevalence of children to malnutrition and underlying predisposing infectious diseases due to weak body system. The status of GAM and SAM were reported by Health and Nutrition partners to be above WHO emergency threshold of 15% IPC phase 3. Limited access to and availability of food, seasonal diseases, and inadequate access to health services and poor dietary practices are the main causes of GAM prevalence deterioration.

While host communities are struggling for the resilience themselves, having more IDPs and refugees in the area is the burden of sharing resources which caused limited employment opportunities, poor quality education and a dependence on low-income agriculture for livelihood. In total, nearly 7.5 million people are in need of some type of humanitarian assistance or protection. Of the 78 counties in South Sudan, 45 are in severe need and 33 are in extreme need⁵. The IDPs, Refugee, returnees, and host communities are mostly vulnerable and having switched to negative coping strategies which include selling their assets, decreasing the number of meals per day per person and even begging. Despite the recent stability allowing the beginning of return movement, the situation remains critical for the population across the country. Given the extreme poverty in

⁵ 2020 Humanitarian Needs Overview – South Sudan

the community, the Ultra Poor Graduation model is the highly appropriate in the situation like South Sudan.

Project Operating Model

PROJECT GOAL

The overall goal is to contribute towards sustainable livelihoods and self-reliance of 5,500 Households refugees, IDPs and host communities. This will be achieved by facilitating the graduation out of extreme poverty and humanitarian assistance of target households through improved access to sustainable structures and self-help mechanisms.

This project will apply Ultra Poor Graduation Model that has been utilised globally. This model will guide the project to achieve the goal of sustainable livelihood and self-resilience of the targeted ultra-poor households. Implementing Graduation programmes is an intensive and iterative process. The Graduation Approach is comprehensive, time-bound, integrated and sequenced set of interventions. Along the pathway of thirty- six month, the ultra-poor households will be assisted to tackle the root causes of poverty and provide necessary assistance to be able to overcome and build their resilience.

The ultra-poor graduation model guides this project to be designed with integrated approach and sequences the interventions properly.

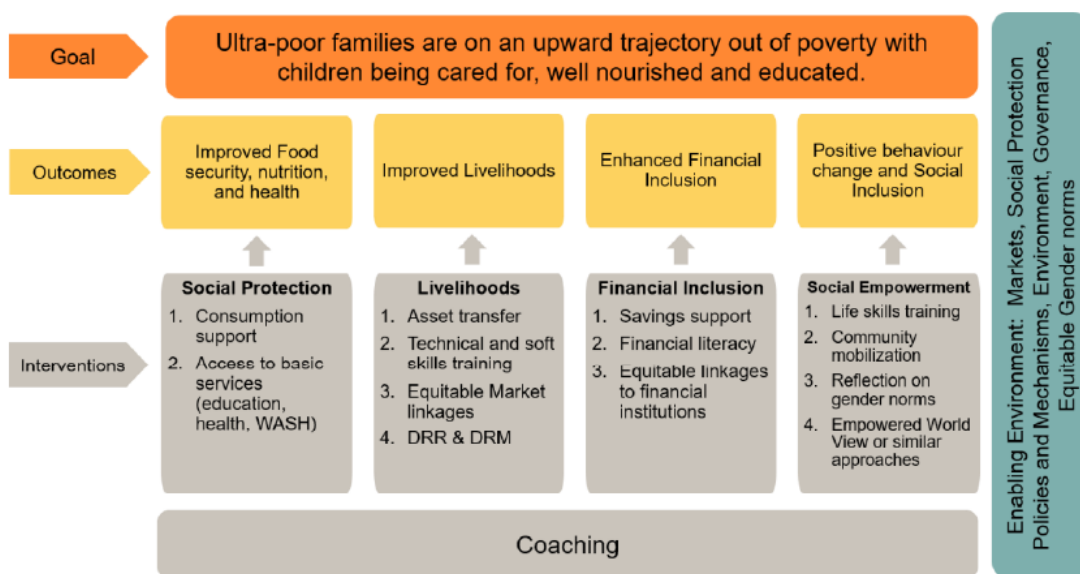


Figure 1.4: Logic model for World Vision's Graduation Approach

With reference to above WV's graduation model, each of the four graduation pillars is adapted to the local context and applies to the specific needs of the ultra-poor. The social empowerment pillar will be integrated into other three pillars but mindset and behavior change interventions through empowered world view approach which will be implement before providing consumption support.

In the first pillar, food security, nutrition and health will be improved through consumption support that is intended to meet the short-term needs of a household and fill income gaps. Although Graduation equips participants with livelihoods that generate long-term earning potential, there is often an immediate need which can be met. Due to the differences in contexts, not all social

protection mechanisms will apply in all circumstances and it is conceivable that in some contexts there will be no need for certain types of support. Consumption support can take the form of cash, in-kind transfers or vouchers. World Vision and NRC promote the use of cash-based interventions, which have advantages over in-kind distribution of consumable goods, such as providing people with choice and dignity, ease of distribution, and contributing to local markets and the economy by increasing monetary circulation.

Before providing consumption support, the targeted households will be provided with training on change of mindset, behaviors and attitudes that act as barriers to personal development. Under this pillar, ultra-poor people will be supported to improve their knowledge on nutrition, food hygiene and consumption and diet diversification as well as gender and peace building.

