2020 brings with it hopes for sustained peace and development in South Sudan. The signing of the Revitalized Peace Agreement in September 2018 has been accompanied by a reduction in the intensity of conflict across the country, and IOM continues to expand its programming beyond humanitarian assistance to support South Sudanese in facilitating transformative change that addresses the drivers of vulnerability and risk, supporting conducive environments for sustainable returns and recovery through building resilience, peace, and stability from the ground up.

This notwithstanding, it is critical that we remain cognizant of the significant needs that persist across South Sudan. The effects of years of conflict and displacement continue to impact South Sudanese throughout the country and abroad, with the country suffering sustained poverty, periods of food shortages, persistent protection concerns, and a lack of livelihoods and access to basic services, with women and girls being disproportionately affected. Nearly 4 million people remain displaced, 1.5 million internally and 2.2 million in neighbouring countries. These people need our continued support, and it is critical to ensure the sustained provision of life-saving responses that supports Internally Displaced People, returnees, and host communities across the country.

However, humanitarian assistance alone cannot address drivers of instability or systemic causes of conflict and vulnerability. IOM will therefore continue to champion an integrated, multi-sector approach, whereby governance, migration management, and transition, recovery, and stabilization efforts complement humanitarian interventions across the country. We have seen the impact of our support to governance efforts in 2019, with the development of the country’s first ever Comprehensive Migration Policy, the formation of the Technical Taskforce on Anti-Trafficking and Smuggling of Persons, and the Draft Land Policy now slated for passage through Parliament. IOM will continue to provide technical support and guidance to such efforts.

Visiting areas of intervention across the country, I have also met with communities that have benefitted from our recovery and resilience efforts, be it through access to basic services and infrastructure, peace and social cohesion efforts, increased livelihood opportunities and strengthened local markets, or capacitated local leadership and community-based organizations. These efforts are essential for the support of returns, recovery, peace and stability in South Sudan, and will underpin much of our work in 2020.

Throughout all efforts, IOM will ensure centrality of protection, including our commitment to mainstream gender equality, and age and disability considerations throughout programming. Through our innovative Gender-Based Violence prevention programming, the Mission seeks to change harmful social norms and encourage behaviour change at the individual, household, community and institutional level. Attending the graduation ceremony of the pilot project for Engaging Men Through Accountable Practice to Prevent Gender-Based Violence, I witnessed first-hand the importance and critical impact of such efforts.

I hope and trust that IOM and the communities we serve across South Sudan can count on your much-needed support throughout what I believe will be a defining year for the country.

Jean-Philippe Chauzy
Chief of Mission, IOM South Sudan
2019 Milestones, Events & National Developments

- **IOM events & National & Governmental developments**
  - IOM appointed technical advisor to Government Task force on Counter Trafficking
  - Launch of IOM’s Comprehensive Migration Policy endorsed by Ministry of Interior
  - Launch of IOM’s Institutional Framework on GBV in Crisis in South Sudan
  - South Sudan ratifies the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights
  - Launch of National Return, Resettlement & Reintegration Strategy
  - National Land Policy amended & extended to October 2020

- **Migration Management**
  - IOM supported in Wau with MT of humanitarian cargo transported across South Sudan
  - 20 IOM Volunteers deployed and measles emergency campaigns in Personas in South Sudan
  - Three IOM Volunteers killed in clashes at EVD screening site in Morobo
  - Final version of Draft National Land Policy provided to the Parliamentary Committee on Land

- **WASH**
  - 78,064 flood-affected people provided access to safe drinking water and hygiene education
  - 198,951 individuals reached with lifesaving emergency WASH services

- **GBV**
  - 22,000 individuals reached through GBV awareness raising initiatives

- **HEALTH**
  - 580,284 outpatient consultations in 13 static and mobile clinics
  - 246,136 children vaccinated through 15 rapid response deployments and measles emergency campaigns

- **PROTECTION**
  - 22 IPs, 40 vendors and 20 IOM focal points trained on Protection from Sexual Exploitation and Abuse
  - 790,000 beneficiaries supported through 28 IPs

- **SNFI**
  - 275,301 vulnerable people supported with SNFI support (CBF and in-kind)

- **RRR**
  - 250 cattle camp youth from warring communities attended IOM-led Peace Dialogues aimed at addressing conflict
  - 2,211 beneficiaries supported in Wau and Bajbari via conditional cash transfers

**2019 Accomplishments**

- **DTM**
  - 941,000 beneficiaries biometrically registered by the end of 2019

- **RRF**
  - 790,000 beneficiaries supported through 28 IPs

- **GHV**
  - 22,000 individuals reached through GBV awareness raising initiatives

- **WASH**
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**Milestones, Events & National Developments**

2019 Milestones, Events & National Developments
Taking A Holistic Approach

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

Contextualizing Programming and Maintaining Flexibility

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

Mainstreaming Conflict Sensitivity and Risk Management

IOM applies a conflict-sensitive approach to avoid inadvertently creating or exacerbating tensions that could lead to conflict. Applying a conflict-sensitive, “do no harm” approach allows IOM to support environments that are conducive to recovery and peacebuilding, using culturally appropriate strategies, while ensuring that inequalities in the community are not perpetuated. To this end, all IOM projects and activities are based on a robust analysis and understanding of the local context including existing power relationships, customs, values, fears, systems, institutions and cross-cutting dimensions like gender, diversity and age.

Robust Monitoring & Evaluation

IOM will adopt a mixed-method approach to monitoring, including the utilization of perception surveys and community-based monitoring, to enable an in-depth understanding of the impact of activities on community members. This approach will also serve to empower local communities by strengthening their involvement and engagement in project implementation. In order to respond to shifting dynamics and local needs, IOM will strengthen real-time monitoring, building upon models already utilized by the Mission, to ensure that the information and data gathered maintains accountability to affected populations and is used to inform ongoing programming, and subsequent activities.

