

2018
2019

MCOF

MIGRATION CRISIS OPERATIONAL FRAMEWORK

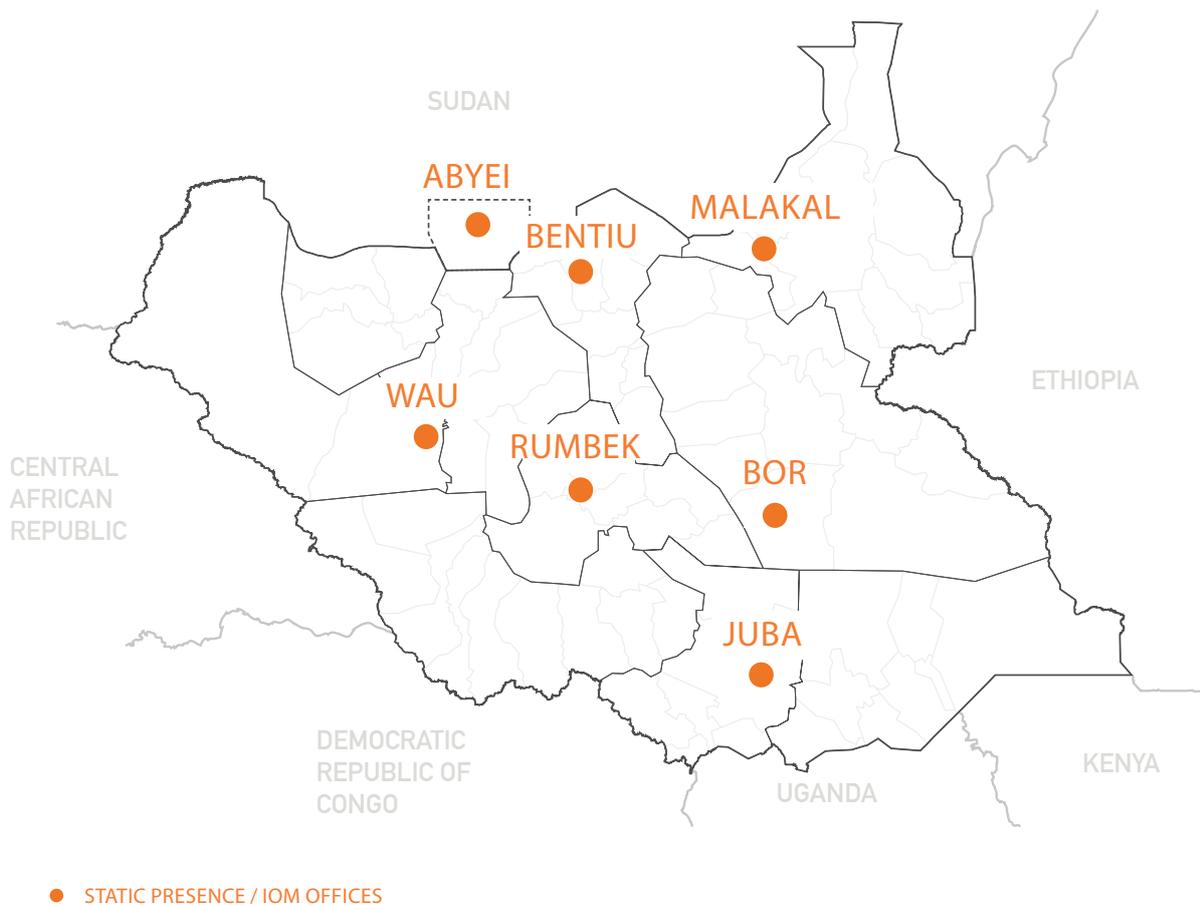
IOM SOUTH SUDAN



INTERNATIONAL
ORGANIZATION
FOR MIGRATION

IOM IN SOUTH SUDAN

IOM began operations in southern Sudan in early 2005, establishing the IOM South Sudan mission after the country's independence in July 2011. Since the outbreak of the conflict in December 2013, IOM has provided support to thousands of Internally Displaced Persons (IDPs) including those seeking protection at the United Nations Mission in South Sudan (UNMISS) Protection of Civilian (PoC) sites. The mission is now one of IOM's largest globally. IOM has offices in Juba, Wau, Abyei, Bentiu, Malakal and operational presence in Bor and Rumbek. IOM's leadership roles and operational capacity support a comprehensive approach. IOM welcomes the opportunity to continue its work in partnership with humanitarian and development partners and the Government of the Republic of South Sudan (GoSS). On September 19, 2016 in New York, IOM signed a document linking IOM to the UN as a related organisation, following a unanimous vote by IOM Member States in June 2016¹.



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IOM SOUTH SUDAN

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MCOF 2018-19

THE MCOF (2018-2019) OUTLINES HUMANITARIAN, TRANSITION AND DEVELOPMENT APPROACHES TO ADDRESS THE COMPLEX, MULTI-SECTORAL NEEDS OF AFFECTED POPULATIONS IN SOUTH SUDAN.

IOM’s global Migration Crisis Operational Framework (MCOF) is a human-rights and humanitarian principles based operational framework that aims to systematize IOMs support to its Member States and partners to prepare for and respond to migration crises.

The MCOF aligns to global IOM frameworks including the Migration Governance Framework (MiGoF) Principles and Objectives, and relevant IOM guidance, such as the Progressive Resolution of Displacement Situations (2009), the Framework for Addressing Internal Displacement (2017), Protection Mainstreaming Guidance (2016), Principles for Humanitarian Action (PHA) (2015) and the IOM Data Protection Principles (2009).

The IOM South Sudan MCOF is aligned with the IOM East and Horn of African Regional Strategy as IOM’s Regional Strategic

Objectives aim to advance the socioeconomic well-being of migrants and society, and to effectively address the mobility dimensions of crises. The MCOF supports the South Sudan Regional Refugee Response Plan (RRRP) 2017 that articulates regional protection and humanitarian needs for South Sudanese refugees.

IOM South Sudan’s MCOF 2018-2019 acknowledges the New York Declaration for Refugees and Migrants adopted on 19 September 2016, the Global Compact for Safe, Orderly and Regular Migration (GCM) and the Global Compact for Refugees (GCR), which is consistent with target 10.7 of the 2030 Agenda for Sustainable Development. It integrates intentions under the Grand Bargain on Humanitarian Financing and the Agenda for Humanity (2016).

THREE PILLARS OF INTERVENTION

IOM adopts an integrated, multi-sector approach under three pillars of intervention that emphasises complementary, mutually reinforcing actions at individual, household, community and systems levels.



MISSION STATEMENT

Support displaced people, crisis-affected vulnerable populations, and other migrants to achieve their fundamental rights and resilience.



PILLAR I MEET HUMANITARIAN NEEDS

IOM will contribute to saving lives, providing dignified living conditions, and reducing vulnerability through addressing humanitarian needs of crisis-affected populations, including displaced populations, migrants and host communities.

IOM implements and coordinates lifesaving humanitarian responses to meet the needs of vulnerable people. Interventions are rights-based and underpinned by accountability to affected populations. Programming is multi-sectoral in recognition of the complex operating environment, multidimensional needs and protracted displacement. IOM integrates resilience across humanitarian programming to reduce humanitarian needs, risk and vulnerability.



PILLAR II ENHANCE STABILITY

IOM will enhance community stability and enhance sustainable returns through strengthened coping mechanisms and social cohesion among displaced populations and host communities.

IOM fosters the stability of individuals and communities by mitigating the risk of displacement, and enhancing coping and absorption capacities. Conflict sensitive programming and multi-sectoral, flexible peacebuilding approaches rebuild trust and support social cohesion. IOM supports targeted local approaches to strengthen resilience within communities and support foundations for local stability, which require support from national peace efforts and cessation of hostilities.



PILLAR III BUILD NATIONAL OWNERSHIP

IOM will build national ownership and strengthen national rights based systems through enhancing knowledge, skills and capacity.

IOM supports national ownership and sustainability of humanitarian and development response mechanisms, systems and processes. IOM will leverage regional and global strategies, policy and responses to support South Sudan's trajectory towards inclusive development. Preparedness and prevention measures will strengthen mechanisms that allow partners to be cognisant of risks and better enable them to meet post-crisis challenges.



PARTICIPATORY APPROACH

IOM held community consultations with male and female groups in Bentiu, Malakal and Wau PoC sites, and workshops with IOM staff in Bentiu, Malakal, Wau, Juba and Kigali. This approach allows IOM to align priorities and proposed interventions with beneficiary needs and identified strengths and opportunities and to reflect localised contexts.





INTRODUCTION



CONTEXT ANALYSIS

More than six years since independence, South Sudan remains one of the world's most insecure and fragile countries². South Sudan is politically unstable and has been subject to ongoing conflict since late December 2013, following the onset of civil war between forces loyal to president, Salva Kiir, the Sudan People's Liberation Army (SPLA), and those supportive of former first vice president Riek Machar, the Sudan People's Liberation Movement in Opposition (SPLM-IO).

PEOPLE'S ABILITY TO LIVE IN CONDITIONS OF DIGNITY, HEALTH, SAFETY AND WELL-BEING HAVE BEEN JEOPARDISED DUE TO THE DURATION AND SCALE OF VIOLENCE AND DISPLACEMENT

In August 2015, the government of Salva Kiir and forces loyal to Machar entered into a binding peace agreement the Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCSS). Machar returned to Juba as First Vice President of South Sudan in April 2016, launching the official formation of the Transitional Government of National Unity (TGoNU). However, significant conflict broke out in the capital, Juba, between SPLM-IO and SPLA forces in July 2016. The violence, which left over 270 people killed, served to underscore the fragility of the ARCSS and highlighted ongoing tensions between belligerents. In March 2017, the Human Rights Commission and the Special Adviser on the Prevention of Genocide warned that the indicators for genocide were in place³.

In April 2017 a National Dialogue process commenced, aiming to promote peace, unity, reconciliation and national identity, in order to build consensus and implement reforms called for by the ARCSS. The following month, Salva Kiir declared a unilateral ceasefire across the country in preparation for the proposed reconciliation initiative. In June 2017, the Intergovernmental Authority on Development (IGAD) endorsed the creation of a High Level Revitalization Forum (HLRF) aimed at reviving and implementing the stalled 2015 ARCSS through a restoration of the permanent ceasefire, full implementation of the original peace agreement, and an implementation of the original timetable to allow for elections in 2018⁴.

Despite this dividends from these processes have yet to be realized and conflict has continued across the country. Throughout 2016 and 2017 there have been large-scale government offensives in Jonglei and Upper Nile, and in previously stable areas such as the Equatorias and Western Bahr el Ghazal (WBeG). There have been attacks on civilians and civilian property by armed actors, forced conscription of male youth (including from within PoC sites), appalling rates of sexual and gender-based violence (SGBV), and neglect of those with identified vulnerabilities⁵. In Greater Upper Nile, continual political manoeuvrings and attacks on civilians have occurred particularly along the Nile River, including in Wau Shilluk and close to the Malakal PoC, while clashes and resulting population

displacements continued throughout the year outside of Bentiu in Unity, around Yuai and Waat in northern Jonglei, and in Maban and Maiwut in Upper Nile⁶. In the Greater Bahr al Gazals, intercommunal conflict spiked in Warrup and Lakes while deeply-rooted communal tensions and continued clashes around Wau led to largescale displacements into protection sites within Wau town, and displacement and access denials led to a humanitarian crisis in the areas without. In the Greater

Equatorias, major incidents of violence and displacement occurred around Mundri, Torit, Lopa Lafon, Ikotos and Magwi and Kajo-Keji town.

The political conflict exacerbates existing ethnic and intercommunal conflict as preferences of state structures toward a single community turned a localized dispute into a component of the national conflict. Particularly in Lakes, Jonglei, Warrap and Western Bahr el Gazal. Groups involved in clashes are often given clandestine support from rival political and military elements.

South Sudan's abundant natural resources remain largely untapped. According to the World Bank, South Sudan is the most oil-dependent country in the world, accounting for around 60 percent of gross domestic product and 98 percent of exports⁷. Livelihoods are concentrated in low productive, unpaid agriculture and pastoralists work, with 85% of the working population engaged in non-wage work. Youth comprise 70 percent of the population⁸ and more than half of them are unemployed⁹.