In the second pillar, the integration of livelihoods promotion with the other graduation pillars reinforces the development of livelihoods by discouraging negative coping strategies and encouraging savings. Through collaboration with government vocational centres and vocational institutions that can provide certificates, interested youth will be engaged and supported to have wage employment / self-employment. Each livelihood option will involve a certain level of skills and capabilities to produce and market the product or service. Technical training involves building knowledge on how to manage a livelihood (e.g. disease prevention, feeding practices) and business skills on selling and buying in the market and technical job skills development and linked with potential employers. The targeted business groups/ individual will be provided with required skills and knowledge and coached by the business mentors that are partnered with project. Based on the completion report by the mentor, the group/ individual will be provided with Capital Seed and start-up kits.

Under pillar three, financial inclusion plays a critical role in enabling families to plan for the future and build economic resilience. It builds a participant's financial awareness and management skills, their ability to use a range of available services, and their ability to apply their skills and knowledge to manage financial shocks. Financial Inclusion interventions typically include facilitating savings groups, financial literacy training, and access to microcredit and formal savings services where possible. Saving for transformation (S4T) training will be provided in order to have saving practices. And project will design to work with financial institutions to provide loans to the project target households.

The pillar four, social empowerment will be mainstreamed across the other three pillars. This project will ensure enhancing building self-awareness, confidence, women's empowerment, and integration into the broader community through mobilization, household visits, trainings and peer groups discussion while doing project interventions. Project will be trained to provide these services along the implementation. Likewise, coaching, an integral part of Graduation that cuts across all four pillars, will be provided throughout the project

To deliver on this graduation approach project, the following key approaches will be incorporated under ultra-poor graduation model;

World View Approach; A world view is a mindset that takes shape in the thought processes within the mind, and consist of beliefs, values and perceptions. World views held at the individual and community level play a central role in driving people's behaviour. It will help women and men to understand their ability to influence their own circumstances, find value in their identity, and improve their standing in the community.

Savings for Transformation; It was designed to place particular emphasis on inclusion of members of vulnerable groups, and provides more intensive support during group start-up and training to ensure member confidence and good group function. This will also enhance financial literacy, access to savings, access to capital, improved financial management skills, enhanced decision-making and increased social capital. S4T will operate in environments where markets and services are relatively weak and provide a good alternative where there are limited financial services to which providers can link.

Resource Mapping Exercise; Mapping tool will be widely used in most of the intervention under this project, that will provide easy and clear assess of information of beneficiaries, stakeholders, training institutions, basic services, financial service providers and financial services, etc.

Cash Transfer:

This project will use cash in providing consumption support, productive assets and capital asset, etc. Although cash transfers provide a powerful way to engage with markets, build negotiation and business skills, and establish a relationship with the vendor for future purchases, cash does carry risks exposing people to abuse or theft and precautions are needed to ensure that the cash reaches the intended participant, is used to buy an asset, and that the participant is not exploited, buying poor quality inputs or over-paying. One way to address some of these risks is through the use of vouchers. Cash should only be considered where local markets offer the necessary inputs or assets. World Vision may also consider providing other forms of support to participants with purchasing assets, e.g. checking the quality of livestock before a final purchase is made.

HH Targeting and Selection

This project will target households of IDPs, Refugees, Returnees and host communities who are chronically food insecure and live well below the poverty line. A triangulation of methods that integrate geographical, participatory and proxy means testing ensures that inclusion and exclusion errors are minimized and the ultra-poor are accurately identified for the programme. Prior to targeting, programme design staff will have established a set of selection criteria that is contextualized. In the graduation model, willing to join in the project and having at least one family member who is physically and mentally fit work are also important to consider in the selection criteria.

In contexts where the starting point for targeting are existing national registries or lists which have been prepared by the government or other agencies, it is essential that these lists are verified to ensure they include only the ultra-poor households.

This project will ensure that the following cross cutting issues will be integrated into all project interventions.

Gender

Women's position on the lower rung of South Sudanese society is illustrated and compounded by factors such as high illiteracy rates, early and forced marriage, lesser access to information and resources, inequitable gender division of labour, and limited participation in decision making. To achieve impact in gender, the project will take a holistic and multi-level approach. In addition to mainstreaming gender considerations through other project activities (gender-responsive timing and location of activities, promoting female lead farmers, ensuring women's meaningful participation in community planning and in camp setting), the action will incorporate targeted gender activities. This will include addressing women's own skills, confidence and aspirations; relations between men and women both at home and in public (including between female and male members of FG and savings groups). In terms of improving women's economic empowerment (WEE), gendered market analysis helps develop livelihoods options that do not reinforce traditional gender dynamics, for instance, by finding ways for women to build their business skills to be able to access information about prices and exert control over the sale of their goods.

Peace building: Limited livelihood opportunities and sharing resources are one of the reasons of conflicts in South Sudan. Therefore, in this graduation approach, the project has designed the interventions not to harm among the communities but more on bringing social cohesion back into the community. Targeting and selection processes will be transparent to the community through allowing participatory approach. The project will also provide training on peace building and promote community peaceful integration into the host communities.

Disability inclusion: Most of the people with disabilities (PWD) are unintentionally left out in livelihood interventions due to limited knowledge and skill on tailored livelihood for PWD. The

project will be deliberate in ensuring that People Living with Disabilities (PLWD) are participating in the project's interventions by being incorporated into income generating activities to be able to cater for their needs which are often costly.

