Humanitarian Country Team in South Sudan:
A Protection Strategy

1. Introduction

For over one year, the conflict in South Sudan has had a devastating effect on South Sudanese people, who have lost their lives, family members, livelihoods and land. The violence, abuse and displacement have forced almost two million people from their homes and created a protection crisis that has required the full mobilization of the international community, including high-level political engagement from the United Nations (UN) Secretary General and the Intergovernmental Authority on Development (IGAD), with the parties to the conflict. Despite this international and regional engagement, the conflict continues, and there is reason to believe it will last well into 2015. Sustained efforts by humanitarian actors and partners will be required to meet the needs of affected populations.

This Protection Strategy establishes a shared vision for all members of the South Sudan Humanitarian Country Team (HCT) to respond to the crisis. It will guide HCT members as they individually and collectively ensure that displaced persons and other civilians in South Sudan are protected, are able to enjoy their rights, including the right to move freely in safety and dignity, and can re-establish their lives without being targeted or discriminated against on account of their ethnic origin or otherwise. In order to achieve this, the HCT commits to three objectives: 1) to create and sustain a protective environment; 2) to enhance protection through freedom of movement; and 3) to ensure protection mainstreaming in the humanitarian response.

In addition, the HCT will ensure that humanitarian action, UNMISS peacekeeping, and development activities are coherent and that relevant actors have constructive relations, including when working to find solutions to displacement. Although the primary responsibility to protect civilian populations lies with the Government of South Sudan, the HCT commits to demonstrating the necessary leadership to fulfil the shared obligation and responsibility to protect civilians in collaboration with relevant actors, in line with their respective mandates.

This Protection Strategy includes the following sections:

- Analysis of the protection crisis in South Sudan (Section 2);
- The HCT's Protection Strategy: Vision, objectives and underlying principles (Section 3);
- A joint responsibility: Complementary roles to ensure protection, which reviews coordination between UNMISS and members of the UNCT (Section 4);
- Monitoring and evaluation to measure progress on the implementation of the Strategy (Section 5);
- A review of the foundation elements of the protection response in South Sudan since 2013 (Annex 1);
- An overview of key protection threats/risks in South Sudan (Annex 2); and,
- An Action Plan to achieve the Strategy's protection objectives (Annex 3).

The Protection Strategy was developed through a consultative process with HCT members, humanitarian organizations, members of the United Nations Country Team (UNCT), and relevant divisions of UNMISS. The Global Protection Cluster, the United Nations High Commissioner for Refugees (UNHCR) and the UN Office for the Coordination of Humanitarian Affairs (OCHA) initiated the process. UNHCR and the Protection Cluster Policy Group in South Sudan led the process in-country, and the Protection Cluster and OCHA facilitated it.[1]

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[1] Consultations were held with the SRSG, DSRSG/RC/HC, DSRSG (Political), DHC, HCT, and relevant divisions of UNMISS (Protection of Civilians, Human Rights, Civil Affairs, Relief, Reintegration and Protection, Force, and Division of Mission Support), donors, NGO Forum, the Inter-Cluster Working Group, the Protection Cluster Policy Group, the Protection Cluster, the sub-clusters on Child Protection and Gender-Based Violence, and

2. Analysis of the Protection Crisis in South Sudan

On 15 December 2013, fighting erupted in Juba among members of the Presidential Guard, and the Sudan People's Liberation Army (SPLA) subsequently split between forces loyal to the Government and those loyal to former Vice-President Riek Machar. In subsequent weeks, the conflict spread to Jonglei, Unity and Upper Nile States, where the SPLA disintegrated, often along ethnic lines.[2]

To date, Juba and these three states of the Greater Upper Nile region have been the most affected by the conflict. One year into the crisis, approximately 1.9 million people have been displaced from their homes, of whom 1.45 million inside South Sudan and about 480,000 as refugees to neighbouring countries.[3] The conflict has also negatively affected the 248,000 refugees who currently live in South Sudan.[4] Over 100,000 people have sought refuge from attacks in Protection of Civilians (PoC) sites located inside UNMISS bases, many of whom have lived there for months and feel unable to return home or move on to other locations due to ongoing violence and insecurity.

The crisis has exposed civilians to human rights violations and abuses, war crimes and crimes against humanity, often targeting people based on their ethnicity. Extrajudicial killings, enforced disappearances, rape and other acts of sexual violence, arbitrary arrests and detention, targeted attacks against civilians not taking part in hostilities, violence aimed at spreading terror among the civilian population, and attacks on hospitals and schools have been reported.[5] The conflict has also been characterised by the destruction of civilian property, including villages, hospitals, schools and markets; the recruitment of child soldiers and separation of families; arbitrary restrictions of movement; the blocking of access to goods and services; and the looting and destruction of humanitarian property.