Working in Partnership

Nothing can be accomplished alone. Recognizing that partners have a wealth of experience, expertise and operational presence that can amplify the impact of programming, IOM will continue to seek and build upon partnerships that add value to programming, maximize impact and reduce costs. Partnerships with local and national organizations, government institutions, private sector media and others will be explored. IOM is also committed to participating in and strengthening common frameworks and processes at the national and local levels, taking a leadership role whenever appropriate.
The displacement context in South Sudan remains fluid. The country continues to experience conflict and natural disaster-driven displacements in communities in both urban and hard-to-reach areas. As of 30 September 2019, PoCs and collective sites host 257,461 Internally Displaced Persons (IDPs) in a protracted displacement situation across the country and an estimated 1.07M IDPs live in hard-to-reach areas. Concurrent with this are spontaneous returns and relocations of IDPs and refugees, the latter of which can end up finding themselves in a new displacement situation once back in South Sudan. In 2020, complex and overlapping displacement trends are likely to continue, which could result in further displacement.

While UN protected sites are not a durable solution, they remain a lifesaving, last resort for many vulnerable people caught in the conflict. Core camp management activities are critical to ensure the maintenance of dignified living conditions and essential humanitarian infrastructure in PoC sites and collective centers. IOM will continue to provide basic services, camp management, and site care and maintenance, with a focus on sustainability and preparedness, in coordination with other sectors, to support resilience and sustainability. Camp management activities will focus on three areas of intervention, namely: maintaining a static PoC presence; the provision of mobile responses; and supporting transition efforts from displacement settings to chosen return locations through interventions in return areas and host communities.

In line with the Humanitarian Response Plan (HRP) and CCCM Cluster priorities, IOM will maintain camp management mobile responses, through sharing training and tools designed to improve service delivery coordination in new and protracted areas of displacement, in order to support communities in hard-to-reach and underserved areas. Site assessments will be conducted in these areas, and coordination of humanitarian partners facilitated, including through strengthening community self-management and facilitating linkages with community governance structures.

Accountability to Affected Populations (AAP) will be at the core of programming, including support for the establishment and maintenance of complaint and feedback mechanisms, and through an inclusive approach that promotes the meaningful participation of all community groups, including women, youth, older people, and persons with disabilities, and strengthens efforts to mitigate protection risks. IOM will continue to provide tools and site planning expertise to ensure community self-management structures are capacitated in minimal site maintenance and accessibility, and deploy experienced camp management staff on time-bound responses according to Cluster determined priorities.

IOM will ensure Cluster coordination and support to CCCM partners by continuing to co-lead the national Cluster, serving as state focal point in Western Bahr el Ghazal, Jonglei, and Upper Nile, and contributing personnel and resources for Cluster support and monitoring missions. As a Cluster co-lead, IOM will continue to assume the role of provider of last resort for the CCCM sector in South Sudan, ensuring that duplications in services are avoided and minimum standards are met within sites.

Additionally, IOM also co-leads the Communication and Community Engagement Working Group, a platform that is intersectoral and positioned to support the humanitarian partners in best approaches to Accountability to Affected Populations (AAP) and community engagement in South Sudan. Building upon its expertise in community-based programming, IOM will continue working in return areas to support wider transition and resilience efforts through site infrastructure and maintenance, community mobilization, communication with communities, capacity building of community governance structures, and strengthening accountability to communities. IOM will therefore work with returnees and host communities to strengthen the capacity of traditional community leadership structures in return areas.

According to the S-NFI Cluster, an estimated 2.3 million people across South Sudan will lack access to adequate shelter and non-food items in 2020, an increase from 2019, which highlights the continued socioeconomic instability in the country, accentuated by its vulnerability to floods and droughts. Displaced people outside of PoC sites and collective centers generally seek shelter in deep rural areas; in public facilities such as schools, churches, and hospitals; or attempt to settle with already-strained host communities. Crucial shelter and NFI needs – including plastic sheeting, blankets, cooking pots and mosquito nets – remain largely unmet due to security and access concerns, low purchasing power, and inadequate local markets. Without basic shelter and household goods, individuals are at great risk of illness, gender-based violence, and deprivation of dignity.

As the S-NFI Cluster lead agency and manager of the common S-NFI Pipeline, IOM will further enhance national and sub-national level coordination between the government and partners, as well as continue to advocate for adequate funding to meet the S-NFI needs of affected people. IOM will ensure an effective and coordinated response, both in serving beneficiaries with in-kind lifesaving shelter and non-food items, such as plastic sheeting, bamboo, wooden poles, rubber & nylon rope, mosquito nets, blanket, sleeping mats and cooking sets, as well in the provision of technical support to partner organizations. In 2020, the S-NFI Cluster will continue pursuing Cash-Based Interventions (CBI) in the provision of assistance to at least 19 per cent of all beneficiaries. This approach strengthens the cost effectiveness of a response, while increasing the economic viability of aided communities and stimulating livelihood opportunities and generating community resilience and project ownership.

Given the expected increase in S-NFI needs across South Sudan in 2020, due to the protracted humanitarian crises, low purchasing power of the affected population, exposure to natural disasters, and the socioeconomic condition of the country, IOM is committed to expanding the provision of lifesaving and life sustaining shelter and NFIs through in-kind distributions, CBI, and holistic settlement services. IOM plans to reach 201,064 individuals in 2020, including IDPs, returnees and affected vulnerable non-displaced communities. Particularly in Western Bahr el Ghazal, Upper Nile, Jonglei and Unity states, in addition to geographic areas prioritized by the S-NFI Cluster. Building on achievements in cash-based programming, IOM will utilize appropriate CBI methodologies where markets and protection assessments allow, with an intended target of 40 per cent CBI in 2020. IOM ensures that beneficiaries are given the opportunity to meaningfully participate in processes and activities which affect them. The specialized needs of vulnerable and specific groups are considered throughout the project cycle, and IOM prioritizes beneficiary safety and dignity through adherence to protection and reporting frameworks addressing – inter alia – AAP, GBV, and HLP.