PROJECT OBJECTIVES

The overall objective of the project is to alleviate poverty of 5,500 Households in three main areas; Central Equatoria, Western Equatoria and Western Bahr el Ghazal., targeting IDPs, Refugees and host communities during 2020 to 2022. WVSS will partner with NRC to implement this project as a consortium approach. WVSS will implement in Central Equatoria and Western Equatoria, targeting to 4000 HHs while NRC will operate in Western Bahr el Ghazal, targeting to 1500 HHs. This will be attained through the Coalition's common vision of increasing self-reliance, economic and social inclusion of IDPs, refugees and host communities by sustainably increasing income opportunities. The project will adopt the well proven poverty alleviation model – the Ultra Poor Graduation Approach – which targets extremely poor households. The duration of the project will be approximately 36 months per household, and includes a combination of food security and livelihood support, saving and financial improvement, market system development and market-oriented skills for self- and wage employment and mentoring. This project will contribute towards the attainment of the global coalition goal which seeks to ensure 500,000 households consisting of refugees and host communities alleviated from poverty by 2025 and also contribute towards the attainment of Sustainable Development Goals 1 (End Poverty), 8 (Economic Growth) and 10 (Reduced Inequalities).

Outcome 1: Improved and established food security and nutrition for IDPs, Refugees and host communities

Output 1.1: *Timely bound consumption support (cash or in kind) and nutrition education are provided*

This project will conduct baseline survey to determine the food needs and consumption score in the project locations. Market assessment will be also conducted to determine the appropriate modality to use (Cash / in kind). This project will identify financial service providers (FSPs) and retailers. Community sensitization and awareness on project modalities and operation areas is crucial to be done in the beginning of the project. Beneficiary selection and registration will be carefully done and provide unconditional and unrestricted cash / in kind distribution for 3-6 months after starting income generation activities (IGAs) in the areas where there is no safety net projects ongoing. In areas where there are ongoing safety nets projects, this project will identify the targeted households. The nutrition, hygienic food preparation and diet diversification knowledge will be promoted through providing trainings.

Proposed Activities:

- 1.1.1 Provision of cash/in kind to households
- 1.1.2 Training of 5500 households on nutrition education (nutrition , food hygiene and consumption and diet diversification)

Output 1.2: *Participants equipped with develop positive mindset*

This project will provide training of trainers to the project staff, community leaders, church leaders and camp leaders, volunteers on empowering world view approach to change the mindset, behaviours and attitudes that act as barriers to personnel development and gender mainstreaming and peace building in this project. And the project staff will conduct awareness sessions on gender and peace building for the community and IDPs and Refugees. This activities will be started before project

Proposed Activities

- 1.2.1 Training of 5500 households on empower world view approach

1.2.2 Training of gender and peace building

Outcome 2: Enhanced Economic resilience through savings and access to financial services

Output 2.1: *Participants have access to productive asset transfer and livelihood selection*

This project will work closely with the local communities, camp management committees and beneficiaries and conduct consultation sessions with stakeholders and targeted households to select key value chains to be assessed and select livelihood activities to the targeted households. Then, the targeted households will be trained to develop business plan and the required technical training and capitals support will be provided to run their business successfully.

Proposed Activities

- 2.1.1 Identification of livelihood activities for the targeted
- 2.1.2 Transfer of productive assets for the target households

Output 2.2 *Participants have access to financial inclusion and saving trainings*

This project will identify and select saving groups in the target locations through community mobilization, focus group discussions and Key Informant Interviews (KIIs) in the targeted communities and camps. And also promote awareness on the importance and benefits of savings to the project beneficiaries through community meetings, radio talk shows and campaigns. The project staff will mobilize the selected saving groups through providing training on Village Saving Loan Association (VSLA) principles, developing training modules and business plans together with the saving groups. Then, the project staff will conduct financial literacy trainings which include registering income and expenditure (keeping records), calculating costs and profits, how to prepare basic/simple budgets, following up on collection of debts.

Proposed Activities

- 2.2.1 Identify and select saving groups
- 2.2.2 Conduct awareness creation to the community members on the importance and benefits of savings
- 2.2.3 Train saving groups on VSLA principles
- 2.2.4 Train saving groups on financial literacy
- 2.2.5 Train the groups on business plan development

Output 2.3 *Participants supported with access to formal financial services*

This project will facilitate engaging with finance institutions and signing *Memorandum of Understanding (MoU)* with them to ensure the beneficiaries are able to access the financial products and services. The project will support the capital to cater for the needs of the beneficiaries. The formed savings groups will be linked to financial service providers to be able to access financial services to increase their opportunities for improved livelihood.

Proposed Activities

- 2.3.1 Link the saving groups to financial institutions
- 2.3.2 Inject capital to the micro finance institutions which will be used by the group as a collateral security to acquire loans

Output 2.3 *Participants have access to technical development skills training*

This project output will also put a focus on building the capacity of the youth on skills required at labor market. The project will assess the skills gap in this regard in and around the host communities to align the skills with the employment opportunities for the beneficiaries. The project will then build the capacity of the beneficiaries for employability and link them with private sector companies and other potential employers so that they can be employed and acquire

professional internship. In addition, they will be supported to create their own small businesses for self-reliance. The project will hire a consultant to conduct assessment to find out the market needs and existing vocational schools. The hired consultant will guide the vocational school teachers on developing training modules and Terms of References (TORs).

Proposed Activities

- 2.4.1 Identify, select and sponsor able youth in vocational trainings
- 2.4.2 Conduct assessment on market need and the existing vocational schools
- 2.4.3 Hire consultants to build the capacity of the vocational teachers on the curriculum development and training modules
- 2.4.4 Train the graduated youth on business plan development
- 2.4.5 Link the graduated youths to employers

Outcome 3: Participants are self-employed and have formal access to formal wages

Output 3.1 Business coach identified and trained

This project will identify business coach / mentors from the potential partners and institutions and signed MOU with selected partners. Then, the project will work with the selected partners in developing customized training modules and will train them to be able to provide periodic coaching to the targeted beneficiaries to increase social capital and financial literacy skills throughout the lifespan of the project.