The impact of the conflict continues to have deep economic and social consequences for a country where human development is already among the worst in the world¹⁰. Oil production disruptions, suppressed domestic production of goods and

THE ABYEI ADMINISTRATIVE AREA

The Abyei Administrative Area is a territory of more than 10,000 square kilometres bordering Sudan and South Sudan and disputed by the two countries. While the 2005 Comprehensive Peace Agreement mandated a referendum to determine Abyei's permanent status, the vote has yet to be held due to disputes over who qualifies to vote and composition of the Abyei Referendum Commission.



services, discouraged foreign investment, hyperinflation and below-average agriculture production have put the country on course for an economic collapse. The extreme poverty rate has increased to 66%¹¹. On 20 February 2017 localized famine was declared in Leer and Mayendit counties in Unity. Following a large scale humanitarian response, famine conditions ceased by May 2017. However, it is expected that by early 2018, 5.1 million people—48% of the total population—will be severely food insecure across South Sudan¹².

SOUTH SUDAN REMAINS ONE OF THE MOST CHALLENGING SERVICE DELIVERY ENVIRONMENTS IN THE WORLD AS AGENCIES CONTINUE TO OPERATE IN A CONTEXT OF SHRINKING ACCESS

National and state economic, legislative and judicial structures remain fragile and undeveloped. South Sudan has one of the world’s highest levels of corruption¹³. There has been minimal Government investment in community services and development and the country is experiencing a collapse of basic services provided to communities, particularly in remote areas. Only 43 per cent of health facilities remain functional and there is a chronic lack of essential medicines and qualified staff¹⁴.

Rates of malaria, cholera and measles have increased each year of the conflict including a long-running cholera outbreak since 2016. It is estimated only 41 per cent of the population have access to safe water, and access to natural resources has contributed to inter-communal violence in certain areas¹⁵.

Humanitarian service delivery is increasingly hampered and disrupted by active conflict in areas of greatest need, bureaucratic and physical access impediments, threats to safety and security of humanitarian actors, and logistical constraints.

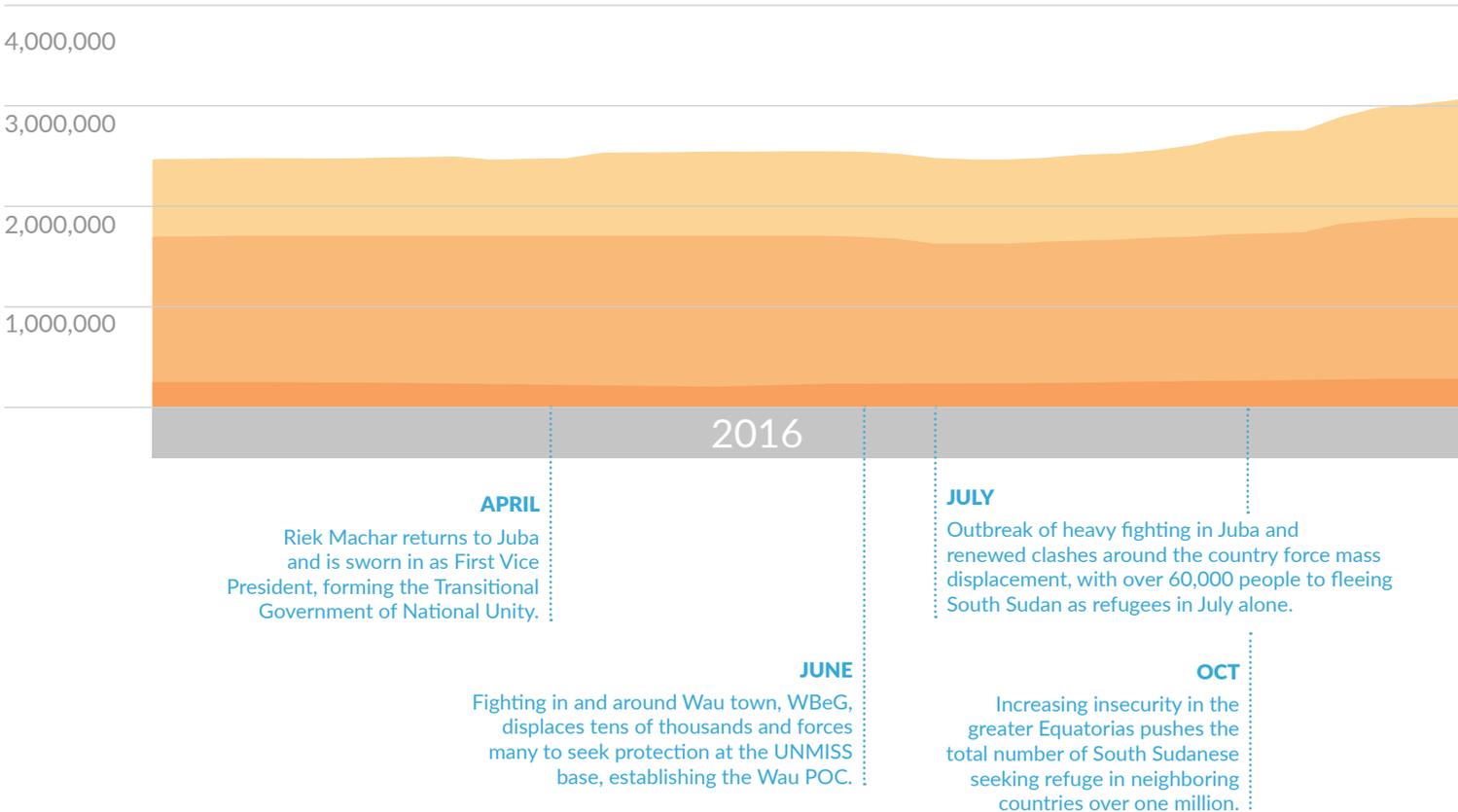
There were 729 humanitarian access issues reported between January – August 2017, and insecurity or direct threats cause frequent relocation¹⁶. Humanitarian activities continue to be dependent on UNMISS security movements and planning, while UNMISS are also under threat in

some locations. NGO partners are at high risk and some have been affected during implementation of the NGO Act of 2016¹⁷. There are cases of PoC-specific access impediments, such as intimidation and harassment of organisations¹⁸. The under-developed or maintained transport network means 60% of the country is inaccessible by road during the long rainy season. River ports remain in poor condition, and barge movements are risky.

CONFLICT AND DISPLACEMENT TIMELINE / 2016-17

SOUTH SUDANESE REFUGEES

INTERNALLY DISPLACED



MOBILITY DYNAMICS

South Sudan has 6,000 km of international borders, neighbouring Central African Republic (CAR), Democratic Republic of the Congo (DRC), Uganda, Kenya, Ethiopia and Sudan. There are 20 identified, official border crossings with Ethiopia, Kenya, Uganda and the DRC. The final sovereignty status of the Abyei Administrative Area is still pending negotiations.

Mobility is a common phenomenon in South Sudan and used for community-building, for kinship and intertribal marriages, as well as to pursue livelihoods and in response to a range of expected or unexpected threats. People, particularly youth, continue to move internally and across borders to pursue education and employment opportunities. Increasingly, people move to re-join families who have already migrated. Large annual migrations by semi-nomadic pastoralists such as the Misseriya and Rizeigat between South Sudan and Sudan have been a driver of conflict in northern parts of the country. Weather conditions trigger seasonal human and livestock migration in the search for adequate water sources.

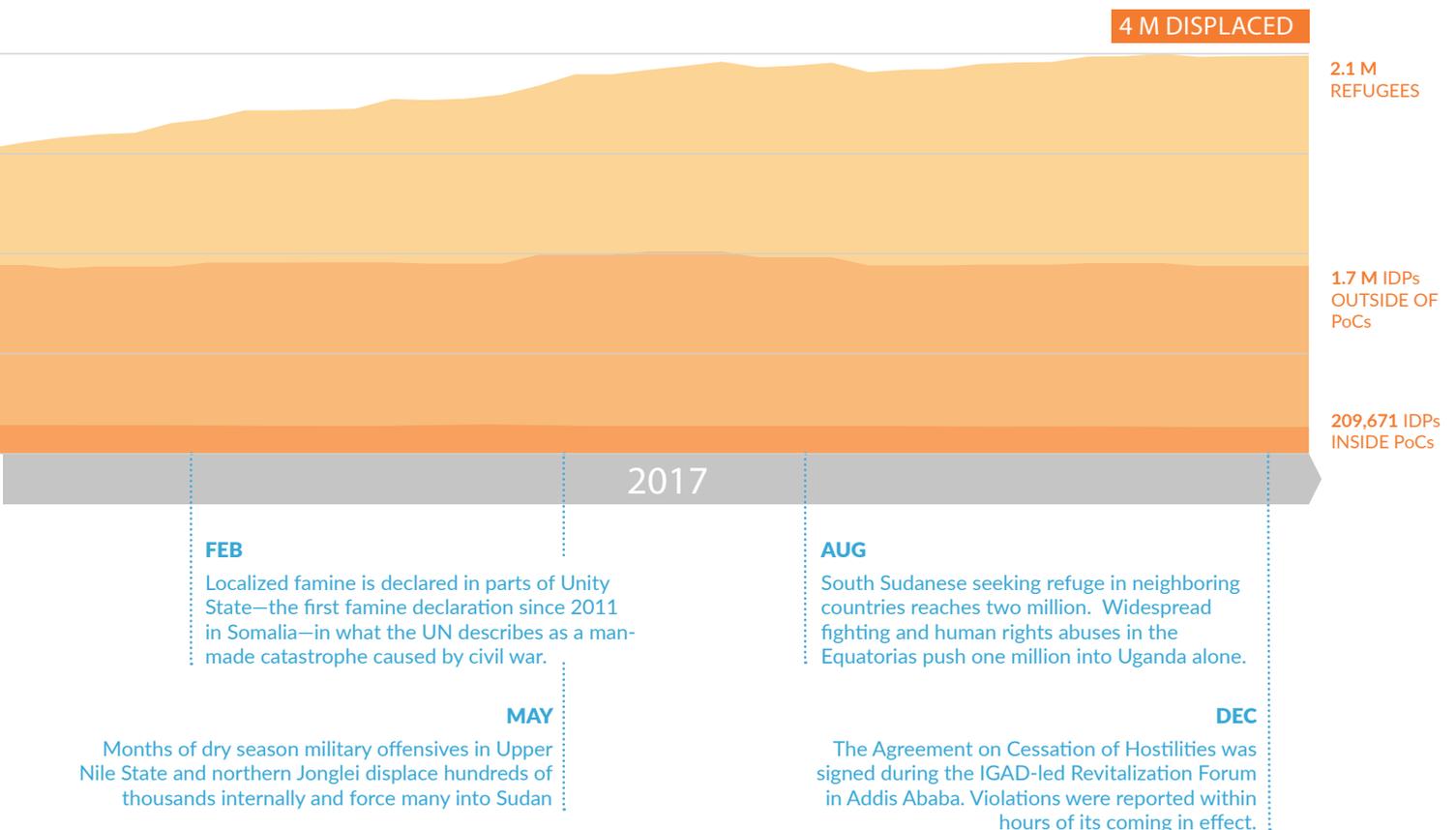
Forced migration due to conflict and other crises results in a high number of internally displaced people (IDPs) seeking protection in UNMISS PoCs and collective centres or creating informal settlements. Displacement trends across geographic regions remain dynamic, and in 2017 are affecting groups across the Equatorias, WBeG, and the Greater Upper Nile region. The

SINCE THE JULY 2016 CRISIS, MIXED MIGRATION FLOWS COMPRISED OF REFUGEES, EXPATRIATES, LABOUR MIGRANTS, AND THOSE WITH DUAL CITIZENSHIP HAVE CONTINUED TO LEAVE FOR NEIGHBOURING COUNTRIES