IOM will further expand the holistic, settlement-based programming initially piloted in 2018. This multi-sectoral approach examines access to livelihoods, health, education, nutrition, water, sanitation and shelter within a specific community, and promotes the formation of civic leadership and management structures to foster community-led decision-making and resilience. As a key component of this approach, IOM will provide one shelter to vulnerable returnees, and shelter rehabilitation for homeowners, while ensuring active participation of the targeted communities. To foster a sense of ownership and build the capacity and skill of community members, carpenters, technicians and artisans will be identified and provided supplemental training. In coordination with its HLP team, IOM will ensure that community members receive training and education on their housing, land and property rights, and are aware of the resources and support systems at their disposal.
In supporting recovery efforts and the creation of conducive Malakal, and Wau, as well as Collective Centres, as required, continue delivering WASH services to IDPs in PoC sites in Bentiu, service provider in PoC sites in South Sudan, IOM will also water purification products and WASH NFIs, while ensuring performing borehole rehabilitation/repair, shock chlorination, are well equipped to quickly assess and respond to the most mitigation, and ownership of drilling equipment, the teams technical WASH capacity, training in GBV prevention and risk in order to rapidly restore service provision. Combining strong its WASH Emergency & Preparedness Teams across the country, To respond to such an intrinsically complex context, IOM will channel its well established capacity to respond at scale, through a range of modalities ranging from emergency, through to transition and recovery. Assistance will be provided to IDPs, returnees and host communities, with a special focus on women and girls’, as well as the most vulnerable segments of the population, including persons with disabilities, elderly, and children.

In responding to immediate crisis, IOM will continue to mobilize its WASH Emergency & Preparedness Teams across the country, in order to rapidly restore service provision. Combining strong technical WASH capacity, training in GBV prevention and risk mitigation, and ownership of drilling equipment, the teams are well equipped to quickly assess and respond to the most pressing WASH needs of affected populations. This can include performing borehole rehabilitation/repair, shock chlorination, hygiene promotion and sensitization, as well as distribution of water purification products and WASH NFIs, while ensuring GBV concerns are taken into consideration. As the main WASH service provider in PoC sites in South Sudan, IOM will also continue delivering WASH services to IDPs in PoC sites in Bentiu, Malakal, and Wau, as well as Collective Centres, as required.

In supporting recovery efforts and the creation of conducive environments for sustainable returns, IOM will continue implementing integrated WASH and GBV prevention activities. This IOM WASH flagship program is aimed at promoting WASH service delivery through women’s leadership, community engagement and ownership, as well as increased private sector engagement in more stable communities – all key elements to building community resilience. Activities will include manual and mechanical drilling of boreholes, as well as setting up of solar-powered water yards, whilst supporting the establishment of management structures that are self-sufficient and support small-scale WASH businesses. To foster open defecation-free communities, IOM will promote community-led total sanitation and drive hygiene behavior change by working closely with school children as agents of change. Women’s leadership will be encouraged, whilst ensuring that by mitigating WASH-related GBV risks (risk mitigation), supporting GBV survivors (response), and addressing GBV root causes in areas of WASH interventions (prevention), GBV activities will directly contribute to enhancing access to WASH services.

IOM will continue exploring cost-effective means of ensuring adequate service provision, through professionalized community operation and management of hybrid water supply systems, biogas, and market-based programming. Considering the ongoing effects of climate change, IOM will also capitalize on its equipment, expertise and footprint to incorporate climate resilience into its programming.

In order to support national EVD Preparedness efforts, IOM will also provide Infection Prevention and Control IPC /WASH to IOM’s Points of Entry (PoEs) and adjacent health facilities, as well as risk communication to communities living around these areas. EVD-related activities will continue to be embedded in long-term programming, as to ensure that structures and change triggered outlast the timeline of the program.

7.3 million South Sudanese women, men and children are estimated to require humanitarian healthcare services in 2020. The 2019 nationwide Health Service Availability and Readiness Assessment survey (SARA) revealed that over 600 health facilities out of approximately 1,800 across South Sudan are inaccessible, while over 200 are non-functional. This has led to issues in the country meeting Maternal, New-born and Child Health (MNCH) care needs, including those related to routine immunization coverage, with only 56 per cent of children aged under one reported as having received the Penta3 vaccination in 2018, according to administrative data. This contributed to the significant number of measles outbreaks across the country in 2019.

An unstable political environment, protracted conflict and resulting displacement, and continued economic deterioration has created a disabling environment for a well-functioning health system, while also affecting health-seeking behaviour. These challenges are exacerbated during the rainy season by a lack of water quality control, infection prevention and control measures, and healthcare waste management, in addition to expansive malnutrition and a threat of viral hemorrhagic diseases, including Ebola Virus Disease.

In 2020, IOM will continue its static, mobile, rapid response, and comprehensive HIV care and treatment strategy, with the aim of scaling up its support from 13 to 27 health facilities. IOM will focus on integrated emergency lifesaving primary health care, routine immunization, and surveillance and response to disease outbreaks in line with the Basic Package of Health and Nutrition Services (BPHNS) to underserved and conflict affected IDPs, returnees, and host communities.

IOM will continue to deploy Rapid Response Teams (RRTs) in response to disease outbreaks and emergencies, and deliver critical lifesaving health care to locations where acute needs are most severe. IOM will use RRTs to reach new areas that could benefit from long-term static clinics and health systems strengthening. In addition, IOM will continue to implement the HIV/AIDS intervention in 18 areas across South Sudan, targeting key and vulnerable populations, including female sex workers and their clients, men who have sex with men, IDPs, and uniformed personnel.