The conflict has had a multiplier effect on pre-existing protection risks and threats, exacerbating vulnerabilities and the impact of earlier conflicts on communities and individuals. The most vulnerable have suffered the brunt of the violence, which is often fuelled by harmful cultural and social attitudes that contribute to an environment that is unsafe for civilians, especially women and children. Prior to the crisis, the justice system was weak or non-functioning and impunity was pervasive. This situation has been further aggravated in the past year, notably in the areas most affected by the conflict. The result is widespread impunity for even the most serious violations and abuses that delays progress towards peace and reconciliation.

The level of violence directed towards women and children warrants particular attention. Since the conflict began, 709 incidents of grave child right violations[6] have been reported affecting more than 26,000 children, including an estimated 12,000 children being recruited and used by armed forces. These reports likely represent only a fraction of the violations that have occurred. During her visit to South Sudan in July 2014, the UN Special Representative of the Secretary General for Children in Armed Conflict (SRSG CAAC) emphasized that recruiting and using children in conflict has a devastating impact on their lives and undermines the future of a country.[7] During her visit in October 2014, the SRSG on Sexual Violence in Conflict (SRSG SVC) deplored that sexual violence in South Sudan was widespread and had reached an alarming level, expressed in a vicious cycle of retribution and revenge, often along ethnic lines.[8]

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the SUDD Institute. The joint UNHCR and OCHA mission also visited a UNMISS Protection of Civilians (POC) site and had discussions with internally displaced women, men and children at the site.

[2] South Sudan Protection Cluster, *Macro Analysis of Conflict in South Sudan*, August 2014.

[3] OCHA, *South Sudan Crisis Situation Report*, No. 70, 15 January 2015, http://reliefweb.int/sites/reliefweb.int/files/resources/South_Sudan_SitRep_70_15Jan2015.pdf.

[4] UNHCR, South Sudan Situation Information Sharing Portal, http://data.unhcr.org/SouthSudan/country.php?id=251.

[5] South Sudan Protection Cluster, *Protection Trends Analysis*, October 2014; UNMISS, *Conflict in South Sudan: A Human Rights Report*, 8 May 2014.

[6] In 2005, UN Security Council Resolution 1539 established a Monitoring and Reporting Mechanism to systematically monitor, document and report on six grave violations committed against children.

[7] Joint press release by SRSG CAAC, UNMISS and UNICEF, "Government of South Sudan Recommits to Action Plan to End Recruitment and Use of Children", 24 June 2014, www.unicef.org/media/media_73922.html.

[8] SRSG on SVC, "Remarks at the UN Security Council briefing on the situation in South Sudan", 22 October 2014.

Violations and restrictions on freedom of movement are at the core of protection concerns in South Sudan, as they entrap communities and expose them to multiple other protection risks, including the destruction of their livelihoods and the curtailment of other human rights. Internally displaced persons (IDPs), in particular women and children, fleeing conflict face multiple threats including physical violence such as killings, rape and other forms of gender-based violence (GBV), forced recruitment, looting and abduction. Urban IDPs and refugees, especially those who have been forced to flee from their place of residence to their place of origin, face particular challenges because they often have fewer sources of livelihood and access to services.

Civilians in South Sudan have faced and will continue to face major protection risks. For example, populations moving away from conflict areas or towards goods and assistance are exposed to multiple threats, especially when they move in States with several or shifting front lines and numerous formal and informal armed groups, such as Unity, Upper Nile and Jonglei. Moreover, external and internal protection threats exist in areas of high population concentration such as PoC sites, especially those in Bentiu, Malakal and Juba. Other locations outside the main conflict zones face protection threats created by the deterioration of the security context and the breakdown or erosion of legitimate authority, notably in Lakes, southern Jonglei and Eastern Equatoria States. Annex 2 presents these threats with details on their respective high-risk areas, highest-risk groups and examples of associated patterns of violence, coercion and deprivation.

This Protection Strategy reflects the situation in South Sudan as of December 2014 and may be revised if and when there is a change in the political and/or operational environments. The following points summarize the current situation:

- The main armed conflict is on-going and remains fluid, with active hostilities and changing frontlines in the three most affected States of Greater Upper Nile (Unity, Upper Nile and Jonglei States);
- General insecurity and violent incidents are on the rise in other States, notably due to intra- and inter-communal violence, civilian displacement, crime, troop movements, and desertions/defections;
- The January 2014 *Cessation of Hostilities Agreement*[9] and subsequent agreements and recommitments remain ineffective;
- Agreement on a political solution to the conflict remains distant, while a military solution is also unlikely (and will not resolve the root causes of the conflict);
- The Government of the Republic of South Sudan and the SPLM/A in Opposition are unwilling or unable to exercise their obligations to protect all civilians affected by the armed conflict; and,
- Violations of international human rights and humanitarian law continue to be committed by the parties to the conflict with impunity.