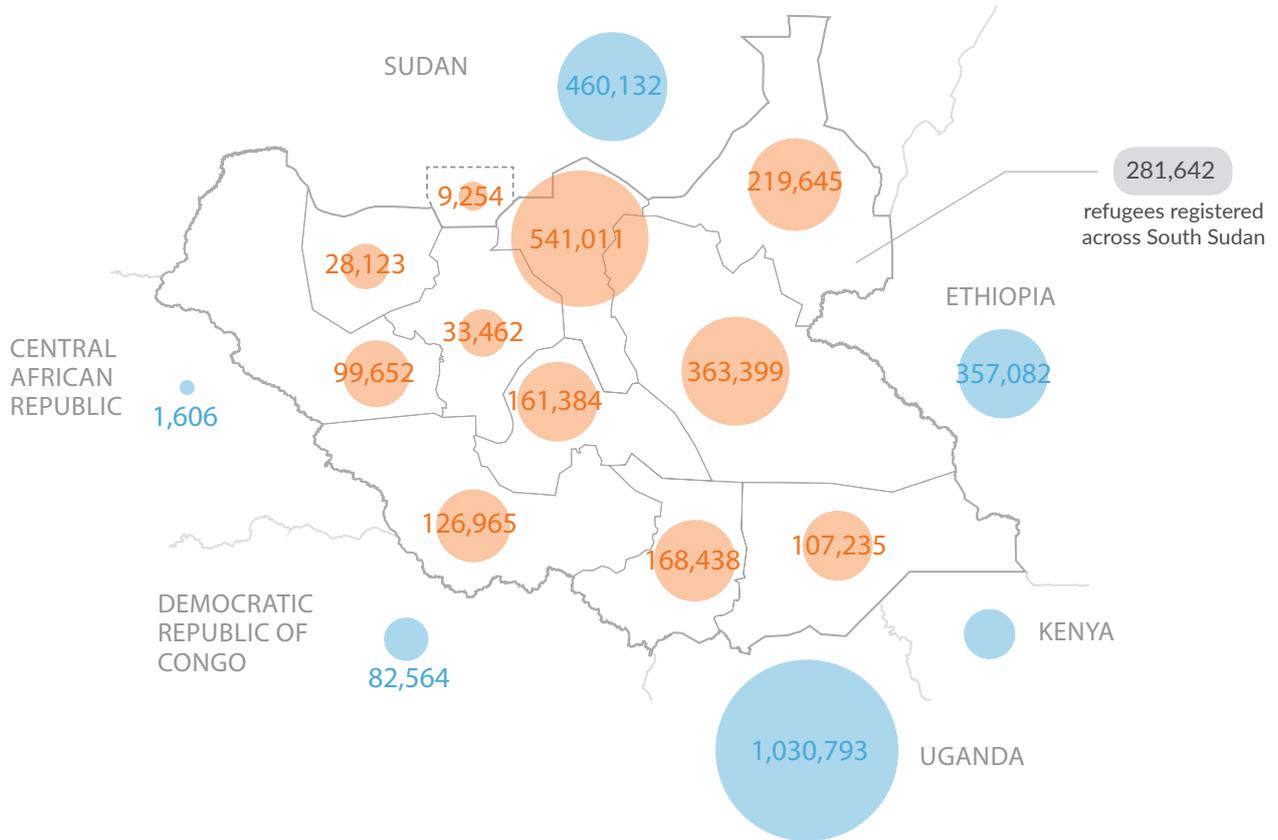
number of individuals displaced by the conflict has reached record levels; with around 4 million people uprooted by the end of October 2017 including more than 1.9 million internally displaced persons (IDPs) within South Sudan and more than 2.1 million people had fled the country as refugees¹⁹. More than 300,000 IDPs are seeking refuge at existing Protection of Civilian Sites (PoC) and other displacement sites across the country²⁰.

PERSONS (IDPs)

■ IDPs RESIDING IN PoC SITES



DISPLACEMENT / AS OF NOVEMBER 2017



SOURCE: IOM, UNHCR

1.9 M INTERNALLY DISPLACED PEOPLE

576,091 individuals biometrically registered by IOM (populations accessible for registration and verification)

55% female / **45% male**

CHILDREN 41% / 50% female

ADULTS 36% / 61% female

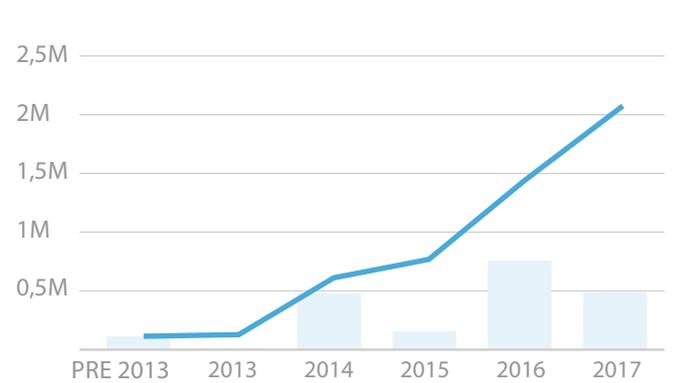
INFANTS 19% / 49% female

ELDERLY 4% / 58% female

299,454 IDPs in CCCM sites

- 8 PoCs: 214,277 people
- 15 collective sites: 57,512 people
- 4 informal settlements: 27,665 people

2.1 M SOUTH SUDANESE REFUGEES



54% female / **46% male**

CHILDREN 63%

ADULTS 34%

ELDERLY 3%

SOURCE: UNHCR



WAU POC SITE
IOM/MCLAUGHLIN 2017

Most IDPs live outside of CCCM assessed sites, including with host communities in remote area²¹. The complex crisis has pushed people into areas that are not traditionally part of broader kinship or community ties, and these differences can impact social integration. Host communities in South Sudan continue to share resources and space but the scale of displacement affects the already limited availability of

particularly in areas with minimal UNMISS presence and where cross border networks exist. An increasing number of informal settlements have been established in border areas as people seek to remain close to their properties but within proximity to safety if conflict escalates. Insecurity in neighbouring countries particularly DRC, CAR and Sudan affects and sometimes prevents populations seeking international protection.

SIGNIFICANT NEW, SECONDARY OR FURTHER MASS INTERNAL AND EXTERNAL DISPLACEMENT CONTINUES. THE DISPLACEMENT CONTEXT IS INFLUENCED BY TRADITIONAL MOBILITY TRENDS AND INTER AND INTRA-COMMUNAL CONFLICT

community services, and natural resources including water. Government-assisted relocations have occurred across Greater Upper Nile particularly in parts of Melut, Malakal and Baiet counties. The protracted and multiple crises means that the needs of IDPs and host communities continues to grow more complex.

The motivations, intentions and experiences of people are different and mobility into and out of PoCs and other displacement sites remains fluid, according to the seasons and location and intensity of the conflict, and as people try to maintain connections to land and property. However, the overwhelming majority of IDPs seeking protection in these locations continue to cite insecurity as the reason for their displacement²².

International migration to seek refuge in regional countries is increasingly seen as a safer option than internal displacement,

South Sudan experiences high levels of informal migration through porous borders, particularly as community and ethnic groups often transcend officially demarcated borders. The conflict continues to affect data collection regarding mixed migration flows consisting of refugees, asylum-seekers, economic migrants and smuggled persons from, to or transiting South Sudan. Large inward cross-border flows of migrants seeking economic employment and investment opportunities are mostly from Ethiopia, Eritrea, Somalia and Uganda although the conflict has affected this. Refugee populations in South Sudan are mainly of Sudanese origin, living in camps in Upper Nile, Unity and Central and Western Equatoria. South Sudan is a source and destination

THE 2016-2017 EXODUS OF REFUGEES INTO NEIGHBOURING COUNTRIES WAS AFRICA'S LARGEST REFUGEE CRISIS. BY MAY 2017, UGANDA'S BIDIBIDI REFUGEE SETTLEMENT WAS THE LARGEST REFUGEE SITE IN THE WORLD

country for men, women, and children subjected to forced labor and trafficking, and is rated as Trafficking in Persons (TIP) Tier 3²³.



OPERATIONAL APPROACHES

OPERATIONAL APPROACHES

PARTNERSHIPS AND COORDINATION

IOM’s role in UN forums enables information sharing and supports the integration of both humanitarian and development objectives in relevant frameworks and plans. IOM is a member of the UN Country Team (UNCT) and in 2017 was the co-chair of the Programme Management Team (PMT) and co-chair of the UN Communications Group (UNCG) under the UNCT. The current Interim Cooperation Framework (ICF) was extended until December 2018. A new UN South Sudan Cooperation Framework is expected to be in place from January 2019,

(S-NFI) Cluster co-lead for 21 partners, manages the S-NFI core supply pipeline and is State Focal Point (SFP) for WBeG. IOM is the Camp Coordination and Camp Management Cluster (CCCM) co-lead for 5 partners, and is the SFP in Upper Nile and WBeG. IOM is the Water, Sanitation and Hygiene (WASH) Cluster SFP for Upper Nile and manages a percentage of the WASH core supply pipeline, and plays an active role in the Health Cluster. In 2017, IOM activated and leads the Mental Health and Psychosocial Support Co-ordination Group (MHPSS CG), for 27 partners.

IOM’S STRONG PRESENCE ACROSS THE CLUSTERS ALLOWS INTEGRATED, HOLISTIC PROGRAMMING

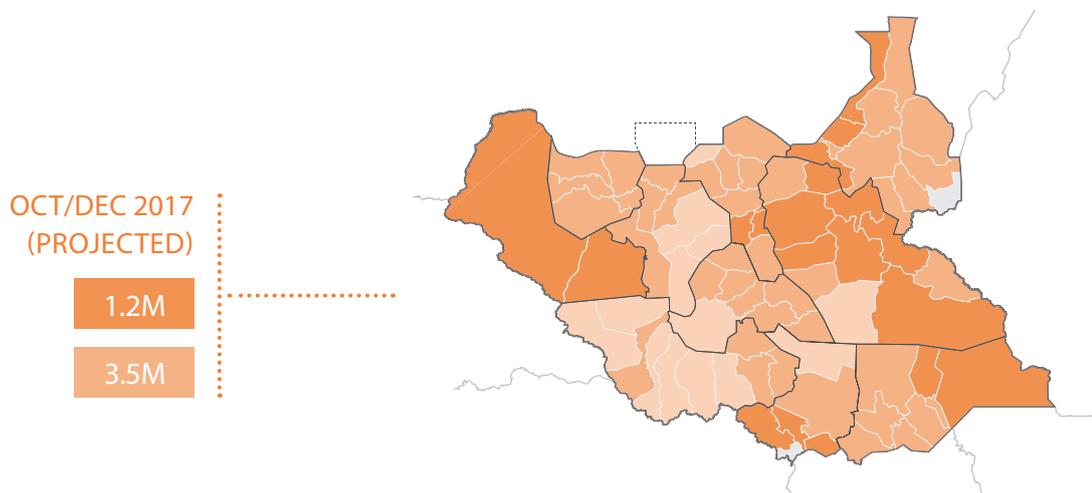
which is aligned with the National Development Strategy. IOM supports the UNCT SDG and 2030 Agenda prioritisation process, and ensures migration and displacement are recognised as central to South Sudan’s development. IOM is a member of the Inter Agency Standing Committee Humanitarian Cluster System. IOM sits in the UN Humanitarian Country Team (HCT). IOM coordinates and shares information during the Inter-Cluster Working Group (ICWG), Operational Working Groups (OWG), and planning for the humanitarian response plan (HRP) and other initiatives.

IOM operates common humanitarian services such as the Displacement Tracking Matrix (DTM), and the Common Transport Service (CTS) for the Logistics Cluster.

IOM further coordinates within the CCCM, S-NFI, WASH, Health and Protection Clusters for operational and planning purposes, along with the Logistics, Food, Security and Livelihoods (FSL), and Coordination and Common Services (CCS) Clusters to arrange movements, plan inter-agency and inter-sectoral interventions and share information. Rapid and responsive information sharing, including through the DTM, support efficient responses and preparations such as by providing early warnings about large scale movements. IOM supports the HRP strategy to move towards local coordination focal points, to bolster the Cluster National leads and SFPs.

IOM’s strong presence across the Clusters allows integrated, holistic programming. IOM is the Shelter and Non-Food Items

INTEGRATED FOOD SECURITY PHASE CLASSIFICATION



INTEGRATED PROGRAMMING

IOM's approach is based on the acknowledgement of the progressive nature of crisis-resolution and the need for a sequenced approach to restore dignity and reduce risk and vulnerability. IOM uses complementary, mutually reinforcing actions at individual, household, community and systems levels to protect gains and prevent further deterioration. Project strategies include capacity building for individuals, communities, and Government where possible.

IOM continuously seeks and prioritises opportunities for deeper integration across programming, internally and with partners. This includes creating stronger, overarching strategies for IOM programs in the same locations, and developing tools to guide similar project initiatives in different locations. IOM emphasises internal use of common service enablers, such as the DTM, and the CTS.