Proposed Activities

- 3.1.1 Identification of groups/business mentors
- 3.1.2 Development of training modules
- 3.1.3 procurement of consultant training facilitator
- 3.1.4 Training of selected Business Mentors

Output 3.2 Participants provided with technical job skills development and linked with potential employers

This project will also put a focus on building the capacity of the beneficiaries for income generating activities. The project will assess the skills gap in and around, IDPs, refugees and the host communities to align the skills with the employment opportunities for the beneficiaries. The project will then build the capacity of the beneficiaries on skills for self-employment (entrepreneurship).

Proposed Activities

- 3.2.1 Technical skills need assessment
- 3.2.2 Mapping of vocational skills institutions
- 3.2.3 Project beneficiaries identification & need Prioritization and validation of needs
- 3.2.4 Contracting of vocational training institutes/ with the identified courses
- 3.2.5 Enrolment of student to the vocational courses
- 3.2.6 Monitoring activities
- 3.2.7 Identification of internship industry/ linkage to potential employers
- 3.2.8 Follow ups , mentorship & Coaching of the participants and training reports shared mentor/coach

Output 3.3 Participants provided with capital and start up kits.

The project will provide start up kits and capital for those seeking self-employment to begin small businesses and project for income generation. In addition, the beneficiaries will be linked to mentors within the communities to provide periodic guidance and mentorship.

Proposed Activities

- 3.3.1 Procurement of start-up kits
- 3.3.2 Provision of start-up capital to business groups/graduates
- 3.3.3 Delivery and Distribution of start-up kits/capital
- 3.3.4 Follow ups, mentorship & Coaching of the graduates/beneficiaries and training reports shared mentor/coach
- 3.3.5 Documentation of learning

Project Impact and Sustainability

INTENDED IMPACT

The project aims to impact the lives of targeted households by supporting them towards self-reliance and independence mind-set to create opportunities to have more income for the household to access improved services for better quality of life. The project will use a pathway to move out of poverty the targeted IDPs, Refugees and the host communities, for improved wellbeing. Parents and caregivers gain the dignity of being able to meet households basic needs including nutritious meals, paying healthcare services and education needs other than depending on hand-outs from external assistance.

Moreover, this project aims to impact the lives of the targeted beneficiaries by increasing their disposable income, access to household assets and other sources of income opportunities for an improved sustainable livelihood. The project will provide the beneficiaries with skills, social protection to acquire basic needs, Financial inclusion support for new business, social empowerment (Empowered World View) for mind-set change in addition to other livelihood promotion initiatives so that they do not rely on hand-outs but begin to work to establishing self-reliance. The project will realise active participation of the beneficiaries in income generating activities, which will lead to improved nutrition, payment of health services and ability to educate their children due increased income for the household. In addition, the project will realize financial inclusion of the beneficiaries their respective host communities because they will be earning income and their financial literacy will be improved through training initiatives. The project will as well enhance the skill set of targeted households by building their capacity in vocational and artisan skills to provide them with more opportunities to diversify their income and increase their employability rate.

LOGICAL FRAMEWORK

Table 3: Logical Framework

Goal: The overall goal is to contribute towards sustainable livelihoods and self-reliance of 5,000 refugees and host community		
Outcome and Outputs	Activities	Indicative Indicators
Outcome I: Improved and established food security and nutrition		Proportion of individuals with improved food security due to cash/in kind support and training on nutrition education
Output 1.1: Timely Consumption support (cash or in kind) and Nutrition Education provided	1.1.1 Provision of cash / in kind to 5500 target households 1.1.2 Training of 5500 households on nutrition education (nutrition, food hygiene and consumption and diet diversification)	>Number of households supported with cash or in kind and nutrition education

Goal: The overall goal is to contribute towards sustainable livelihoods and self-reliance of 5,000 refugees and host community			
Output 1.2: Participants equipped with/develop positive mindset	1.2.1	Train 5500 households on empower world view approach	> Proportion of households equipped with positive mindset through trainings
	1.2.2	Training on gender and peace building	
Outcome2: Enhanced Economic resilience through savings and Access to financial services			> Proportion of participants with enhanced economic resilience through savings and access to financial services
Output 2.1: Participants have access to productive asset transfer and livelihood selection	2.1.1	Identification of livelihood activities for the target households	> Number of participants with access to productive assets
	2.1.2	Transfer of productive assets for the target households	
Output 2.2 Participants have access to financial inclusion and savings trainings	2.2.1	Identify and Select saving groups	> Number of participants with access to financial inclusions and savings trainings
	2.2.2	Conduct Awareness creation to the community members on the importance & benefits of savings	
	2.2.3	Train saving groups on VSLA principles	
	2.2.4	Train savings groups on financial literacy	
	2.2.5	Train the groups on business plans development	
Output 2.3 Participants supported with access to formal financial services	2.3.1	Link the savings groups to financial institutions	> Number of participants supported with access to formal financial services
	2.3.2	Inject capital to the micro finance institutions which will be used by the group as a collateral security to acquire loans	
Output 2.4 Participants have access to technical development skills training	2.4.1	Identify, select and sponsor able youths in vocational training	> Number of youths with access to technical development skills trainings
	2.4.2	Conduct assessment on Market needs and the existing vocational schools	
	2.4.3	Hire consultants to capacity build the vocational school	