Given the absence of predictable ambulance services, IOM plans to pilot an innovative solution to establish community referral systems from patients’ houses to the nearest clinic in pilot villages, through the provision of Community Referral Kits, encompassing a stretcher, torch, head lamp, gumboots and rain coat. IOM will also pilot a scheme in selected semi-urban locations, through which communities will be supported with the means to transfer referral cases to the nearest health facility for free.
Long-term exposure to conflict and displacement continues to affect the South Sudanese population at large. Loss of and separation from family members, loss of property, lack of social support due to a disrupted social fabric, high rates of unemployment, and overcrowded living conditions in camps and other camp-like settings represent risk factors for the development of mental health and psychosocial problems. Youth, as well as women-headed households, and survivors of GBV are particularly vulnerable. Applying the latest WHO prevalence estimates of mental disorders in a post-conflict setting to South Sudan, approximately 2.5 million might be at risk of developing a mental health condition at any point in time. In a context in which the integration of mental health care into the general health care system is not yet achieved, service accessibility is mainly limited to urban centres, and people with mental health problems continue to be stigmatized, strengthening integrated MHPSS services remains crucial to restore resilience and hope in the country.

In 2020, IOM will continue offering MHPSS through focused non-specialized services such as Psychological First Aid (PFA), individual and family counselling, peer support groups, and referral to specialized MHPSS or social services. IOM will provide family and community support via recreational, cultural and social activities, and non-formal learning and small-scale income generating activities will complement the multi-layered approach. Furthermore, IOM will strengthen its presence to a total of 17 centres. IOM will also enhance its efforts in preventing and responding to protection and GBV-related matters in close collaboration with the respective units.

IOM continues to coordinate the MHPSS Technical Working Groups at national and state level (Unity, Upper Nile, and Western Bahr el-Ghazal), advocating for MHPSS under the health cluster and strengthening MHPSS as a cross-cutting issue in the education and protection sectors. In its function as a coordinator, IOM is engaged in the development and implementation of harmonized MHPSS trainings, such as in the context of Ebola Virus Disease (EVD) preparedness.

IOM’s MHPSS response through static and mobile teams are vital in alleviating the suffering of the most vulnerable IDPs in PoC sites, and returnees and affected host communities outside of PoC sites. IOM currently runs a total of 15 Recreational and Counselling Centres in PoC sites (nine in Wau, four in Bentiu, and two in Malakal), as well as in collective sites and host communities.

The team consists of 162 MHPSS mobile team members in Wau, Bentiu and Malakal, and 33 social worker trainees from the MoGCSW in Wau, capacity building for social worker trainees is provided to support the application of an integrated MHPSS approach.

In collaboration with the IOM Migration Health Unit, MHPSS will continue to offer focused, non-specialized services in Primary Health Care Clinics and during outreach in hard-to-reach areas. IOM will also implement MHPSS activities within joint peacebuilding projects to take place in Wau, Malakal, and the Abyei Administrative Area, focused on youth gangs and youth at-risk, addressing the consequences of inter-communal violence, and the reintegration of IDPs and returnees in affected host communities. IOM will also enhance its efforts in preventing and responding to protection and GBV-related matters in close collaboration with the respective units.

IOM’s Displacement Tracking Matrix (DTM) comprises a set of information management tools and methodologies to provide timely, regularly updated, and accurate information on the scale and geographic distribution of IDPs and returnees, as well as the evolving needs of affected populations. IOM carries out analysis of the migration dynamics with country wide coverage. Biometric data management supports evidence-based decisions and accountable delivery of humanitarian assistance. IOM will also continue to conduct flow monitoring at transit hubs, border points and displacement sites across the country to provide timely and comparative analysis on migration routes, return trends, circular migration, and the factors driving movement, with a special focus on dynamics of movement in and out of PoC sites.

In 2020, DTM will continue to expand mobility tracking activities, maintaining the country-wide coverage in order to provide regularly updated information on numbers, locations and priority needs of IDPs and returnees, as well as comparative analysis of mobility dynamics over time. IOM will continue to improve the understanding of high mobility corridors by combining flow monitoring activities with the Participatory Mobility Mapping (PMM), particularly in response to large-scale movements and/or crises. Within these efforts, IOM will seek to further strengthen operational coordination with the National Bureau of Statistics, including through the provision of capacity building and technical support where required.

IOM will scale up Facility Infrastructure and Service Mapping (FIS) to ensure coverage of prioritized locations in areas of high returns. Data collected will inform the humanitarian data landscape by providing in-depth understanding of facility and infrastructure service gaps and availability, particularly relevant in the design and implementation of transition, recovery, and resilience interventions.

Intention and perception surveys will be conducted in coordination with partners to understand pre-conditions for return and help forecast future return movements. Building on the experience of the multi-sectoral needs surveys undertaken in various parts of the country, and in collaboration with other data-collecting partners, DTM plans to conduct further household surveys to ascertain needs in urban areas, as well as IDP and returnee settlements across South Sudan. DTM will continue to undertake biometric registration of new beneficiaries based on partners’ requests and maintain the database of registered beneficiaries, with an increasing focus on remote and hard-to-reach locations, while conducting verification and authentication exercises to ensure beneficiary records remain up-to-date and relevant for the provision of targeted assistance.
IOM continues to ensure that centrality of protection constitutes a key priority in all programming. In 2019, IOM provided protection thematic guidance, capacity building of staff implementing and cluster partners on theoretical and practical application of protection principles and standards; supported data and research; and conducted outreach and communication in communities on various issues around rights and entitlements, and protection from sexual exploitation and abuse. IOM’s policy on protection, together with its protection roadmap and Institutional Framework on Addressing Gender-Based Violence remain central to IOM’s work, providing guidance and support to staff. Furthermore, IOM will continue to establish and operate protection desks, in order to receive and respond to cases of protection, PSEA, or diversion of humanitarian assistance at the community level.