While further displacement is likely, IOM supports efforts to progressively resolve displacement – providing relevant and timely support at individual, household, community and systemic levels so that the displaced can make progress towards solutions when environments are conducive. IOM collects information on the demographics and needs of populations who may return, including through the DTM. Where possible, IOM is supporting/establishing service provision outside of PoCs and in neighbouring villages of high return to support sustainable returns, including supporting the OCHA co-ordinated 'Beyond Bentiu Response'.

IOM is increasingly focusing on supporting efforts to address the root causes of conflict and drivers of displacement. IOM supports existing peacebuilding initiatives, particularly between communities in PoCs; people in PoCs and nearby host communities; and communities in areas of origin. Given the fragmentation, peacebuilding programming are geographically differentiated and based on locally-defined priorities. Mainstreaming resilience and protection throughout

FLEXIBILITY

IOM's flexible programmes allow static, semi-static and/or permanent presence of programming, staff and offices, to appropriately respond according to the context. IOM designs and implements flexible programming to ensure responsiveness to evolving needs as situations and coping capacities fluctuate, and sustain assistance to populations affected by rapidly changing conditions. Adaptable programming allows IOM to

programming also supports the foundations of stability to enable quicker social recovery. IOM supports national reconciliation processes and partnerships with key South Sudanese community leaders to design peace programs in specific geographic locations.

Recognizing that better outcomes are possible through interacting with mobile populations on both sides of the border, IOM continuously invests in opportunities for stronger partnerships with organisations working in the region, including neighbouring IOM Missions. IOM South Sudan is harmonising DTM tools with other IOM Missions to better track and monitor external population flows.

The integration into regional trading blocks and international cooperation frameworks provides opportunities for IOM to support inclusive policies on labour, human trafficking and smuggling. IOM works towards effective labour migration, systematic and regularised movements, dignified returns and reduced irregular migration including through agreements developed at the 2017 Regional Consultative Processes (RCP) on Migration.

IOM can leverage its existing capacity to provide transition and recovery services to strengthen complementarity between humanitarian and development programming. When the environment is conducive, IOM programming supports return and other durable solutions. For example, WASH programming integrates basic service provision and 'out of PoC' programming to stabilize areas of high return while supporting those in displacement. IOM will invest in communities and local actors to support hand-over processes that bridge programmes. Aligning to Grand Bargain commitments, IOM advocates for donors to adopt flexible funding models, and seeks multi-year funding to reinforce the humanitarian-development nexus, incorporating research and pilot projects to test approaches.

capitalize on opportunities to transition out of humanitarian response and support recovery. IOM is actively adapting programming in the event of funding draw-down, including through realistic prioritisation plans and greater emphasis on sustainability of interventions, and ownership by local communities, Government and local authorities and NNGOs, in line with IOM best practices and international commitments.

GLOBAL IOM FRAMEWORKS, POLICIES AND MEMBERSHIPS

- IOM Humanitarian Policy – Principles for Humanitarian Action (PHA), 2015
- IOM Protection Mainstreaming Guidance, 2016
- IOM Gender Equality Policy 2015-2019
- IOM Data Protection Principles, 2009
- Member of IASC AAP/PSEA Task Team
- Member of Communicating with Disaster Affected Communities (C-DAC) network.
- Member of IASC Task Team on disability inclusion in humanitarian action, and has endorsed the Charter on Inclusion of Persons with Disability in Humanitarian Action.





HYGIENE PROMOTION SESSION, "GOOD MORNING, CHILDREN," AT A SCHOOL IN THE BENTIU POC SITE. IOM/MCLAUGHLIN 2017

VALUE FOR MONEY

IOM is committed to instituting cost efficiencies and programming that emphasises value for money. IOM can leverage its large geographic footprint and reach to maximise operational and financial efficiencies in terms of logistics, routes and transportation options. This includes supporting core pipelines and seeking efficient procurement methods, and buying, transporting and pre-positioning humanitarian supplies in bulk, and pipeline request tracking. IOM supports common

services and promotes joint planning to optimise movements of cargo and passengers and use a combination of delivery modalities. IOM makes use of natural synergies between programmes for greater cost efficiencies, when they contribute to multiplier effects and are based on evidence, for example the WASH and Health Hygiene Promoters. IOM invests in local actors and handing over programming, as part of project exit strategies and to promote cost efficiencies.

NATIONAL OWNERSHIP

IOM will continue to invest in national staff capacity. This includes through supporting international posts for skills exchanges, recognising the need for strong national staff leadership within the Mission. Programmes are supporting cross-learning and skills exchanges by encouraging staff to work in different project locations. This will support stronger surge responses in emergencies, and enhance institutional memory. IOM will also continue to invest in NNGOs and local organisations who can contribute to sustainable peace and development. IOM will build the capacity of NNGOs who can operate in areas inaccessible to international organisations, supporting them to operate under strict criteria for safety and security, quality control, assessment methodologies and respect for humanitarian principles.

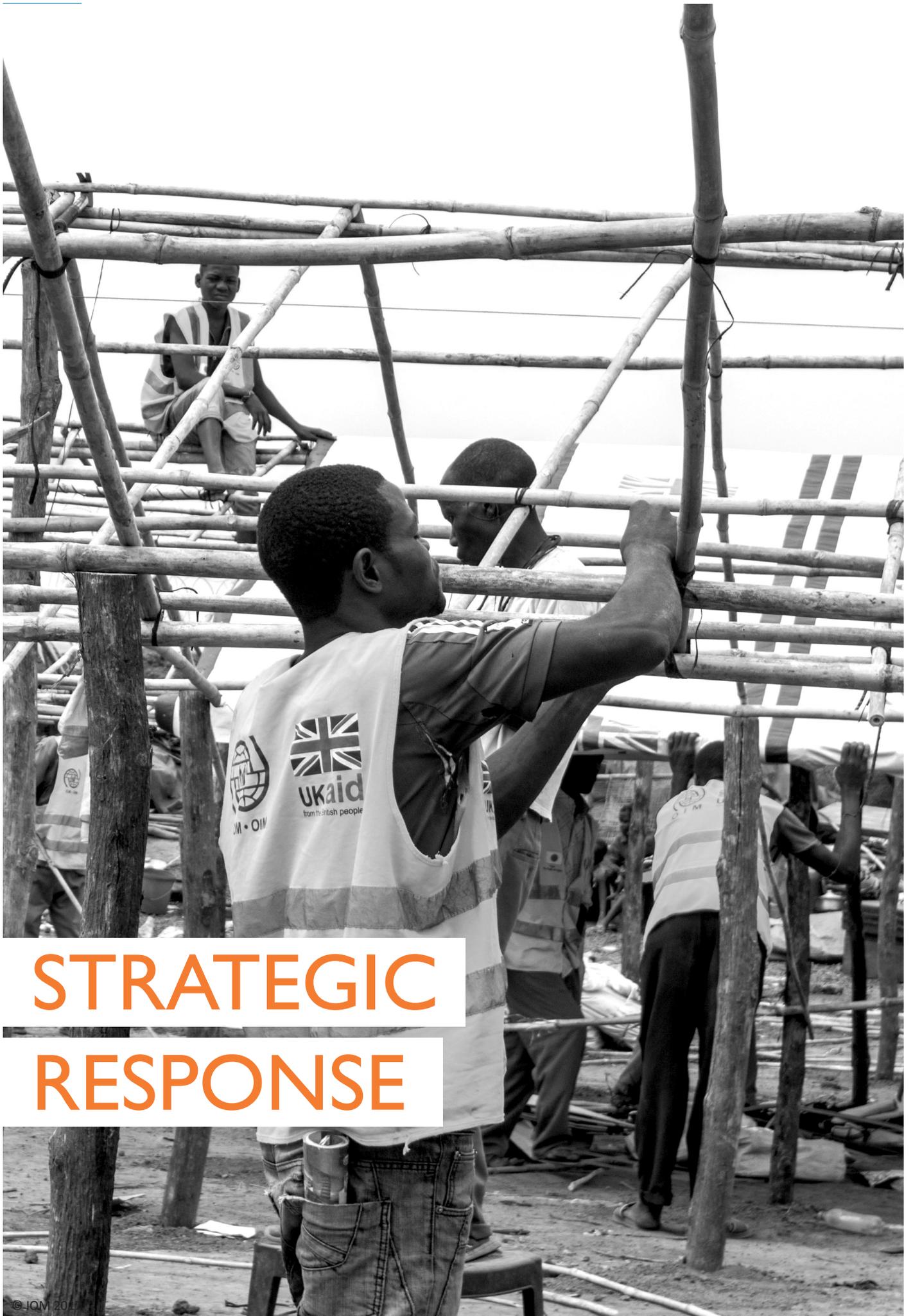
Continued investments in strengthening government service provision is key to sustainable returns. IOM provides support

to the GoSS to update legal and policy frameworks relevant to IOM's mandate, such as Housing, Land and Property (HLP) rights and restoration, diaspora and remittances policies. Investments in NNGOs and local organisations can additionally contribute to sustainable peace and development, and are a priority commitment under the Grand Bargain. IOM identifies and supports local NGOs and CBOS through the existing RRF vetted database. IOM builds the capacity of NNGOs who can operate in areas inaccessible to international organisations, supporting them to operate under strict criteria for safety and security, quality control, assessment methodologies and respect for humanitarian principles.

DIRECT IMPLEMENTATION

IOM directly implements programmes to allow streamlined and rapid interventions, as well as to increase geographic coverage and accountability to beneficiaries. This is supported by IOM's large geographic reach, network of sub-offices and multi-sector experience. Direct contact with beneficiaries ensures that programming is based on solid understanding of context and is responsive to local needs. IOM has a comprehensive and flexible security strategy, managed by the Safety and Security

Unit to ensure a tailored response to insecure conditions. IOM takes into account shocks that may occur internally, externally, programmatically, operationally and institutionally, particularly when considering staff welfare and staff locations. IOM continuously invests in national staff capacity to support stronger surge responses in emergencies and enhance institutional memory.



STRATEGIC RESPONSE

PILLAR I | MEET HUMANITARIAN NEEDS



IOM WILL CONTRIBUTE TO SAVING LIVES, PROVIDING DIGNIFIED LIVING CONDITIONS, AND REDUCING VULNERABILITY THROUGH ADDRESSING HUMANITARIAN NEEDS OF CRISIS-AFFECTED POPULATIONS INCLUDING DISPLACED POPULATIONS, MIGRANTS AND HOST COMMUNITIES.

THEMATIC AREA	OUTCOME
Camp Coordination and Camp Management (CCCM)	Displaced populations have improved quality of life and dignity during displacement.

IOM WILL IMPROVE THE QUALITY AND SUSTAINABILITY OF THE CCCM RESPONSE IN SOUTH SUDAN BY CONTINUING TO CO-LEAD THE CCCM CLUSTER, AND PROVIDING CAMP MANAGEMENT SERVICES.

In PoCs and displacement sites, IOM will continue to strengthen AAP mechanisms, including establishing and maintaining complaints and feedback mechanisms tailored for local contexts. CCCM will continue to collaborate with the DTM and technical partners such as media organisations to strengthen two-way Communicating with Communities (CwC) systems to support people to make informed decisions and will make use of technologies used by beneficiaries, for example SMS and web platforms.

IOM will emphasise programming for women and youth, contributing to improving social cohesion and strengthening community systems. CCCM, in partnership with MHPSS, will support existing mechanisms and efforts towards peaceful coexistence through recreational, education, cultural and livelihood activities. Women's leadership skills will be boosted in partnership with gender experts. This includes expanding a 2017 pilot project in Bentiu PoC to reduce and mitigate GBV risks through empowering women to participate in formal and informal camp decision-making processes.

CCCM in partnership with DTM will continue to provide information management support to analyse needs, gaps, and technical expertise to support people displaced outside of

CCCM assessed sites.

IOM will maintain and/or rehabilitate the existing Bentiu, Malakal and Wau PoC sites, with a focus on sustainability and preparedness measures. This includes addressing threats such as flooding, and by identifying sustainable and environmentally conscious approaches, such as re-planting trees to prevent erosion. Resilience measures include moving towards better energy efficiency, working with WASH actors to support waste collection and safe disposal, water conservation and using energy efficient stoves. Sustainability measures include increasing beneficiary participation in activities, and investing in national staff capacity and rotating staff to work across project sites.

As Cluster co-lead IOM will support quality, core camp management services in all PoC sites, informal settlements, and collective centres. The CCCM Cluster will collaborate with the GBV Sub-Cluster and the MHPSS CG to mainstream cross-cutting issues – protection, mental health, GBV and the environment. The CCCM Cluster will support Camp Management partners to develop site-specific contingency plans, and joint contingency planning with UNMISS for new or potential sites.