Goal: The overall goal is to contribute towards sustainable livelihoods and self-reliance of 5,000 refugees and host community		
	<p>teachers on the curriculum development and training modules</p> <p>2.4.4 Train the graduated youths on business plans development</p> <p>2.4.5 Link the graduated youths to employers</p>	
Outcome 3: Participants are self-employed and have formal access to formal wages		> Proportion of participants who are self-employed and have access to formal wages
Output 3.1: Business coach identified and trained	<p>3.1.1. Identification of group/business mentors</p> <p>3.1.2. Development of training modules</p> <p>3.1.3 procurement of consultant training facilitator</p> <p>3.1.4. Training of selected Business Mentors</p>	> Number of business mentors identified and trained
Output 3.2: Participants provided with technical Job skills development and linked with potential employers	<p>3.2.1 Technical skills need assessment</p> <p>3.2.2 Mapping of vocational skills institutions</p> <p>3.2.3 Project beneficiaries identification & need Prioritization and validation of needs</p> <p>3.2.4. Contracting of vocational training institutes/ with the identified courses</p> <p>3.2.5. Enrolment of student to the vocational courses</p> <p>3.2.6. Monitoring activities</p> <p>3.2.7. identification of internship industry/ linkage to potential employers</p> <p>3.2.6. Follow ups , mentorship & Coaching of the participants and training reports shared mentor/coach</p>	> Number of project beneficiaries provided with technical job skills development and linked with potential employers
Output 3.3. Participants provided with Capital Seed and start-up kits	<p>3.3.1. Procurement of start-up kits</p> <p>3.3.2. Provision of start-up capital to business groups/graduates</p> <p>3.3.3. Delivery and Distribution of start-up kits/capital.</p>	> Number of participants provided with capital seed and start up kits

Goal: The overall goal is to contribute towards sustainable livelihoods and self-reliance of 5,000 refugees and host community

	3.3.4. Follow ups , mentorship & Coaching of the graduates/beneficiaries and training reports shared mentor/coach 3.3.4. Documentation of learnings	
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Project Management and Governance

COALITION ORGANISATIONAL CAPACITY

World Vision South Sudan and Norwegian Refugee Council (NRC) are working together for an EU funded five years grant projects in Greater Bahr el Ghazal to enhance food security and livelihood. Both WVSS and NRC have strong presence in South Sudan, common goal of promoting food security and livelihood and having good experience in livelihood, both organizations have agreed to apply as a consortium. To facilitate good coordination and communication between NRC and WVSS, regular reflection and coordination meetings will be held. During these meetings, partners and stakeholders will have the opportunity to discuss the project and raise any issues that require attention. These meetings will also provide opportunities for reflection and learning which may lead to the adjustment of programming approaches, work plans, and/or the logframe.

Partner : World Vision

World Vision South Sudan has been implementing food security and livelihoods projects since 1989 in the most fragile parts of the country. In a state of protracted insecurity, the National Office deems it prudent to adopt transitional programming to encourage communities out of fragility into one of resilience. The National Office capacity to support the PAC Project includes the Food Security and Livelihoods Coordinator who will guide the overall implementation of the project particularly the technical areas of intervention. **2 program managers** with experience in Food Security and Livelihoods Development will oversee the project in Central Equatoria and Western Equatoria respectively. The Project will also recruit a Market Development Specialist to develop and implement market entry points and oversee the implementation of S4T and value chain development activities. Project implementation staff will be recruited to those who have well knowledge of local context and well experienced with food security and livelihood. The other existing project staff will also provide support this project partially. Project teams will be supported by WVSS' security and risk management division in Juba and on the field. Area Zonal Managers will be responsible for ensuring staff and project teams are working within safety protocols determined by the organization. Regional Security assistance and oversight will also inform WVSS implementation and rules of engagement. The PAC project will be supported by National Office technical experts in Food Security and Livelihood, monitoring and evaluation, protection and gender, finance and logistics. The World Vision Australia Support Office will closely monitor and provide technical guidance to the WVSS PAC team technical reviews in implementation of UPG model.

Partner 2: Norwegian Refugee Council (NRC)

NRC has been operating in South Sudan since the year 2004, giving it vast knowledge of the operational context in both hard to reach and stable locations. The organization has capacity in running livelihoods and food security projects in many parts of the country including the target location of Western Bahr El Ghazal where it is implementing both emergency and recovery activities in livelihoods and food security, shelter, WASH, Education, protection and information, counselling and legal assistance (ICLA), in partnership with WFP, FAO and with funding from the European Union, the African Development Bank, Swedish International Development Agency and African Union. The country program receives technical and operational support from the East Africa and Yemen regional office based in Nairobi, Kenya and global support from the head office based in Oslo, Norway.

NRC will add value to the project by sharing its expertise and knowledge in promoting youth vocational training experience through the technical and vocational education training (TVET). This experience of implementing informal vocational education programmes has seen 60% of youth trainees becoming more self-reliant and fending for their own livelihoods. Businesses that have trained the youth have gone on to employ them, other youth graduates trained in different trades have set-up their own, new, businesses and linked to markets. The action will utilise NRC youth programme training services to provide tailored training on- and off-farm entrepreneurship.