In 2020, IOM will provide day-to-day mentoring and provision of protection guidance to IOM Staff and implementing partners to ensure identification of barriers and risks in service provision and the subsequent development of risk mitigation measures. Centrality of Protection underpins the importance of protection risk analysis and the team will strengthen the capacity of different sectors in IOM in the collection, analysis, and use of primary and secondary data to produce protection analysis reports to guide the mission in setting objectives and priorities. IOM will conduct assessments and monitoring for protection violations, including abuse and violence, and denial of services, to ensure the provision of appropriate responses. IOM will support the development of the standard operating procedures around Preventing Sexual Exploitation and Abuse (PSEA) and prevention of deviation of humanitarian assistance. IOM will share information pertinent to humanitarian responses with partners and attend to immediate protection and health needs. In 2020, efforts to enhance assistance to and participation of persons with disabilities in programming will be enhanced through the provision of guidance, direct assistance, skills building, and monitoring of implementation of activities to ensure inclusion.

IOM will provide individual protection assistance to Persons with Specific Needs who need tailored services, including case management. IOM will provide legal aid to GBV survivors and to individuals illegally evicted, to supplement the case management support provided by IOM’s GBV team. Furthermore, IOM will continue to establish and operate protection desks, in order to receive and respond to cases of protection, PSEA, or diversion of humanitarian assistance at the community level. IOM will continue to work with communities to strengthen their self-protection capacities or develop new strategies. IOM will work with conflict-affected populations on community-based protection initiatives, support them to establish mechanisms to address protection risks, and build the capacity of actors to provide protection-sensitive responses to enhance well-being of individuals and communities. These efforts will be strengthened by linking communities to services and enabling them to monitor protection concerns. Furthermore, IOM will provide support in the development, testing and dissemination of protection-focused messages to support communities to know and access their rights.

IOM will continue to strengthen the capacity of staff and national actors through theoretical and practical training on protection mainstreaming, child safeguarding, and ethical and safe responses to protection incidents. Additionally, IOM will build capacities of organizations and associations for Persons with Disabilities to advocate for themselves and be enable meaningful participation in projects that fulfill their vision and objective.

Gender-Based Violence (GBV) remains one of the most critical threats for women and girls in South Sudan. Research conducted in 2017 indicates that more than 65 per cent of women and girls have experienced some form of sexual or physical violence in conflict-affected areas, with a further study finding that 75 per cent of women had experienced intimate partner violence within the last year. In the context of protracted conflict, displacement, and limited availability of multi-sectoral GBV services across the country, IOM supports the provision of GBV services to persons with disabilities, including those with specific needs. IOM will continue to provide GBV case management, psychosocial support, and legal counseling services for GBV survivors, including victims of trafficking. IOM will also strengthen and ethically provision of clinical care and the capacity of multi-sectoral actors involved in referrals and service provision to assist GBV survivors to recover emotionally, physically and attain justice. IOM will establish and operate Women and Girls Friendly Spaces to improve service delivery and ensure the provision of group psychosocial support for women and girls of different ages.

IOM will work with community activists, school children, and marginalized groups, such as youth associated with gangs and cattle raiding, to address the root causes of GBV by challenging harmful gender norms and constructions of masculinity. IOM utilizes evidence-based approaches for engaging men as allies to contribute to gender equality, and to empower women and adolescent girls through targeted livelihood support, life skills, leadership interventions, and peer role model approaches.

Furthermore, IOM will continue to implement the GBV Sub-Cluster objectives and the United Nations Country Framework Result 4 to empower women and youth and address gender-based violence. In 2020, IOM will lead the campaign to address the gender gap in equality of opportunities in humanitarian staffing and heightened risks of GBV for women humanitarian workers.

IOM will continue to build capacity on GBV risk mitigation and response to GBV disclosures across all IOM programmes. This includes conducting GBV safety audits and community-based risk mitigation actions for safe access to services and assistance, and ensuring that Health, WASH, HLP, and peacebuilding interventions integrate GBV prevention and response messages. IOM has a dedicated GBV prevention and response team, working on standalone GBV programming, spearheading integrated programming with CCCM, WASH, Migration Management, Housing, Land and Property, community recovery and peacebuilding programming. In 2019, IOM reached approximately 32,000 people with GBV awareness raising initiatives at the community level, 74 men engaged in dialogues about harmful gendered practices, and 370 women were supported with protective economic empowerment and leadership. IOM is an active member of the GBV Sub-Cluster, and acts as the GBV Focal Point providing technical support to the WASH Cluster; IOM has provided technical capacity to the GBV Sub-Cluster and four national partners, reaching a total of 238 counterparts.
Land is an extremely contentious issue in South Sudan. As families begin to return from prolonged displacement, conflicts regarding the ownership, use and control of land present potential triggers for further violence and upheaval. More than 90 per cent of land in South Sudan is held without formal title. Years of conflict have resulted in extensive loss of documentation, widespread destruction of property, increased secondary occupation, and uncertain control over community-administered land, which can render land claims exceedingly difficult to peacefully arbitrate and resolve. It is therefore crucial to address land-related issues, as inadequate or negligent dedication to Housing, Land and Property (HLP) concerns may nullify humanitarian and development progress and ignite underlying conflicts.

IOM is committed to advancing the catalytic potential of progressive, transparent and equitable land management through the creation of comprehensive land legislation; the advancement of accessible land registries; the promotion of accessible and equitable dispute resolution services; the expansion of land and property rights education; and the repair of damaged shelters and community structures.