CCCM CLUSTER

IOM contributes to the CCCM Cluster 2018-2019 strategic objectives:

- ▶ Expanding the scope of activities to better include all displacement settings and communities;
- ▶ Building local capacity and responsibility of humanitarians, local actors and authorities for sustainable CCCM responses;
- ▶ Enhancing resilience through developing local contingency planning;
- ▶ Establishing links to livelihoods with early recovery and development actors;
- ▶ Supporting IDPs towards attaining durable solutions.



THEMATIC AREA	OUTCOME
Displacement Tracking and monitoring (DTM)	Humanitarian partners make evidence based decisions and provide better-targeted humanitarian assistance.

DTM WILL ANALYSE DISPLACEMENT TRENDS AND DRIVERS AND PROVIDE RELIABLE, TIMELY INFORMATION TO SUPPORT FRONTLINE RESPONDERS AND AFFECTED POPULATIONS

DTM is a key source of data and analysis on displaced populations, return trends, geographic locations and basic humanitarian needs in prioritised locations. The DTM will operate through four main mechanisms, with tools adaptable to inform longer-term planning and facilitate transitional activities. Biometric registration through IOM’s Biometric Registration and Verification (BRaVe) system will provide detailed information to humanitarian partners in displacement sites and at the town or county level. Rapid multi-sectoral assessments of estimated population figures, reasons for movements and key humanitarian needs will provide partners with baseline information regarding sudden population movements. Flow monitoring will be scaled-up to track groups and individuals (IDPs, asylum seekers and refugees) through key points of origin, transit locations and points of destination and provide a better understanding of mobility patterns. Rapid or in-depth intentions surveys will capture return or movement intentions of IDPs and drivers and barriers to movements to inform local or overall humanitarian strategies. To provide a better picture

of the protection concerns and major risks of GBV, human trafficking, or child protection, protection indicators have been incorporated into DTM data collection tools.

With increasing cross-border movements, DTM will maintain its regional approach to better inform the regional response and operational planning including for large-scale disasters. DTM will strengthen partnerships with key actors to inform and guide DTM’s strategic priorities. This includes further integrating into South Sudan interagency rapid response mechanisms, with WFP for interoperability of biometric systems, and UNHCR for regional displacement dynamics.

DTM will also increase collaboration with IOM DTM in Sudan, Ethiopia and Uganda and the Regional Offices in Nairobi and Cairo. DTM will scale-up CwC activities with partners to improve communities’ access to information gathered through the DTM, and support informed decision-making. Beneficiary feedback surveys and forums will support an inclusive approach.

THEMATIC AREA	OUTCOME
Health	Displaced and other vulnerable populations have access to health services during displacement and diseases outbreaks.

IOM WILL PROVIDE LIFE-SAVING QUALITY PRIMARY HEALTHCARE (PHC) SERVICES THROUGH STATIC AND SEMI-STATIC CLINICS AND WILL CONTINUE TO SUPPORT THE MOH.

Primary Health Care (PHC) services will focus on management of communicable and non-communicable diseases, child health and health promotion. IOM will continue to provide comprehensive reproductive health services including emergency obstetric and newborn care, pre/postnatal care, family planning, and management of SGBV. IOM will also continue to provide routine and mass vaccinations, particularly for children under five years and women of childbearing age. IOM will continue to conduct nutrition assessments for children under 5 years and pregnant and lactating women.

increasing awareness of risks and prevention activities, including through the integrated Health and Hygiene promoter network in PoCs, with IOM WASH. This also increases the reach of health facilities and enables community-based management of certain conditions, such as acute watery diarrhea. IOM will continue to contribute to a solid health evidence base, including through strengthening health management information systems, research into public health risks and showcasing study findings in conferences and publications.

To increase access to essential health services for populations in remote, hard-to-access areas, the health programme will use flexible service delivery models through the Rapid Response Teams (RRTs). For continuity of health services delivery, the RRT will work in collaboration with the Health Cluster, State Ministries of Health, local authorities and community and other health partners, and build capacity where needed. The approach prepares communities for future shocks, and mitigates risks of recurrent emergencies such as cholera outbreaks.

IOM will continue to implement HIV/AIDS programming and support HIV prevention packages with quality, intensity and coverage in higher prevalence settings and key populations (in PoCs, and outside displacement sites). In PoCs, IOM will collaborate with local NGO peer educators and IOM MHPSS counsellors to raise awareness. To support youth, IOM programming combines social protection and empowerment of adolescents living with HIV. In line with the new South Sudan Social and Behaviour Change Strategy (SBC) 2017-2020, IOM will mainstream social and behavior change enabling interventions, principles and policies across HIV prevention, care and treatment interventions and services.

The health promotion strategy builds resilience through

THEMATIC AREA	OUTCOME
Mental Health and Psychosocial Support (MHPSS)	Conflict affected individual and communities have improved social and emotional well-being.

HOLISTIC MHPSS PROGRAMMING AIMS TO REDUCE VULNERABILITY AND STRENGTHEN INDIVIDUAL COPING CAPACITY AND SUPPORT COMMUNITY RESILIENCE.

MHPSS is integrated into IOMs humanitarian assistance programme, providing levels of support according to key components of the IASC pyramid of intervention. Programming is adapted between project locations, responding to assessments of what support people need and the delivery mechanisms that work best for them. Programming takes a community-based participatory approach to support women, men, boys and girls to become actors of their own change. In PoCs, IOM will provide family and community support, targeting vulnerable people such as mothers, widows, youth, children, men, the elderly and persons living with disabilities and persons living with HIV. IOM will scale-up efforts to prevent and respond to GBV, in recognition of the extremely high rates affecting women, children and men.

Programming works through multidisciplinary mobile teams from IDP communities, which have been trained to facilitate PSS trainings for key leaders, including to provide transparent and accessible information on accessing basic services and Psychological First Aid (PFA). To help people regain a sense

of normality, the program supports community activities and rituals, such as community-wide recreational, sporting, artistic and cultural activities, group discussions and support groups on identified problems. For resilience building and the positive development of social roles, the strategy will continue to integrate basic numeracy and literacy training for adults, life skills for youth and support for education activities for children.

MHPSS combine livelihoods and psychosocial programs to empower the most vulnerable people and minimise related GBV risks in displacement sites and host communities. IOM MHPSS clinical and non-clinical staff will provide focused non-specialized and specialized services for conflict affected adults and children, along with tailored psychotherapeutic interventions for adults and children. IOM will map existing specialized mental health services and provide referrals, including transportation and family peer-care.

Concurrently, IOM will provide capacity building to humanitarian stakeholders, government institutions and affected communities.

THEMATIC AREA	OUTCOME
Shelter - Non Food Items (S-NFI)	Displaced and vulnerable populations have enhanced safety and dignified living conditions through lifesaving S-NFI assistance.

IOM WILL CONTINUE TO CO-LEAD THE S-NFI CLUSTER AND, AS S-NFI SFP IN WBEG, MANAGE 100% OF THE CORE COMMON PIPELINE AND MAINTAIN A MOBILE FRONTLINE RESPONSE TEAM FOR S-NFI ASSISTANCE.

The frontline response strategy will continue to meet the needs of affected communities and to improve the capacity of Cluster partners. Programming is moving to a risk-informed approach to build adaptive capacities to tackle small, medium and large-scale shocks. IOM will continue to engage with IDPs before, during and after resilience-based interventions to understand their intentions and the appropriateness of interventions.

Frontline response modalities will support resilience while addressing immediate needs, including through targeted in-kind assistance. Following successful pilots in 2017, IOM will scale-up cash-based initiatives (CBI) in displacement sites in co-ordination with CCCM, Protection and Food, Security and Livelihoods (FSL) partners. The approach transfers decision-making power to crisis-affected populations, aiming to produce positive multiplier effects in communities.

Research and pilot projects will continue to identify viable strategies to address complex challenges. Value for money and service/facilities' sustainability will be addressed through encouraging beneficiary ownership.

As Cluster co-lead, IOM will support the S-NFI Cluster strategy objectives to address the emergency needs and strengthen community coping mechanisms of vulnerable and at-risk communities. The Cluster is improving and harmonising monitoring tools and methodology to provide more holistic interventions, including for gender and protection concerns. This includes supporting local partners. The Cluster will build on existing community preparedness capacity in planning and implementing NFI distributions.

SUSTAINABLE SOLUTIONS

The S-NFI PoC Strategy explores sustainable and cost-efficient services to support context-specific shelter solutions particularly in protracted displacement; implement CBI for shelter provision, and explore CBI for NFI; implement complaints and feedback mechanisms, and advocate on land and property issues.



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IOM WORKS TO PROVIDE CLEAN WATER TO IDPS IN WAU. IOM/ MUSE MOHAMMED 2016

THEMATIC AREA	OUTCOME
Water, Sanitation and Hygiene (WASH)	Vulnerable populations affected by malnutrition, disease-affected populations, natural disasters and conflict have safe equitable and adequate water, sanitation and hygiene promotion services.

WASH INTERVENTIONS ARE CENTRED ON INNOVATIVE AND PARTICIPATORY APPROACHES TO MEET LIFE-SAVING NEEDS WHILE BUILDING RESILIENCE TO FUTURE SHOCKS.

IOM will continue to set-up, rehabilitate and operate water systems that provide sustainable access to safe drinking water for affected populations. IOM will establish and maintain sanitation facilities, perform solid and liquid waste management and perform hygiene promotion activities. In PoCs, IOM will continue to identify and provide sustainable and cost-effective WASH approaches. This includes making use of technology and environmentally sustainable transformations, such as continuing to transition boreholes to hybrid solar-fuel systems, and convert existing water provision systems to solar.

IOM SUPPORTS COMMUNITY OWNERSHIP AND MANAGEMENT OF PROGRAMMING

Protection risks of women, men, boys and girls and those with identified vulnerabilities will be addressed through planning for segregation, accessibility and spacing of facilities, lighting and working with partners such as the Protection and CCCM Clusters.

The existing community engagement strategy for Hygiene and Health Promotion (HHP) will be scaled-up in Bentiu and Malakal PoCs. IOM will promote good hygiene and sanitation conditions using context appropriate, participatory approaches and transition responsibility for sanitation facilities and

environmental clean-up to beneficiaries through the existing Hygiene Committees. PoC hygiene promotion and public health coordination staff will rove between project locations, to promote best practices and synergies.

WASH will increase Emergency Preparedness and Response (EPnR) missions outside of PoCs to respond to emergency needs, and address and mitigate threats of disease outbreak and waterborne diseases. The integrated Health RRTs and WASH EPnR model will continue, to decrease vulnerabilities, prevent co-morbidities and mortalities and maintain critical gains made over 2017. To improve cost effectiveness, build national capacity, ensure sustainability and increase coverage to inaccessible locations, EPnR interventions will increase partnerships and role-sharing with local NGOs.

As the WASH Cluster Upper Nile SFP IOM will continue to support coordinated response. IOM will enhance the synergies between Cluster projects through clear guidelines, standard operating procedures and recommended practices based on community feedback and lessons learned. IOM will continue with membership at the WASH Strategic Advisory Group and as a peer review committee member for common humanitarian funding allocations. IOM will continue to provide consistent, high-quality support to the WASH Cluster through a new Pipeline Unit managing a merged WASH and S-NFI pipeline.

THEMATIC AREA	OUTCOME
Rapid Response Fund	National NGOs have increased capacity to address emergency needs, for affected populations.

IOM WILL IMPLEMENT THE SOUTH SUDAN RAPID RESPONSE FUND (RRF-SS) ON BEHALF OF USAID THROUGH SUPPORTING TARGETED, DIRECT RESPONSE AND STRENGTHENING THE CAPACITY OF LOCAL PARTNERS AND INTERNATIONAL NGOS FOR FUTURE HUMANITARIAN RESPONSES.

The RRF-SS will respond to the rapidly evolving nature of the response and expanding needs. The RRF will support communities impacted by natural and man-made disasters, acute food insecurity/malnutrition, and disease outbreaks; focusing on vulnerable populations including IDPs, returnees, older persons, disabled persons, women, men, girls and boys based on risk factors related to the specific emergency. The RRF coordinates with multiple Clusters to ensure responses meet urgent needs throughout the country as well as in Abyei. Through the RRF mechanism, IOM with partners will respond quickly to the needs of populations, particularly in hard to reach locations. RRF works closely with organizations to understand their capacity to respond prior to the emergency so that responses for persons in need save lives.