NRC has implemented emergency safety net projects in partnership with WFP and FAO since 2015 in South Sudan. This partnership and experience will support the planned project in ensuring the household consumption needs are covered by so doing allowing for cost-effective implementation of the livelihoods and resilience activities to take place. As an agency with an ambition to increase market based programming and expand cash programming globally, NRC brings in the expertise in best practices of including the private sector especially the financial service providers and traders in local market recovery initiatives. Innovation is one of the top priorities for NRC that will allow it to bring experience and energy in building capacity of the youth and women in businesses and livelihood activities that allow for innovation and contributing towards reduction of the use of plastic and maximising efforts towards use of renewable energy.

BROADER PROJECT STAKEHOLDERS

Partner/Stakeholder	Role in project	Status/level of Relationship
UN agencies (WFP/FAO/UNHCR)	<ul style="list-style-type: none"> The consumption component in project locations will be done in collaboration with UN emergency activities as they have wide coverage. 	High influence and interest
Food Security and Livelihoods Cluster	<ul style="list-style-type: none"> Coordination and quality of implementation of all FSL interventions 	High influence and interest
State Ministry of Agriculture and Food Security	<ul style="list-style-type: none"> Technical support and quality monitoring of all FSL humanitarian activities in the specific states 	High influence and interest
State Ministry of Education	<ul style="list-style-type: none"> Technical support and quality monitoring of youth vocational skills training activities. 	High influence and interest
Technical and Vocational Educational Training Institutions	<ul style="list-style-type: none"> Provision of training facilities for youth 	High influence and interest
Local and community leaders	<ul style="list-style-type: none"> Linkage between communities and project Authority, monitor, facilitate entry to target communities 	High influence and interest
Target beneficiaries	<ul style="list-style-type: none"> Commitment to implementation of project activities 	High influence and interest
Chamber of Commerce	<ul style="list-style-type: none"> Regulation of local markets 	High Influence and low interest
Protection Cluster	<ul style="list-style-type: none"> Technical support and monitoring of protection concerns that may arise 	High Influence and low interest
Faith Groups	<ul style="list-style-type: none"> Support implementation of the one of the approaches to build self-confidence in target beneficiaries 	High Influence and low interest
Ministry of Labor and Public Service	<ul style="list-style-type: none"> Regulation and monitoring of wage labor Support internship and apprenticeship models 	High Influence and low interest

Financial Service Providers	<ul style="list-style-type: none"> • Support implementation of cash transfers and loaning schemes 	Low Influence and high interest
Employers	<ul style="list-style-type: none"> • Support apprenticeship model • Provision of wage employment for target beneficiaries 	Low Influence and high interest
Traders and their Unions	<ul style="list-style-type: none"> • Support the consumption component • Stabilization of market prices 	Low Influence and high interest
Farmers' Associations	<ul style="list-style-type: none"> • Support food production and marketing of produce (for value addition income generation activities) 	Low influence and low interest
Other NGOs	<ul style="list-style-type: none"> • Coordination, collaboration on specific project activities, share learning 	Low influence and low interest
Other relevant line ministries	<ul style="list-style-type: none"> • Collaboration in specific sectors that may arise 	Low influence and low interest

Monitoring and Evaluation

MONITORING

Progress will be monitored against targeted outcomes and outputs.

The **monitoring, evaluation** and **learning** practice generate information for the project partners to apply knowledge gained from evidence gathering to inform decisions and improve the project outcomes while ensuring accountability.

Monitoring progress is a key success factor on graduation approach project model programming. Two levels of monitoring at the project and household will be used to ascertain changes and project contribution. Progress at project level will reflect progress of participant households towards desired results based on the defined graduation approach progression attributes. Building the monitoring system during the planning phase will ensure that the project and household plans can be kept on track, and that any issues are identified and addressed early.

Project level monitoring will tracking the quality and progress of activities outlined in the project implementation plan. These activities may be carried out at the household, community, or at a wider level. In contrast, household level monitoring follows the participation of each registered household in the minimum graduation intervention packages, tracking the sequencing and layering of those interventions and progress of same households towards building resilient livelihood and graduating out of poverty based on established graduation Progression Attributes. Collectively, the monitoring information allows staff to make critical iterations to adapt to challenges on the ground and ensure effective implementation of the project.

PROJECT MONITORING

At the project level, monitoring information will be aggregated to track progress towards achieving the overall goals, contribute to Project Management Reports, and used for operational purposes such as financial management and tracking compliance. Project specific issues to consider when planning monitoring will include:

- Graduation approach minimum standards at project set up and during on-going implementation
- Staff competencies and capacity in relation to overall program/project participant size and available budget
- Integration and leveraging of available resources (Cluster and Other Sector projects)
- Project wide improved production and market development mechanism established and maintained
- Strategic partnerships for (1) improving production services – input supplies and technical services, (2) business skills development and microfinance services, and (3) market development services
- Establishment of Implementing units of between 20 – 30 participants for project wide tracking of progress on intervention delivery
- Project wide robust value chain analysis and market assessments to inform Value Chain products promoted

- Sequencing of interventions ensures food security before wide-scale market-driven production
- A central project participant database is established to consolidate monitoring data across all interventions and track project wide progress.

HOUSEHOLD MONITORING

Household level monitoring will be used by field staff to track the progress of each participant towards their progression attributes and social goals. Tracking participation in intervention packages according to the recommended sequence is key to understanding project effectiveness. Each participant household should belong to a selected Participant Implementing Unit (PIU) coordinated by a Unit Leader whose responsibility is to liaise with WV volunteer/Staff to arrange implementation of all interventions in their Unit. The Unit Leader acts as a local graduation approach Champion to promote participation and keeping a record of the same in a specially designed PIU record book.