In 2020, IOM seeks to extend HLP rights-based education to 100,000 individuals across the country, including comprehensive training in collaborative / alternative dispute resolution (CDR / ADR) methodologies, which will provide community members with tools to settle disputes in a transparent, equitable and accessible manner, without reliance on overburdened and inaccessible court systems. Through widespread education and training, IOM will promote the rights of women and vulnerable people, and ensure all parties are aware of their land rights as protected by national law. IOM will also advance housing, land and property rights through mainstreamed programming, which requires all units to consider HLP concerns within programmatic interventions.

In 2019, IOM served as the Government’s primary partner in the technical review and redrafting of the 2014 Draft National Land Policy, which codifies progressive and nuanced protections for all South Sudanese citizens as they seek land and property for settlement, livelihoods, and investment. IOM also hosted two national level workshops. The first specifically addressed challenges faced by women in operationalizing their land rights, whilst the other was directed to Members of Parliament, to provide an update on the Land Policy and seek feedback on the development of national land legislation. Recognizing that land administration ultimately rests with government institutions, IOM will continue its capacity building efforts for land administration authorities at the national and sub-national levels, including county and payam land councils, land commissions, and relevant line ministries. These institutions will be comprehensively trained on their roles and responsibilities, including land records management, document verification and issuance, and application of relevant laws and statutes.

IOM has been managing the Rapid Response Fund (RRF) in South Sudan since its inception in 2010. The complex and sporadic nature of emergencies in South Sudan, both natural and man-made, necessitates a coordinated and creative funding mechanism to respond. Past trends of armed conflict, cattle raiding, and natural hazards remain, with returns and the fragile and delayed peace process adding to the complexities in the provision of services. Floods and the threat of Ebola Virus Disease in the Democratic Republic of Congo has only increased the need for an emergency-response funding mechanism such as the RRF. Communities throughout South Sudan are in a constant state of fragility, with limited access to services. National non-governmental organizations have a unique capacity to respond to crises given their position in communities, knowledge of the local environment and access to communities. However, the organizational capacity and human resources of institutions and NGOs remain low, which constitutes a barrier to achieving stability and development in South Sudan.

The RRF provides a flexible funding mechanism that enables immediate disbursement of grants to International and National NGOs (INNGOs) responding to the needs of disaster-affected population across South Sudan and in the Abyei Administrative Area, through three-month emergency response projects. IOM coordinates with a broad network of over 150 INNGOs, maintains strategic leadership roles in UN structures, has wide-ranging expertise of humanitarian response in South Sudan, and has a strong presence across the Cluster system. The Organization therefore has significant comparative advantage in rapidly identifying, supporting, and mobilizing organizations to respond to emerging crises in a coordinated and effective manner. In 2020, the RRF aims to meet the urgent needs of 500,000 individuals, including host communities, IDPs and returnees. The RRF will strengthen capacity building efforts for NGOs, providing sector-specific technical trainings, such as PSEA, proposal writing, monitoring and reporting, safety awareness in the field, and financial reporting.

The RRF team will continue monitoring projects and providing supportive supervisory field visits to provide implementing partners with technical recommendations to increase the quality of interventions and to ensure accountability to affected populations. The RRF will continue to respond to acute emergencies across South Sudan with a focus on the following areas of intervention:

- Agriculture and Food Security
- Nutrition
- Health
- Protection
- Shelter / CCCM
- WASH
- Logistics / Non-food Items
- Humanitarian Coordination / Information Management
The kind of large-scale conflict that originally resulted in the displacement of over 4 million people has largely subsided and the relative peace that the R-ARCSS has generated has encouraged some spontaneous return movements of both internally displaced persons and refugees. While the current situation may not be conducive to large-scale organized returns, displaced people are opting to move spontaneously from PoC sites and other displacement centres or neighboring countries. Nevertheless, the legacy of war continues to be deeply felt by civilians with pockets of violence throughout the country, threatening the sustainability of returns. Localized and inter-communal conflict, including livestock-related violence is widespread, as is more generalized criminality as people seek alternative avenues for meeting their basic needs in an environment that has been marked by widespread humanitarian needs and sharp economic downturns. Despite the relative lull in hostilities, the lives of South Sudanese women and girls continue to be punctuated by violence and discrimination, with high rates of sexual and gender-based violence persisting against the backdrop of the peace deal.

In the absence of comprehensive support to address the multiple impacts, both physical and less visible, as well as the underlying factors that caused or maintain the humanitarian crisis situation, populations risk remaining in situations of protracted vulnerability, or backsliding into crisis. In this context, IOM’s work on Return, Recovery and Resilience aims to address underlying causes of vulnerability so as to create the conditions for communities to co-exist peacefully, resolve tensions through non-violent means, and extreme poverty to regain their economic self-reliance. IOM will contribute to restoring livelihoods and addressing root causes of economic marginalization through the provision of vocational and business training and distribution of start-up kits and small grants, prioritising cash grants over kit provision where markets are operational. IOM will continue providing cash-based assistance through provision of return packages in cash or vouchers where possible, and restoration of public infrastructure and community assets through cash-for-work schemes in order to reduce dependency on food aid and stimulate local markets. IOM will combine its support for the restoration of public infrastructure and livelihoods with establishing the means for peaceful co-existence through non-violent conflict resolution and mitigation, strengthening social cohesion, supporting inclusive, accountable governance, and engaging crisis-affected populations to define, own, and drive their own recovery processes. By adopting a community-driven development approach, IOM will strengthen the capacity of community members to set their own priorities for rebuilding their communities, including by supporting the development and operationalization of community development plans. Infrastructure rebuilding interventions will be centered on small and medium sized projects identified through community-led processes, in coordination with local institutions.