The above context creates a number of operational challenges that must be considered when designing strategies and planning activities. For example, humanitarian actors have often been forced to leave areas due to violent clashes that prevented them from obtaining supplies, delivering services, accessing populations in need, and monitoring impact. Even when humanitarians were able to maintain a regular presence, violence and deliberate restrictions on freedom of movement by parties to the conflict created insecurity and delays that constrained both humanitarians' ability to access people and transport necessary items, civilians' ability to safely access assistance. The militarization of certain geographical areas has also constrained safe and effective protection activities.

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[9] IGAD, "Agreement on Cessation of Hostilities between the GRSS and the SPLM/A-IO", 23 January 2014, http://southsudan.igad.int/attachments/article/250/cessation%20of%20hostilities.pdf.

3. The HCT Protection Strategy: Vision, Objectives and Underlying Principles

This section presents the core of the HCT Protection Strategy for South Sudan. It describes the Strategy's vision and objectives (Section A) and the underlying principles that will guide its implementation (Section B).

A. Vision and Objectives

The overall protection vision for South Sudan is to ensure that displaced persons and other civilians in South Sudan are protected, are able to enjoy their rights, including the right to move freely in safety and dignity, and can re-establish their lives without being targeted or discriminated against on account of their ethnic origin or otherwise.

To fulfill this vision, this Strategy identifies three protection objectives:

i. To create and sustain a protective environment

A protective environment is one in which all individuals enjoy full respect for their rights in accordance with international law, including international humanitarian, human rights and refugee law, regardless of their age, gender or social, ethnic, national, religious or other background. The HCT commits to ensuring strategic approaches are in place to strengthen the protective environment in South Sudan, including by identifying and responding to at-risk and excluded groups with appropriate programming, supporting community-based protection mechanisms, and delivering services to provide immediate or short-term life-saving assistance as well as support for longer term solutions.

ii. To enhance protection through freedom of movement

Freedom of movement is not only a right on its own, it is also a pre-condition for the enjoyment of other rights and the free development of the person. Lack of freedom of movement hampers civilians' ability to access life-saving assistance and prevents them from using displacement as a protection strategy, notably in the most conflict-affected States. The HCT commits to working with the parties to the conflict, as well as local authorities, to restore freedom of movement and choice of residence in safety and dignity. It will work to facilitate conditions that are conducive to durable solutions for IDPs, including those sheltering in UNMISS PoC sites.

iii. To ensure protection mainstreaming in the humanitarian response

The HCT commits to ensuring that protection is placed at the centre of the humanitarian response in South Sudan, including by incorporating protection in service delivery by all the clusters and ensuring that partners provide equitable and meaningful access to essential services. By doing so, the HCT will ensure that humanitarian action across sectors does not cause unintentional harm but rather maximizes protection outcomes. Humanitarian action will also be designed, wherever possible, to reinforce rather than undermine subsequent development interventions, with particular attention to the protection-related sectors of human rights, rule of law and justice. The HCT will ensure that protection considerations underpin interventions by all the clusters and sectors during all stages of project cycle management, that individual rights are respected as part of programming, and that potential protection risks are identified from the outset and mitigated.

B. Underlying Principles

A number of principles will underpin and guide the actions taken to achieve the protection objectives identified above. Overall, the principles will ensure that the humanitarian response in South Sudan places protection at the centre of its activities, respects and reflects the respective roles of the diverse community of humanitarian actors in South Sudan, and is driven by the humanitarian imperative of humanity, neutrality, independence and impartiality. The HCT commits to the following principles:

- *Accountability to affected populations*

Within their respective mandates, humanitarian actors are accountable to affected communities and base their action on participatory approaches that can allow people to have an active role in the decision-making processes that affect them. This includes ensuring the participation of women, older persons, adolescents and children as well as other persons with specific protection needs. Humanitarian actors must also communicate in a transparent manner about their activities and consult with communities and their leaders on decisions that affect them, while also respecting the confidentiality of personal information.