Partners will respond to agriculture and food security needs

through the provision of fishing kits, gardening kits, support to Community Animal Health Workers and access to agricultural tools, training and support. The RRF aims to support 100,000 IDPs impacted by natural or man-made disasters in this sector. The RRF aims to meet the needs of 250,000 people through support to health actors. RRF’s partners will support 100,000 children, pregnant or lactating women or elderly persons with access to malnutrition management services and nutrition awareness. The RRF will support partners to provide NFIs to 100,000 people in need, including shelters and items such as kitchen sets, household water treatment options, soap and water storage containers. Within the WASH sector, RRF aims to increase access to clean water, improve sanitation facilities and promote better hygiene for 350,000 individuals. To support resilience, the RRF, through its partners, will support protection activities and services for 100,000 individuals.

Enablers of the Humanitarian Response

IOM SUPPORTS THE HUMANITARIAN RESPONSE BY PROVIDING COST-EFFICIENT SERVICES FOR PARTNERS TO PROVIDE TIMELY, EMERGENCY SERVICES AND SUPPLIES TO VULNERABLE IDENTIFIED BENEFICIARIES.

Through the Common Transport Service (CTS) IOM will continue to support the Logistics Cluster with efficient, cost effective transportation of humanitarian supplies. IOM will maintain heavy vehicles and transport cargo from the main ports of dispatch via air, road and river. Warehouse management in Juba, Rumbek, Bor, Wau, Melut, Bentiu and Malakal will continue. IOM will maintain the Logistics Bases in Bentiu and Malakal PoCs to enable faster responses of partners working outside the PoCs and needing logistics support. The CTS will support cargo movements and common use of infrastructure such as

merged management of the WASH and S-NFI pipelines to strengthen humanitarian planning and frontline assistance, and better manage the increasingly complex logistical context. IOM will strategically preposition and replenish key supplies to respond to the emerging needs of the vulnerable. WASH and S-NFI supplies will be prepositioned in central warehouses, field locations and accessible distribution points such as Juba and Rumbek, for mobile responses. The pipeline operates in synergy with the IOM CTS and the FSL, Health and Logistics Clusters to provide vulnerable populations with better coverage of supplies.

IOM WILL STRATEGICALLY PREPOSITION AND REPLENISH KEY SUPPLIES TO RESPOND TO THE EMERGING NEEDS OF THE VULNERABLE

the Bentiu airstrip, including through joint partnerships with authorities, UNMISS and humanitarians. The CTS will support preparedness efforts to mitigate the effect of the rainy season on transport infrastructure, and work with OCHA to negotiate access for large convoys.

IOM manages the S-NFI common pipeline and is one of two Agencies managing the WASH common pipeline. IOM has

IOM will promote accountability through scaling-up complaint and feedback mechanisms and post-distribution monitoring of partner frontline responses. Through engagement with WASH partners and the WASH Cluster, IOM is addressing protection risks, including procuring menstrual hygiene management kits to support women and girls practice safe menstrual hygiene management. IOM is also procuring cost-effective, reusable sanitary pads from regional social enterprises and supporting pipeline partners in local research initiatives. The pipeline will support S-NFI partners to integrate risk-informed approaches and modalities.

PILLAR 2 | ENHANCE STABILITY AND SUSTAINABLE RETURNS



IOM WILL ENHANCE COMMUNITY STABILITY AND SUSTAINABLE RETURNS THROUGH STRENGTHENED COPING MECHANISMS AND SOCIAL COHESION AMONG DISPLACED POPULATIONS AND HOST COMMUNITIES.

THEMATIC AREA	OUTCOME
CCCM, Transition and Recovery Department (TRD)	IDPs, returnees and host communities are able to undertake livelihood opportunities within PoC sites and in communities.

TO BUILD ECONOMIC INDEPENDENCE AND ADDRESS SYSTEMIC MARGINALIZATION OF VULNERABLE GROUPS, IOM WILL SUPPORT SUSTAINABLE ECONOMIC OPPORTUNITIES INCLUDING LIVELIHOODS AND WORKFORCE PARTICIPATION.

Programming approaches will address mutually reinforcing levels. IOM will build skills and productive assets at the individual and household levels, together with community-level support to revitalise local economies. Programming will focus on youth and other marginalised groups. In areas of high return near PoCs, IOM aims to address the needs of IDPs engaged in circular mobility to support sustainable returns. In PoCs, IOM will integrate environmental sustainability and women’s rights projects. DTM will inform areas and types of interventions, for example whether new markets and new jobs can be created based on existing or returnee skills.

IOM will support the livelihoods intentions of those in displacement sites and host communities where income-generating opportunities exist, and will advocate with authorities, and UNMISS to facilitate mobility and access to jobs, livelihood activities, sites and assets in host and surrounding communities. IOM will identify livelihoods traditionally of value in South Sudan and in the region, based on market analysis. Considering the predominantly rural dynamic and fertile land of

areas of potential settlement or return, there will be a focus on food security, mainly through vegetable production gardens and linkages with markets. MHPSS activities will be integrated into programming to better support social cohesion and wellbeing.

Programming will restore, enhance and diversify essential assets, income-generating activities and markets to reduce risk exposure, support recovery and build resilience. IOM will establish an employment pipeline through existing or rehabilitated Vocational Training Centres so graduates can apply the skills they have acquired. In Abyei, the Abyei Agricultural Vocational Training Center will be supported for extension efforts to increase cereal productivity, in technical collaboration with FAO.

IOM will partner with national NGOs to build capacity while encouraging community ownership of the process and outcomes. IOM will engage with Disaster, Risk and Resilience frameworks and best practices from local and UN development partners to make programming resilient to hazards and environmental change, and protect investments and gains.

THEMATIC AREA	OUTCOME
Multi-sector	IDPs, returnees and host communities live in peaceful co-existence.

PEACEBUILDING EFFORTS WILL BE LOCALISED, PARTICIPATORY AND BASED ON PRIORITIES IDENTIFIED BY COMMUNITIES.

Outside of PoCs, IOM will support interethnic community development groups/peace committees to identify, discuss and propose solutions to community issues. Committees can then act as an early warning and intervention system for local level conflicts. Programming will also bring together IDPs and host communities to discuss common issues and strategies. In Abyei, IOM will facilitate local-level cultural exchange activities, and intra and interethnic peace forums to build confidence for a sustainable peace process for Ngok Dinka and Misseriya stakeholders. IOM will support reintegration through encouraging ‘return committees’ comprised of returnee and

host community members who can provide information on security situation, services and livelihoods from DTM surveys. Programming will map and work alongside existing initiatives, actors and community approaches in PoC sites, host communities and areas of high return.

In PoCs and collective centres, IOM will work with partners to support peaceful co-existence between IDPs and host communities. In Bentiu and Wau PoCs, IOM as Camp Manager will facilitate participatory and creative approaches for IDPs to discuss national level peace processes. Community dialogue

opportunities bringing together diverse groups including elders, youth and women will be encouraged to defuse tensions and collectively address situations. MHPSS interventions in PoCs and collective centres encourage strengthened community systems and promote social cohesion. In areas of high return, IOM will provide training-of-trainers for conflict management, resolution and transformation, focusing on youth, women and teachers. IOM will integrate GBV activities related to physical, social, economic and cultural protection, particularly to allow for safer and more sustainable WASH services.

To strengthen sustainability IOM will work in partnership with local partners and where possible relevant Ministries. IOM will create Community Centres in urban settings for host communities, returnees and IDPs. Integrated social services such as PSS and social counselling, family assistance, recreational activities and peacebuilding initiatives for adults, youth and children will be supported. IOM will continue to support leadership and governance structures with training on inclusive

representative democracy. People, particularly youth, will be supported to take on leadership roles, and in PoCs women will be empowered to participate in formal and informal decision-making processes.

INFORMED DECISION MAKING

In coordination with other actors, and in line with the Interim Operational Guidance on Returns, IOM supports displaced populations to make informed decisions including on returns and reintegration.



THEMATIC AREA	OUTCOME
Multi-sector	IDPs, returnees and host communities use essential services and basic infrastructure.

TO CONTRIBUTE TO SUSTAINABLE RETURNS AND MITIGATE THE RISK OF RESOURCE-DRIVEN CONFLICT, IOM WILL INCREASE ACCESS TO BASIC SERVICES AND INFRASTRUCTURE.

To support evidence based interventions and informed decision making, DTM’s Village Assessment Survey (VAS) will be rolled-out in areas of high return to identify gaps in basic services and infrastructure. Results from intentions surveys and flow monitoring interventions will gauge population demographics and movements and inform programming. IOM will share information with affected populations and stakeholders to close the feedback loop.

IOM will rehabilitate or restore community infrastructure to restore town functionality, in co-ordination with relevant Ministries and in alignment with government development planning. IOM supports “building back better” goals through integrating DRR measures into the restoration of physical infrastructure and systems. Infrastructure may include enablers such as boreholes, schools, health facilities, resource centres and water yards for animals, and bridges and feeder roads

between villages and main roads to improve access to services and reduce travelling time. In locations likely to remain stable, S-NFI programming can assist communities involved in housing programs and who are using transitional shelter models through DRR-focused training.

Protection issues will be addressed, including through lighting and security solutions to provide safe and private environments for women and girls. Where appropriate, IOM will provide opportunities for gender-balanced, interethnic infrastructure management committees to encourage community ownership and longevity of infrastructure, as well as support social cohesion and inclusion, including Water Management Committees for WASH infrastructure. Local authorities will be supported with technical advice, including on inclusive urban planning that encompasses growing populations, to support social cohesion and for basic health infrastructure.

TRANSPORT ASSISTANCE

In accordance with humanitarian principles, IOM will support and provide protection through voluntary transport assistance to individuals or groups moving within one country or across an international border.



PILLAR 3 | BUILD NATIONAL OWNERSHIP



IOM WILL BUILD NATIONAL OWNERSHIP AND STRENGTHEN NATIONAL RIGHTS BASED SYSTEMS THROUGH ENHANCING KNOWLEDGE, SKILLS AND CAPACITY.

THEMATIC AREA	OUTCOME
Migration Management (MMU) Unit	National institutions effectively respond to migration and protect migrants’ rights.

IOM WILL CONTINUE TO SUPPORT THE GOSS TO RESPOND MORE EFFECTIVELY TO MIGRATION AND TO INSTITUTE GOOD MIGRATION GOVERNANCE.

The Migration Management Unit (MMU) will expand the scope of migration management programming to integrate aspects of health, human rights and labour relations dynamics and diaspora engagement. Programming will continue to support integration into the EAC and IGAD regional communities, including to promote free movement of persons, labour, goods and services.

Interventions are aligned with the current DNPI Strategy to improve border security and develop a legal framework, through improving technical and operational capacity. This includes for the protection of migrant workers and members of their families, while supporting access to appropriate services throughout the migration process. IOM will assist an anticipated operational e-visa system in 2018 through integration with IOM’s Migration Information and Data Analysis System (MIDAS)

for ease of cross-referencing.

MMU will continue to support border management infrastructure and capacity building on border management and human rights and will support GoSS efforts to develop a Migration Policy. MMU will contribute to a comprehensive knowledge base of migration related data, including supporting a Migration Profile to support evidence-based policy planning and decision-making. This includes integration with DTM to collect and provide disaggregated data, and to better monitor trafficking and smuggling in persons, criminality and infrastructure/services.

Diaspora engagement, focusing on harnessing the benefits of remittances and human resource mobilization for public sector institutions, will be promoted in efforts to support reconstruction and encourage sustainable development.

THEMATIC AREA	OUTCOME
Multi-sector	National and local service providers have strengthened capacity to provide effective services

THROUGH SYSTEMS STRENGTHENING AND TARGETED CAPACITY BUILDING AND TRAININGS, IOM WILL ENHANCE GOSS CAPACITY TO RESTORE ESSENTIAL SERVICES.

IOM will continue to implement the health system strengthening (HSS) model, particularly through working with local authorities to enable them to provide emergency health services, with support to human resources, health information management systems and medical supplies. IOM’s RRT model builds the capacity of the existing health system and is adapted to different phases of the crises. IOM will improve coordination for effective and efficient health response, and assist contingency planning, including as part of the Cholera Taskforce. IOM will continue to support strategic planning processes with the Government, including for health, HIV/AIDS and mental health. When possible, IOM will support the Government to promote a migrant-inclusive health policy. IOM will continue to increase HIV and AIDS knowledge among leaders of uniformed forces

and advocate for political and leadership commitment to support HIV prevention.