This helps the Participants to track their own progress in a simple but systematic manner designed to capture not only useful information for participants to inspire and challenge each other but also organic and authentic implementation data for progress monitoring. World Vision volunteers/village agents will regularly visit and participate in PIU meetings to support the Unit Leader, collect monthly updates, and consolidate into quarterly updates for forwarding to the assigned Project Staff. This household data is consolidated by intervention per data point to inform household level progress against set output level indicators and participant progression milestones.

Key considerations for designing a household monitoring framework will include:

- Sex-disaggregated indicators (male and female) Output indicators from graduation approach monitoring framework covering all interventions
- A digital management information system (MIS) designed on ONA will be used for monitoring as it allows the transmission and analysis of real-time data. This helps to enable adaptive learning and project iteration, as well as minimizes errors that result from using a paper-based system.
- Storage, access and use of project participants digital records will comply with international data privacy and management standards.

PARTNERSHIP MONITORING

Partnership monitoring refers to regular review the extent to which key partnership arrangements for the graduation approach implementation are delivering on agreed deliverables and the level of expected collaboration. A health partnership for the graduation approach implementation begins at program design with participation of key partners in the development and prioritization of activities under each intervention. A good level of sense of ownership not only of the desired objectives but also of the process to achieve those objectives must be shared between key partners (WV; Input supplier & agronomic service partner; Microfinance partner; Business skills development partner and market development partner). Although separate MOUs are necessary between each partner and WV, an over-arching project level agreement outlining the relationship between all partners, collaboration requirements and progress reporting will be duly executed. The quality and health of the partnership will be monitored annually, using WV partnership Health Check tool.

Evaluation

IMPACT EVALUATION

The graduation approach project logic begins with inputs (project interventions/activities/mechanisms) which should produce a series of outputs – provided that there is fidelity of implementation and that stated assumptions are met. The graduation project should address the underlying causes of poverty as the key driver of vulnerability through improved and sustainable agricultural productivity, access to markets and finance all underpinned by equitable relations and positive behavior change to support household consumption needs and improved livelihoods.

BASELINE STUDY AND BENCHMARKING CHANGE MEASUREMENT

A baseline assessment will be conducted within the first 6 months of implementation to serve as a benchmark for examining what change is triggered by the intervention. Baseline and subsequent monitoring will maintain similar standards, tools and techniques in such a way that the same type of data can be collected during and after the intervention, for meaningful comparison of results and assess the extent of change, or lack thereof.

The baseline design will choose a statistically represent a sample of the graduation model participants. Hence, sampling will be done on registered participants only and not the whole community. The baseline shall collect qualitative data on behavior-change interventions capturing existing **K**nowledge, **A**ttitudes, social norms and **P**ractices (family, society and production etc.) as well as validate targeting criteria and entry point attributes. Baseline data on all indicators shall be captured into the M&E framework to benchmark the project starting point for each indicator and guide on setting targets. At baseline, outcome indicators will be captured whereas output data which could have been collected will be collected through regular using monitoring household and caregiver tools. Output baseline data will be collected during participant enrolment and profiling of households, and aggregated at project level.

MID-TERM AND PROCESS EVALUATION

A realist mid-term evaluation approach will be conducted half-way through the project life. The Mid-Term Evaluation (MTE) will ascertain project progress, to reveal whether there are emerging patterns on what works, has not worked and how can be improved. Furthermore, project monitoring data will be used to analyze:

- Whether most participants are on track for progression into next graduation implementation steps? Why or why not?
- Whether participants are weaker on certain indicators? Why or why not?
- Are there communities/camps where progress is weaker than others? What key characteristics define those communities/camps?
- Are there particular livelihoods that are taking longer to generate a sustainable income?
- Are there certain project activities or responsibilities that are not being performed effectively? What is inhibiting execution by project staff?

END OF project evaluation

In order to learn, and demonstrate impact of the graduation approach, an independent end of project evaluation will be conducted to provide good learning and evidence on economic strengthening, resilient livelihoods and self-reliance. The end of project evaluation will seek to determine:

- a) The extent to which the participants' economic status has been strengthened or not
- b) The extent to which well-being in all participant households have improved or not

c) Overall project effectiveness based on the five OECD/DAC evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability.

Table 2: Metrics for monitoring and evaluation of the project

Graduation Criteria – High Level	Quantitative Data - What change is observed?	Qualitative Data - Why is this change observed?
Food security	Family members eat three meals a day.	Family have stable income, and understand the importance of good nutrition due to life skills training.
Social integration	Family members are invited to social events.	Participants have higher confidence to socialise and engage in community/camp meetings.
Income generation	Family has increased, consistent income.	Family members develop skills, gain confidence from others, and have more energy to work due to eating three meals per day.
Children’s education	Children attend school and have fewer sick days	Children have greater confidence and hope for the future, and more energy to study as a result of higher food security. In addition, they are not required to engage in labour due to an increase in household income from sustainable livelihoods.

Documentation: As part of the learning, the project will use case studies to further promote learning. Further documentation will be achieved through most significant change stories.

Project Budget

FUNDING REQUEST

WVSS proposes three years project to alleviate poverty of 5,500 HHs IDPs, Refugees and host communities in three operation areas; Central Equatoria, Western Equatoria and Western Bahr el Ghazal from 2020 to 2022. WVSS will partner with NRC to operate this project as a consortium approach to achieve the goal of this project.