In areas of relative stability, IOM aims to sustain the momentum for recovery, particularly in areas of high returns. In the context of South Sudan’s severely underdeveloped economy, livelihood activities provide opportunities for populations affected by conflict and return, restoration of public infrastructure, and strengthening of community governance and resilience will adopt a multi-sectoral, area-based approach to allow for multiple outcomes to be achieved. IOM’s programming will focus on areas of the country in which it can leverage its current operational presence, existing community and partner relationships, and contextual knowledge. IOM strives to ensure equity and maintain a balance of recovery support across geographical locations in order to reach vulnerable populations in more neglected areas, but also not ignoring sites where the results of recovery programmes can be greater. IOM projects and activities are based on a robust analysis and understanding of the local context and its own operations, including existing power relationships, customs, values, fears, systems, institutions, and consideration of cross cutting dimensions like gender, diversities, and age. IOM’s conflict analyses provide a key source of information on conflict and social dynamics in South Sudan to inform response planning.

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Migration in South Sudan is influenced by protracted conflict, displacement, vulnerabilities to protection concerns, lack of access to public services, and a reasonably nascent migration policy. IOM’s rapid assessments undertaken in border areas highlight the nexus between peace, security, and strengthened management of borders, in order to mitigate crime and protect migrants on the move, which necessitates a whole-of-government approach, and enables community participation. In addition, IOM’s assessment on trafficking in persons in South Sudan confirms the significant vulnerability of South Sudanese and foreign migrants to becoming victims of trafficking, with protracted conflict, the absence of institutional and legislative capacities, and lack of public awareness constituting enabling factors for traffickers.

IOM works closely with the Government of South Sudan in supporting efforts to strengthen migration management, prevent transnational organized crime, and improve migrant protection through capacity building, policy development, promoting intra- and interagency cooperation at the national and regional level, and strengthening infrastructure. A key milestone in South Sudan in 2019 was the passage of a comprehensive evidence-based migration policy by the Ministry of Interior, with technical support provided by IOM.

IOM will therefore provide technical assistance to the Government in the implementation of the Migration Policy, particularly in strengthening the role of the National Coordination Mechanism (NCM) as an instrument to facilitate discussions on policies and identification of emerging issues relevant to migration governance, as well as in its coordination with the Council of Ministers and Parliament within a whole-of-government approach. IOM will also facilitate the establishment of a Working Group with a focus on key areas, including trafficking in persons, labor migration, border management, forced migration, and migration data. IOM’s migration management work in 2020 will focus upon four key areas, and are in line with the Comprehensive Migration Policy, as below:

### Free Movement and Border Management

It is critical to facilitate the continuous and effective mobility of people, goods and capital while at the same time ensuring the safety and security of communities within the territory of South Sudan. Well-managed border management also aims to ensure adequate responses are in place to facilitate migration and combat illicit cross-border activities and protect the rights of migrants. Proposed activities— which will be initially focused upon key migration corridors between South Sudan and neighbouring states—include the following:

- Strengthening of continental and regional regulatory frameworks for safe, well-managed and effective migration management, including the development of SOP on border management and transnational crime prevention;
- Provision of technical support and capacity building for agencies with migration functions;
- Promoting whole-of-government approaches to border management by strengthening Integrated Border Management Committee (IBMCs);
- Support for continuous analysis on cross-border dynamics to inform program and policy interventions;
- Facilitate cross-border cooperation with countries sharing borders with South Sudan, with a special focus on trade and mobility.

### Addressing Forced Migration

South Sudan is a country of origin, transit, and destination of mixed migrants who find themselves on the move due to man-made or climate induced disasters. Refugees, asylum seekers, IDPs, and irregular migrants are at risk of becoming victims of human trafficking or falling into the hands of migrant smugglers. Proposed activities are as follows:

- Support to the ratification of UN Convention on Transnational Organized Crime, along with its Protocols on Trafficking and Smuggling of Migrants, through the provision of guidance and technical support, including in the drafting of specific laws to address trafficking in persons and smuggling of migrants;
- Provision of capacity development to relevant government and non-governmental agencies in counter-trafficking efforts, including prosecution of offenders, protection of victims, promotion of partnerships, and prevention of trafficking in persons and smuggling of migrants, to include the development of guidelines for front line officers, a national referral mechanism, and information materials;
- Facilitating regional cooperation with countries along migratory routes of mixed migrants to enable a safe environment for migrants.

### Promoting Regular Labor Migration

Despite constituting a destination country for foreign workers, particularly those engaged in the oil sector, South Sudan lacks data on the number of foreign workers in the country, including those working in less formal sectors. Key priorities herein include:

- Support for a labor market assessment and skill gap analysis to strengthen awareness of the labor market landscape, to inform and strengthen labor market policies;
- Strengthening the capacity of relevant ministries to regularize and manage labor migration;
- Working with Ministry of Labor, operationalize Labor Act number 2017, through development of operating guidelines;
- Facilitating a whole-of-government approach in managing labor migration, including establishment of a labor inspection system to prevent forced labor and trafficking.

### Promoting Migration and Development

IOM recognizes the importance of diaspora engagement to socio-economic development. IOM has commenced activities aimed at mobilizing and engaging the diaspora for socio-economic development, through conducting an analysis of remittances to inform the development of a Diaspora Engagement Strategy. This will be conducted in coordination with the Ministry of Foreign Affairs and International Cooperation’s consular channels, as well as with partnership instruments in countries of destination.

- Strengthening the enabling environment for diaspora members to participate in the socioeconomic development of South Sudan;
- Enable institutional dialogue and establish cooperation mechanisms and outreach strategy;
- Facilitate virtual and temporary return of diaspora members;
- Developing a system to support the socioeconomic reintegration of return migrants.