As the co-lead of the MHPSS CG, IOM supports the strategy to boost the capacity of national resources, and promote national ownership. The MHPSS CG will advocate with Government Ministries to include MHPSS in policies, strategies, community and clinical staff trainings and in budget allocation decisions. As part of the holistic MHPSS approach, IOM will provide training for government institutions including health workers and primary healthcare (PHC) workers providing Clinical Management of Rape (CMR), Teaching Hospitals, civil society and social workers, Voluntary Counselling and Testing (VCT) counsellors and lay counsellors from religious institutions on



IOM DRILLS BOREHOLES IN BENTIU TOWN TO ENSURE ACCESS TO SAFE DRINKING WATER. IOM/NERO 2017

PFA, PFA for Children, IASC guidelines, Mental Health Gap Action Programme, MHPSS guidelines, as well as scalable, evidence based tools. To promote safer schools, IOM will advocate for activities such as expressive arts and sports in schools. Training on mhGAP will be rolled out in PHC centers, schools, reception centres for children, including those migrating, and in centres for survivors of GBV so that MHPSS services are more accessible to communities.

For DRR policy and planning, IOM will support stakeholders to collect and analyse disaster displacement data, disaggregated by age, sex, disability and location, where appropriate and in line with protection principles. When possible, IOM will support HLP rights relating to the local context, including by supporting municipalities seeking sustainable, longer-term approaches to resolving land issues. IOM can provide technical advice on urban planning, building codes and gender-sensitive regulations, which consider DRR and preparedness.

THEMATIC AREA	OUTCOME
Multi-sector	Local organizations provide effective services.

IOM WILL ENHANCE COLLABORATION WITH LOCAL STAKEHOLDERS TO ENABLE STRONGER, SUSTAINABLE COMMUNITY-BASED SYSTEMS.

Across IOM humanitarian and transition programming, partnerships with local and national NGOs will be equal and strategic. IOM will increase support to local partners through sharing best practices, and scaling-up information on security and risks. Where IOM programming engages directly with communities, inside and outside of PoCs, IOM will continue to provide employment opportunities while people are unable to work in their regular professions.

The RRF-SS program specifically focuses on capacity building of NNGOs to contribute to a locally-driven, sustainable humanitarian response. Strategies include training on finance, project design and management, safety and security, and technical training for relevant sectors. RRF staff work closely with sub-grantees in the field providing technical support, project management advice, and monitoring for AAP and improved implementation. IOM supports the specific CCCM and S-NFI Cluster and MHPSS CG strategies for empowering local actors to respond quickly in their communities. This includes the S-NFI Cluster appointing NNGOs as co-site focal points alongside

pre-existing Site Focal Points in Jonglei and Upper Nile, and partnering with NNGOs for mobile frontline interventions for stronger capacity building, sustainability, and access. The CCCM Cluster is supporting national partners to assume responsibility of CCCM services in collective centres, such as in Wau town. The MHPSS CG will equip community-based clinics to handle MHPSS cases, including through empowering Community Health Workers at national and sub-national level. IOM will continue to engage and provide support to civil society networks, particularly under health programming. IOM specifically integrates capacity building for communities in areas at high risk of future shocks/stresses, or anticipated returns. This includes through a new approach that embeds integrated WASH/GBV mobile Community Humanitarian Recovery Teams (CHRT) into communities after humanitarian actors have departed, to support hand-over to local actors. For preparedness measures and to support sustainability IOM will develop and support realistic exit or transition strategies.



COMMON PROGRAMMING ELEMENTS



WOMEN PARTICIPATE IN A PSYCHOSOCIAL SUPPORT GROUP AT THE MALAKAL POC SITE. IOM/NERO 2017

HUMANITARIAN PRINCIPLES

IOM reaffirms the principles of humanity, impartiality, neutrality and independence in the delivery of its humanitarian response, and the need for all those engaged in humanitarian action to promote and fully respect these principles. IOM is committed to engaging in appropriate forms of advocacy and clear messaging on principled and effective humanitarian action, supporting a collective stance and systematised approach alongside humanitarian partners.



EVIDENCE BASED PROGRAMMING

IOM's programming is supported by evidence based research, and global, regional and local best practices and approaches. IOM contributes to research on displacement and durable solutions through analysis, research and data collection. IOM's Displacement Tracking Matrix provides reliable information to partners, authorities, households and individuals. IOM conducts research to improve understanding of the motivations and intentions of populations living outside PoCs, as well as infrastructure and access to services in areas of high return. IOM analyses risks for mobile populations, including HIV/AIDS and human trafficking and smuggling. Research supports advocacy efforts and decision-making processes for South Sudanese, including the diaspora.

Research into eco-friendly, cost-efficient and sustainable items (such as sanitary items, solar water supply and provision, ceramic water filters and fuel-efficient stoves) informs livelihoods and protection initiatives in displacement sites. IOM sources and uses locally available materials and items, including through innovative service delivery approaches such as Cash Based Interventions (CBI). IOM further invests in sustainable service delivery approaches to support long-term cost-efficient planning, particularly for long-term displacement sites. IOM invests in modern, efficient machinery for infrastructure projects, such as borehole drilling in hard-to-access areas.

RISK-INFORMED APPROACHES

IOM responses are risk-informed and adaptable, based on conflict, context and displacement analysis. Programming contributes to and is informed by national and sub-national risk analyses and monitoring systems. IOM considers early warning signs in communities and localised solutions to respond faster to mass movements. IOM programmes integrate conflict sensitive approaches to minimize unintended negative consequences

and consciously create positive impacts. Preparedness and resilience responses aim to support populations facing multiple hazards to be cognisant of risks and future needs. This includes through the S-NFI Cluster taking a people-centered approach to resilience, considering risk management of hazards, vulnerabilities, and coping capacities.

COMMON PROGRAMMING ELEMENTS

ACCOUNTABILITY TO AFFECTED POPULATIONS

Aligning to Grand Bargain commitments, IOM partners with people receiving support to make the decisions which affect their lives. IOM fosters inclusive participation and empowerment when developing and delivering services, including through clear guidelines to enable the most affected to be represented and have influence. IOM integrates age, gender and diversity considerations across all its programmes. Programming is cognisant of and able to be tailored for people with special needs, such as elderly persons or those with disabilities. Programming seeks to address structural vulnerabilities, such as exposure to hazards, risk of recruitment, risk of exclusion/marginalization, and those pertaining to gender or age. Humanitarian protection principles are integrated throughout response, including by understanding the factors determining exposure and vulnerability to risks of neglect, abuse, exploitation

and violation of rights. Data sensitivity and protecting locations of displaced populations is key to protection and minimising harm.

IOM integrates Accountability to Affected Populations (AAP) in all its programmes and facilitates two-way dialogue with beneficiaries, including through community-developed mechanisms and information campaigns. Through Communicating with Communities (CwC) activities IOM supports existing community systems to meet the information and communication needs of affected populations. Particularly in PoCs, IOM uses various tools to share and receive information including message notice boards, radio shows and community meetings, as well as working closely with local communities, using mass communications tools (e.g. SMS) where appropriate and increasing participatory assessments.

PROTECTION

IOM integrates age, gender and diversity considerations and balances the evolving needs, intentions and opportunities in a fluid environment. Assistance and services are provided according to needs and not based on age, sex, gender, nationality, race, ethnic allegiance or others. Humanitarian protection principles are integrated throughout response, including by understanding the factors determining exposure and vulnerability to risks of neglect, abuse, exploitation and violation of rights. Context analysis and local advice ensures that services and assistance are delivered in ways that preserve the physical integrity of individuals and communities and are culturally appropriate. Interventions involve a broad range of stakeholders and beneficiary selection criteria is clearly communicated. Programming prioritises the safety and dignity of all people, and avoids causing harm. Services and assistance

are provided in an adequate scale, within safe and easy reach, in accessible locations. Data sensitivity and protecting locations of displaced populations is key to protection and minimising harm.

Programming is cognisant of and able to be tailored for people with special needs, such as elderly persons or those with disabilities. Steps include triangulating information and thorough assessments to ensure people with special needs are not excluded, designing and developing infrastructure based on accessibility assessments and promoting equal and meaningful access for all. Programming seeks to address structural vulnerabilities, such as exposure to hazards, risk of recruitment, risk of exclusion/marginalization, and those pertaining to gender or age. Group activities are inclusive, and specifically foster positive intergenerational interactions and skills sharing.

GENDER

IOM's gender mainstreaming is grounded in analysis of the roles and relations between men and women, boys and girls and persons of other genders, and recognises that individuals' lives, and therefore their experiences, needs, issues and priorities are different. Women constitute a large share of IOM beneficiaries and are encouraged to take on and engage with leadership opportunities so their voices are heard. IOM will continue to integrate conflict sensitive approaches, including through maintaining flexible programming that is based on contextual analysis. Programming evaluates inclusivity, and

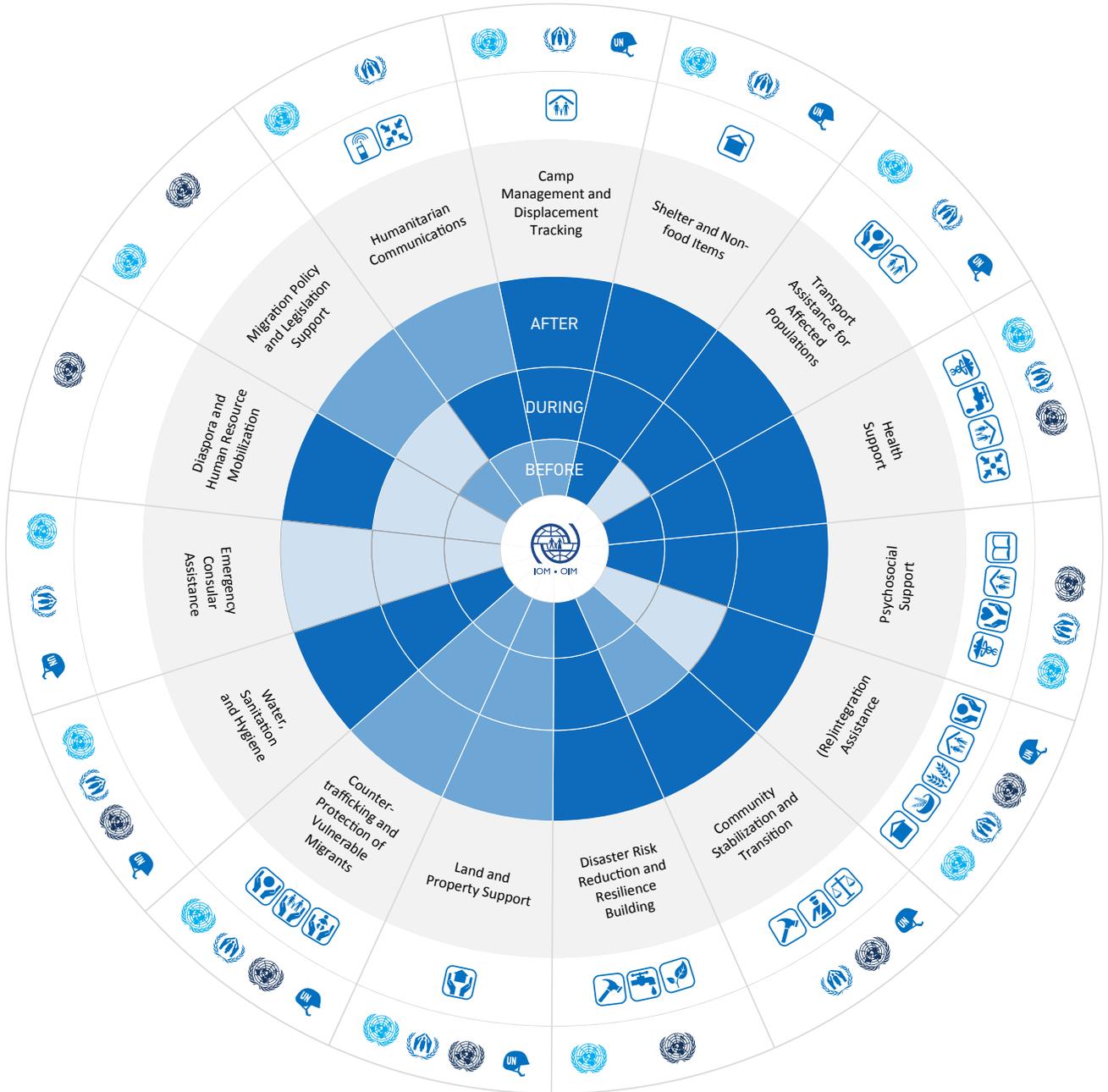
is based around 'do-no-harm' principles to avoid or minimize unintended negative consequences and consciously create positive impacts. In 2018, IOM will continue to mainstream conflict sensitivity through: investing in staff through orientation and ongoing cross-team training on conflict sensitivity, and mentorship in field locations to translate theory into practice; adapting M&E and program design tools to explicitly look at conflict sensitivity and collect information about approaches, challenges and successes; and investing in institutional memory and reflection.