- *Protection-oriented planning and programming*

Especially challenging within the context of a country that remains in civil conflict, humanitarian actors must respect the principle of "do no harm", ensure that assistance is provided in a manner that prevents or minimizes risk and threats to persons seeking assistance, and focus on the most vulnerable civilians, especially women and children. Humanitarian actors must not inadvertently do harm, draw civilians towards conflict areas, damage the protective environment, or provoke tensions within communities or between communities that are already in conflict.

- *Equality and non-discrimination in the context of neutral humanitarian action*

The sole purpose of humanitarian assistance is to save lives and to protect and assist conflict-affected civilians, whoever they are and wherever they may be, without discrimination. Humanitarian action must not be determined by which party to the conflict controls a given location, and must not discriminate, reinforce or create inequalities among affected civilians.

- *Humanitarian space and access*

It is the government's responsibility to facilitate humanitarian action and access to affected populations, and to protect humanitarian organizations. Humanitarian organizations have the right to provide assistance, to ensure the affected population's right to receive assistance, and to deliver assistance in accordance with international humanitarian law and humanitarian principles.

4. A Joint Responsibility: Complementary Roles to Ensure Protection

The Centrality of Protection approach set out in the IASC Statement recognizes the complementary nature of the different mandates and roles of humanitarian actors and agencies. With a situation as complex as the one in South Sudan, protecting people in need necessarily requires collaboration among humanitarian, peacekeeping, human rights, political, and development actors. The HCT works to ensure that the overall humanitarian response remains coherent while respecting organizational mandates and approaches, so that the system as a whole contributes to the achievement of protection priorities. This is done through the fostering of constructive working relationships between all partners, particularly HCT members and UNMISS. Although they have different conceptual and operational approaches, both are concerned with the protection of civilians and undertake complementary activities.

More specifically, protection of civilians under threat of physical violence lies at the core of UNMISS's mandate and is given priority in decisions on the use of its resources.[10] UNMISS performs tasks that are both relevant and complementary to humanitarian protection activities, notably by protecting civilians under threat of physical violence and deterring such violence, thereby contributing to a safe and secure environment. Operating under a robust Chapter VII mandate, UNMISS military and police forces have a

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[10] UN Security Council Resolution 2187, 25 November 2014, OP 4a and 5.

unique protection capacity, for example through deployment and patrolling as well as through its political advocacy role and support to the IGAD-led peace process.

Coordination between humanitarian actors and UNMISS on protection of civilians is essential, notably given the presence of civilians in PoC sites within UNMISS bases. Timely two-way information exchange can inform effective early warning planning and response, as well as geographical and thematic response prioritization. Regular consultations are appropriate regarding respective strategies,[11] action plans and thematic guidelines on issues of mutual relevance in order to identify, reduce and prevent violence against civilians, including GBV, children recruitment and forced recruitment of adults into armed groups, while respecting current guidelines on coordination and information sharing. [12]

With this Strategy, the HCT commits to advocate that protection priorities are reflected in the Mission's prioritization activities and integrated into its operational PoC responses. This will require improved consultation and interaction, including regarding the Monitoring Reporting Mechanism (MRM) on grave violations against children, and the Monitoring, Analysis and Reporting Arrangements (MARA) on conflict-related sexual violence. The aim is to foster and sustain a constructive relationship between the Mission and humanitarian actors and to strengthen existing coordination mechanisms on protection of civilians, while preserving humanitarian space and principles.

5. Monitoring and Evaluation

The Action Plan in Annex 3 serves to operationalize the Protection Strategy and be will used to achieve the HCT's protection vison and objectives. Each objective includes a number of activities and indicators that can be monitored and measured. The HCT will review the Action Plan on a quarterly basis or as required.

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[11] In particular the Protection Cluster Strategy, the UNMISS Protection of Civilian Strategy, and the UNMISS Human Rights Strategy.
[12] As has occurred for UNMISS guidelines on civilians seeking protection at bases, and the UNMISS Human Rights Due Diligence Policy (HRDDP).

Annex 1: The Foundation Elements of the Protection Response in South Sudan

The HCT Protection Strategy builds on and will be implemented in accordance with a number of key decisions and documents that constitute a foundation for a protection-centered response in South Sudan.

- **IASC Principals' Statement on the Centrality of Protection in Humanitarian Action**

On 17 December 2013, the Inter-Agency Standing Committee (IASC) Principals adopted a statement on the Centrality of Protection in Humanitarian Action.[13] It tasks Humanitarian Coordinators globally with the responsibility, supported by the HCT and clusters, to place protection at the heart of humanitarian action, including by developing and implementing a comprehensive protection strategy in order to yield improved protection results and enhance the protective environment for civilians, including displaced persons. The implementation of this statement requires the Humanitarian Coordinator and the HCT in South Sudan to develop a common strategic vision and guidance on protection objectives, in addition to a clear framework for prioritizing activities and resources towards these objectives.