IOM encourages support for continuous analysis on cross-border dynamics to inform program and policy interventions.
Common Core Pipeline

Accessing remote locations in South Sudan with lifesaving humanitarian cargo constitutes a significant ongoing challenge, as localized conflict and a highly undeveloped road network drastically slows movements. Access issues are particularly pronounced during the rainy season, when road or water transport is not an option and all supplies must be moved by air. Both the Shelter and Non-Food Items (SNFI) and Water, Sanitation and Hygiene (WASH) Clusters recognize the need to maintain a robust and high-performing Core Pipeline in 2020 as part of its efficient integrated life-saving humanitarian response to the most critical needs across the country.

IOM has been managing the SNFI common pipeline and a part of the WASH common pipeline in South Sudan since 2013 and 2014 respectively. Through continued management of both Pipelines in 2020, IOM will strengthen the capacity of both the WASH and SNFI Clusters to provide timely humanitarian assistance, contributing to a reduction in mortality and morbidity of vulnerable populations affected by prolonged conflict, acute malnutrition, severe food insecurity, epidemics and natural disasters.

In 2020, IOM Pipeline will provide 833,251 emergency shelter materials and lifesaving NFI’s to affected populations, as well as life-saving core WASH supplies to a total of 722,844 individuals. IOM will continue to preposition crucial supplies in key locations throughout the country, namely Bor, Juba, Malakal, Rubkonia, Rumbek, and Wau, ensuring swift access to the emergency relief items in a coordinated manner. In 2020, IOM will also look at expanding to areas at which deep field humanitarian hubs will be established. The most vulnerable and underserved populations will be targeted, specifically those displaced, including protracted, recurrent, and new displacement; individuals at risk of GBV; those facing nutritional crises and disease outbreaks; as well as people affected by natural disasters. Through the management of the common pipeline, IOM will also ensure the provision of reliable and quality gender sensitive items, such as solar lamps, kangas (cloth), cooking sets, menstrual hygiene management (MHM) kits, and mosquito nets.

The IOM Pipeline program in South Sudan remains crucial as the main modality supporting frontline activities, both static operations and emergency rapid response mechanisms. IOM has the requisite capacity and experience—including human resources and logistics facilities—to ensure core relief supplies are delivered to response locations within days of the outbreak of an emergency. IOM capitalizes on its strong operational presence in key strategic logistics bases and the presence of pipeline partners contributing to a reduction in mortality and morbidity of vulnerable populations affected by conflicts, acute malnutrition, severe food insecurity, epidemics and natural disasters.

In 2020, IOM Pipeline will also provide 823,251 emergency shelter to affected populations for all three months. IOM will also continue to provide these items to affected populations across the country, including returns, relocations, or local integrations. Unfortunately, a lack of accommodation, workspace and other key facilities often hinders humanitarian operations and a sustained presence in key strategic deep field locations.

Common Transport Services

South Sudan is one of the most complex humanitarian operating environments in the world, with persistent insecurity, poor infrastructure and seasonal hazards. Humanitarian needs are dispersed across the country, often in areas very difficult to access due to geographical remoteness and lack of infrastructure. According to the 2020 Humanitarian Needs Overview, 36 per cent of the people in need in South Sudan live in hard-to-reach locations. Such areas face high levels of access constraints, in which armed hostilities, violence against aid workers and assets, and other access impediments render humanitarian activities severely restricted, or in some cases impossible.

It is imperative that support continues for the pre-positioning of relief items in the field by road where possible, which remains the most cost-effective means of delivery. The Common Transport Service (CTS) is a free-for-user service that transports key humanitarian supplies on behalf of humanitarian actors. CTS serves as a critical link in the supply chain, enabling products and materials that arrive from regional and international suppliers to be moved rapidly onwards to partners located deep in the field. More than 80 agencies, representing all relevant clusters, utilized CTS for transport, airport/river port clearing, load management, and warehousing in 2019, and a total of 12,000 metric tons of cargo was delivered during the year from short-to-medium-term distances in deep field humanitarian response priority locations.

IOM will maintain and improve Humanitarian Logistics Hubs in Malakal, Bentiu, Bor, Juba, Wau and Rumbek to enable close management and control of the flow of cargo, in close coordination with the Logistics Cluster. IOM will continue to manage a fleet of 18 IOM CTS trucks to provide timely overland transport of humanitarian cargo, including air cargo handling, and maintain effective fleet management and common warehouse management systems. IOM will also provide CTS support to accommodate Ebola Virus Disease (EVD) preparedness and other emergency response efforts during 2020.

Humanitarian Hubs

In 2011, IOM assumed responsibility to establish and run Humanitarian Hubs in Malakal, Bentiu and Bor. These hubs have remained key in facilitating the provision of humanitarian services in POCs and other interventions in the surrounding communities. A total of 57 unique organizations are currently served on a permanent basis across the three hubs in addition to those served on a short-term basis, providing safe and secure workplaces, accommodation, and common warehousing.

In 2020, humanitarian organizations will continue to provide support and assistance as prospects for peace and development improve and confidence is generated for durable solutions, including returns, relocations, or local integrations. Unfortunately, a lack of accommodation, workspace and other key facilities often hinders humanitarian operations and a sustained presence in key strategic deep field locations.

IOM will therefore establish a total of eight humanitarian hubs with capacities each for up to 20 persons in key strategic deep field locations across South Sudan, in partnership with the Swedish Civil Contingencies Agency. The construction of four new hubs is planned to be completed in 2020 and the remaining four in 2021. These Hubs will enable humanitarian agencies to rapidly establish or re-establish presence in areas in which people have been heavily affected by the conflict and subsequent outcomes, through the provision of stable and secure living and working conditions. Establishing the hubs will support the entire humanitarian community, providing common spaces to enable agencies to establish a sustained presence and deliver services to the most vulnerable, whilst offering cost-effectiveness through reducing transportation and other costs.