ENVIRONMENT

In line with IOM's DRR strategic workplan, programming mainstreams prevention, preparedness, risk-informed response and strengthening resilience and recovery, as people continue to use migration as a strategy to respond to seasonal weather patterns and food security. In displacement sites, IOM invests in environmental assessments to identify and map resources such as groundwater, and designs PoCs to reduce risks of flooding and improve access to water. Preparedness measures address emerging threats, and identify sustainable and

environmentally conscious approaches, such as re-planting trees to prevent erosion. IOM contributes to prepositioning so supplies are accessible in seasonally high-risk locations. IOM will continue to invest in procuring from sustainable sources, and support proper resource management when items such as bamboo are used. Vocational training programming supports sustainable environmental practices. Efforts are made to limit the environmental and social footprint of displacement on host communities.

MCOF WHEEL



<ul style="list-style-type: none"> Critical Important Recommended 	<p>Clusters</p>	<p>Other Clusters/Sectors/Groups</p>
<ul style="list-style-type: none">  Cluster System (OCHA)  Refugee Regime (UNHCR)  Development Actors (UNDP)  Security and Peacebuilding Actors 	<ul style="list-style-type: none">  Camp Coordination & Camp Management (CCCM)  Water, Sanitation and Hygiene  Early Recovery  Education  Protection  Logistics  Emergency Telecommunications  Health  Food Security  Shelter 	<ul style="list-style-type: none">  Housing, Land and Property Rights  Gender-based Violence  Coordination  Rule of Law and Justice  Mental Health & Psychosocial Support  Safety and Security  Environment  Child Protection  Agriculture

RESULTS FRAMEWORK

MISSION STATEMENT

Support displaced people, other migrants and crisis-affected vulnerable populations to achieve their fundamental rights and resilience



Result	Indicators
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PILLAR I: MEET HUMANITARIAN NEEDS

IOM WILL CONTRIBUTE TO SAVING LIVES, PROVIDING DIGNIFIED LIVING CONDITIONS, AND REDUCING VULNERABILITY THROUGH ADDRESSING HUMANITARIAN NEEDS OF CRISIS- AND DISASTER-AFFECTED POPULATIONS INCLUDING DISPLACED POPULATIONS, MIGRANTS AND HOST COMMUNITIES.

Displaced populations have improved quality of life and dignity during displacement.	% of beneficiaries (disaggregated by sex, age and diversity) reporting that CCCM services have improved their quality of life
Humanitarian partners make evidence based decisions and provide better-targeted humanitarian assistance.	% of surveyed humanitarian actors reporting that they used DTM data to inform response
Displaced and other vulnerable populations have access to health services during displacement and diseases outbreaks.	# consultations provided to displaced populations (disaggregated by static/RRT, age and gender)
Conflict affected individuals and communities have improved social and emotional well-being.	% of beneficiaries (disaggregated by sex, age and diversity) reporting improved social and emotional well-being as a result of PSS services (disaggregated by type of service)
Displaced and vulnerable populations have enhanced safety and dignified living conditions through lifesaving shelter and non-food items assistance.	% of beneficiaries (disaggregated by sex, age and diversity) reporting that shelter/NFI assistance is delivered in a safe, accessible and participatory manner
Vulnerable populations affected by malnutrition, disease outbreak, natural disasters and conflict have safe equitable and adequate water, sanitation and hygiene promotion services.	% of affected population who report that their basic WASH needs are met
National NGOs have increased capacity to address emergency needs, for affected populations.	% of surveyed male and female staff at national NGOs who demonstrate improved capacity to implement emergency projects (disaggregated by sex, age, diversity).

PILLAR II: ENHANCE STABILITY AND SUSTAINABLE RETURNS

IOM WILL ENHANCE COMMUNITY STABILITY AND SUSTAINABLE RETURNS THROUGH STRENGTHENED COPING MECHANISMS AND SOCIAL COHESION AMONG DISPLACED POPULATIONS AND HOST COMMUNITIES.

IDPs, returnees and host communities are able to undertake livelihood opportunities within PoC sites and in communities.	# of individuals (disaggregated by sex, age and diversity) who report an increase in income
IDPs, returnees and host communities live in peaceful co-existence.	% affected population who report improved ability to manage conflict at interpersonal, family and community levels (disaggregated by sex, age and diversity, geographic location)
IDPs, returnees and host communities use essential services and basic infrastructure.	# people in prioritised host communities and areas of high return with access to sustainable services and/or basic infrastructure (disaggregated by sex, age and diversity, geographic location)

PILLAR III: BUILD NATIONAL OWNERSHIP

IOM WILL PROMOTE NATIONAL OWNERSHIP AND STRENGTHEN NATIONAL RIGHTS BASED SYSTEMS THROUGH ENHANCING KNOWLEDGE, SKILLS AND CAPACITY.

National institutions effectively respond to migration and protect migrants' rights.	% of staff from national actors trained (disaggregated by sex, age and diversity) with improved knowledge
Local stakeholders have improved capacity to provide effective services.	% of male and female staff at national NGOs who demonstrate improved skills performing key tasks (disaggregated by sex, age and diversity, geographic location)
Local stakeholders provide effective humanitarian and other essential services.	# of affected populations working with IOM (disaggregated by sex, age and diversity, geographic location)

THEMATIC INDICATOR: 2018

Strengthen prevention of GBV and promotion of gender equality at interpersonal, family and community levels	% affected population who report reduced acceptance of gender inequality (disaggregated by sex, age and diversity, displacement status)
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END NOTES

- 1 IOM defines a migrant as any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person's legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is.
 - 2 OECD States of Fragility, 2015
 - 3 Report of the Commission on Human Rights in South Sudan Human Rights Council Thirty-fourth session 27 February-24 March 2017 A/HRC/34/63.
 - 4 United States Institutes of Peace, South Sudan's High Level Revitalization Forum, 2017.
 - 5 South Sudan Protection Cluster, Protection Trends, Feb 2017; UNMISS Human Rights, Report on Violations and Abuses of International Human Rights Law and Violations Of International Humanitarian Law In The Context Of The Fighting In Juba, South Sudan, Jan 2017.
 - 6 REACH, Situation Overview: Displacement in Upper Nile State, South Sudan, Jan - Feb 2017; REACH, Upper Nile, Assessment of Hard-to-Reach Areas in South Sudan Feb 2017; IOM Conflict Analysis 2016 - 2017
 - 7 World Bank 2016
 - 8 Figure from the 2008 Sudan Housing and Population Census (using a definition of youth as 18-35 years)
 - 9 World Bank 2014c
 - 10 South Sudan's HDI value for 2015 is 0.418, positioning it at 181 out of 188 countries and territories
 - 11 World Bank 2016
 - 12 Integrated Food Security Phase Classification. IPC Global Alert: South Sudan. November 2017.
 - 13 The Transparency International Corruption Perceptions Index (CPI) for 2016 gave South Sudan a score of 11 and a ranking of 175 out of 176 countries and territories assessed. The CPI rates countries by the perceived levels of corruption in the public sector on a scale of 0 (highly corrupt) to 100 (least corrupt).
 - 14 Many Health Pooled Fund (HPF) supported facilities closed in 2016 due to funding challenges.
 - 15 OCHA HRP, 2017; p. 23a
 - 16 OCHA South Sudan: Humanitarian Access Snapshot, August 2017
 - 17 The NGO Act of 2016 requires all NGOs operating in South Sudan to register with the Registrar of the Relief and Rehabilitation Commission (RRC).
 - 18 OCHA, BAI June 2017, p. 33
 - 19 OCHA South Sudan: Humanitarian Bulletin, October, 2017.
 - 20 IOM South Sudan, Displacement Tracking Matrix Biometric Registration, October 2017.
 - 21 IOM Conflict Analysis 2016 – 2017. REACH, Greater Equatoria Assessment of Hard-to-Reach Areas in South Sudan, Jan 2017.
 - 22 IOM Displacement Tracking Matrix, Site Profiles (Bentiu, Malakal, Wau PoCs), Flow Monitoring Analysis (Bentiu, Wau PoCs); Intention and Multi-Sectoral Needs Analysis, various 2017.
 - 23 The U.S Department of State defines Tier 3 countries as: Countries whose governments do not fully meet the minimum standards and are not making significant efforts to do so.
- Humanitarian Needs Overview 2018, UNOCHA.
IOM Displacement Tracking Matrix
United Nations Development Programme, 2017
Humanitarian Needs Overview 2018, UNOCHA
Humanitarian Needs Overview 2018, UNOCHA
Humanitarian Needs Overview 2018, UNOCHA
Amnesty International, Our Hearts Have Gone Dark, Jun 2016; UNDP, Perception Survey on Truth, Justice, Reconciliation and Healing in South Sudan, 2015.
- For example, the South Sudanese Council of Churches and Jeing/Dinka Council of Elders
ICG report, Recommendation for South Sudan to join the East African Community, 2016
Humanitarian Needs Overview 2018, UNOCHA

ACRONYMS

C			
CBOs	Community Based Organizations	MIDAS	Migration Information and Data Analysis System
CCCM	Camp Co-ordination and Camp Management	MiGoF	Migration Governance Framework
CCS	Coordination and Common Services	MMU	Migration Management Unit
CHRT	Community Humanitarian Recovery Teams	N	
CMR	Clinical Management of Rape	NDS	South Sudan National Development Strategy
D		NGO	Non-Governmental Organization
DDR	Disarmament, Demobilization and Reintegration	NNGO	National Non-Governmental Organization
DNPI	Directorate of Nationalities, Passports and Immigration	O	
DTM	Displacement Tracking Matrix	OCHA	United Nations Office for Coordination of Humanitarian Affairs
DRR	Disaster Risk Reduction	OWG	Operational Working Group
E		P	
EAC	East African Community	PFA	Psychological First Aid
EPnR	Emergency Preparedness and Response	PFA-C	Psychological First Aid for Children
F		PHC	Primary Healthcare
FSL	Food, Security and Livelihoods	PoC	Protection of Civilian site
G		PSEA	Prevention of Sexual, Exploitation and Abuse
GBV	Gender-Based Violence	R	
GCM	Global Compact for Safe, Orderly and Regular Migration	RRF-SS	Rapid Response Fund South Sudan
GoSS	Government of the Republic of South Sudan	RRTs	Rapid Response Teams
H		S	
HCT	Humanitarian Country Team	SDG	Sustainable Development Goals
HHP	Health and Hygiene Promoters	S-NFI	Shelter and Non-Food Items
HNO	Humanitarian Needs Overview	SFP	State Focal Point
HRP	Humanitarian Response Plan	T	
I		TGoNU	Transitional Government of National Unity
IASC	Inter-Agency Standing Committee	U	
ICF	Interim Cooperation Framework	UNCT	United Nations Country Team
ICWG	Inter Cluster Working Group	UNDP	United Nations Development Programme
IDPs	Internally Displaced Persons	UNDSS	United Nations Department of Safety and Security
IGAD	Intergovernmental Authority on Development	UNHCR	United Nations High Commissioner for Refugees
INGO	International Non-Governmental Organization	UNMISS	United Nations Mission in South Sudan
IOM	International Organization for Migration	V	
IPs	Implementing Partners	VCT	Voluntary Counselling and Testing
K		VAS	Village Assessment Surveys
KAP	Knowledge, Attitudes and Practices	W	
M		WASH	Water, Sanitation and Hygiene
MCOF	Migration Crisis Operational Framework	WBeG	Western Bahr el Gazal
mhGAP	Mental Health Gap Action Programme	WHO	World Health Organization
MHPSS	Mental Health and Psychosocial Support		
MHPSS CG	Mental Health and Psychosocial Support Co-ordination Group		



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