The project will use the evidence based poverty alleviation model; the Ultra Poor Graduation Approach, which targets extremely poor households. These activities directly address the drivers of the present shock towards improved livelihoods and self-reliance by actively stimulating local production and market systems.

In order to operate the proposed project, a total of US\$ 7,700,000 total budget is requested, which will be the combined budget of WV US\$ 5,600,000 and NRC US\$ 2,100,000 respectively.

PROJECT BUDGET

The budget is formulated based on the assumptions below:

- 5500 household each costing \$1400 (WV 5500HH and NRC 1500HH)
- Out of the total budget, 60% is estimated to cover the programme costs covering the 3 outcomes, 20% staffing and 13% other direct support costs for the implementation of the project
- 7% is allocated for headquarter overhead costs

Table 7: Project budget over 3 years

	Year 1	Year 2	Year 3	Total
Programme costs	35%	45%	20%	100%
Outcome 1: Improved and established food security and nutrition	544,200	702,900	317,400	1,564,500
Outcome 2: Enhanced Economic resilience through savings and Access to financial services	203,650	265,550	100,800	570,000
Outcome 3: Participants are self-employed and have formal access to formal wages	688,225	1,359,075	235,200	2,282,500
Assessments & Evaluations	68,800	85,600	48,600	203,000
	1,504,875	2,413,125	702,000	4,620,000
Staffing-Direct & Support	35%	45%	25%	100%
Direct staff	378,000	462,000	252,000	1,092,000
Support staff	154,000	182,000	112,000	448,000
				-
	532,000	644,000	364,000	1,540,000
Other Direct Costs	35%	45%	20%	100%
Travel and Transportation including monitoring costs	126,440	160,327	117,773	404,540

Office supplies, Rent and Utilities	70,700	91,900	51,877	214,477
Communications	25,680	33,060	15,060	73,800
Fees and fund transfer costs	12,940	16,680	7,780	37,400
Security & staff safety costs	35,480	47,760	34,560	117,800
Equipment and supplies	67,960	65,520	29,120	162,600
	339,200	415,247	256,170	1,010,617
Total Direct Cost	2,376,075	3,472,372	1,322,170	7,170,617
Overhead costs (7%)	175,929.25	255,414.04	98,039.90	529,383
Project Total	2,552,004	3,727,786	1,420,210	7,700,000

ANY IN-KIND CONTRIBUTIONS

Annex I – Risks and Assumptions


Risk Management plan

Risk	Likelihood (Low, Medium, High)	Consequence (Fatal, Serious, Manageable)	Assumptions and Risk Management
Political Risks			
Insecurity	Medium	Fatal	Requires Government intervention and advocacy for peace
inter-communal conflicts	Low	Serious	In corporate community level peace building initiatives/ activities into the project
Financial Risks			
Fraud/misappropriation	High	Serious	Ensure strong internal control, Awareness to staffs and project client on implications of fraud, segregation of duties, different levels of reviews and approvals
Inflation	High	Manageable	Ensuring proper forecasting and reflecting proper costing considering inflation rate in the proposal
Lack of Banking Institutional	Medium	Manageable	Use of mobile banking or money transfer Agents
Procurement Risks			
Conflict of interest	High	Manageable	Ensure strong internal control, Awareness to staffs and project client on implications of fraud, clear segregation of duties, different levels of reviews and approvals. Use of procurement committees
Substandard Items	Medium	Manageable	Consultation with technical persons during specification and verification during supply/service deliveries
Supply delays	Medium	Manageable	Timely procurement plan shared and tracked as well as prioritization of local market procurement options
Environmental Risks			
Floods	Low	Serious	Understanding the environmental context of the project target locations and ensure early warning systems are in place
Poor road conditions	Medium	Manageable	Advocacy for local contribution and labour based maintenance especially for community access roads
Operational Risks			
Low participation	Low	Manageable	Ensuring program accountability framework (information sharing, beneficiary consultation and participation and complaints and feedback mechanisms) is implemented.


Risk	Likelihood (Low, Medium, High)	Consequence (Fatal, Serious, Manageable)	Assumptions and Risk Management
Political Risks			
Limited of functional markets	Medium	Manageable	Awareness about market linkages and sharing information with market actors and beneficiaries. Promotion of local procurement.
Limited vocational training institutions with adequate capacity	Medium	Manageable	Comprehensive assessment to map capable vocational training institutions.
Drop out of project participants	Low	Manageable	Ensuring proper targeting of beneficiaries and continues mentorship and coaching.

Annex 2 – Project Partner Credentials

Partner 1, World Vision South Sudan

Name of Organization:	World Vision South Sudan
Contact Information and Address:	World Vision South Sudan P.O.Box 180 Juba, South Sudan Email: mesfin_loha@wvi.org Skype: mesloha Phone: (+211) 925890870 (+211) 911746228 (+254) 733770120
Project Location:	Western Equatoria and Central Equatoria
Submitted to UNHCR Office:	UNHCR Representative in South Sudan
Signature	
Name/title of the duly authorized Partner Representative	Mesfin Loha, Country Programme Director
Name of the Partner	World Vision South Sudan
Date	30 Nov 2019

Partner 2, Norwegian Refugee Council

Name of Organization:	Norwegian Refugee Council
Contact Information and Address:	Off American, Residence Road, Tongping-Juba
Project Location:	Western Bah El Ghazal (Wau)
Submitted to UNHCR Office:	UNHCR Representative in South Sudan
Signature	

Name/title of the duly authorized Partner Representative	Alexander Davey, Country Director
Name of the Partner	Norwegian Refugee Council
Date	30 Nov 2019