- **Secretary-General's Human Rights Up Front Initiative**

The unified statement on the Centrality of Protection in Humanitarian Action is complementary to, and further supported by, the United Nations "Human Rights Up Front" initiative and action plan, which was launched by the UN Secretary-General on 21 November 2013. The initiative emphasizes the imperative for the UN to protect people, wherever they may be, in accordance with their human rights and in a manner that prevents and responds to violations of human rights and international humanitarian law. This same imperative to protect people lies at the heart of humanitarian action in South Sudan.

- **Operational Peer Review 2014**

The Operational Peer Review (OPR) 2014[14] noted that numerous actions had been taken to promote and operationalize the protection agenda in South Sudan. However, it concluded that the HCT did not have an agreed-upon approach to protection at the strategic level. Amongst other recommendations, the OPR called on the HCT to "ensure centrality of protection is adopted with a protection framework and operational plan." The development of this Strategy is a direct response to this recommendation, in accordance with the OPR's action plan which tasks the Humanitarian Coordinator, UNHCR, and the HCT (supported by the Protection Cluster).

- **South Sudan Protection Cluster Strategy**

The Protection Cluster in South Sudan has developed a Protection Cluster Strategy, based on its partners' programmes. Building on this general strategy, the Protection Cluster will develop a more specific operational cluster strategy, which will be underpinned by the protection objectives in this HCT Protection Strategy as well as the objectives set out in the 2015 Cluster Response Plan.

- **South Sudan Humanitarian Response Plan 2015**

Released in December 2014, the 2015 Humanitarian Response Plan (HRP) for South Sudan provides an opportunity for humanitarian actors to recommit to the centrality of protection in their programming, since protection underpins both the Humanitarian Needs Overview (HNO) and the Strategic Response Plan (SRP). The HRP also includes a commitment from all parties to improve the protective environment for IDPs and other civilians impacted by the conflict by making protection integral to the humanitarian response. The protection objectives that are listed in this Protection Strategy are consistent with, and contribute to, the achievement of the HRP's strategic objectives, namely: 1) to save lives and alleviate suffering; 2) to protect the rights of the most vulnerable; and 3) to improve self-reliance and coping capacities.

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[13] IASC Principals, *Statement on the Centrality of Protection in Humanitarian Action*, Geneva, 17 December 2013.
[14] IASC Operational Peer Review, *Response to the Crisis in South Sudan*, Internal Report, 30 July 2014.

Annex 2: Overview of Key Protection Threats/Risks in South Sudan

This Annex presents a few of the key protection threats and risks in South Sudan that affect both civilians attempting to cope with the armed conflict and the actors working to improve the protection environment. The table presents three risks, each with their respective high-risk areas, highest-risk groups, and examples of associated violence, coercion and deprivation. Note that the identification of these risks, areas and groups does not exclude others from risk of harm.

Protection Threat	High-risk Areas	Highest-risk Groups	Examples		
			Violence	Coercion	Deprivation
Populations moving from conflict and/or to and from goods and assistance face significant protection risks, especially when crossing the front lines. Community mitigation strategies include family separation, elderly women traveling to collect firewood/ food/water and/or to receive humanitarian assistance, and communities traveling in smaller numbers and along less secure roads.	Unity and Upper Nile State have the largest numbers of front lines, and of formal and informal armed groups. Northern Jonglei is increasingly becoming fragmented.	Boys/Men 12-45 YO: Men considered of fighting age risk being targeted by opposing groups as threats Girls/Women 12-45 YO: Women considered of child-bearing age risk being raped, abducted and killed. Elderly/Ill: At the time of displacement, elderly people who previously would have remained to secure family property are at risk of being killed. They are also being tasked with moving in search of assistance because it is too risky for younger people to do so.	Deliberate personal violence, including killings Sexual violence, including rape and castration	Payment of informal taxation Forced recruitment Forced diversion of assets	Displacement Theft and looting of critical assets, including cattle Collective punishment including destruction of market places Armed groups preventing movement of populations and goods Loss/theft of personal identity documents
In areas of high population concentration such as PoC sites, the pressure placed on locations creates both internal and external protection threats. The situation will remain volatile since living conditions are below SPHERE standards, people are moving in and out of the sites to	UNMISS PoC sites in Bentiu, Malakal and Juba (UN House)	Girls/Women 12-45 YO: Women face significant risk of sexual violence within and around PoC sites as they seek supplementary goods such as water, fuel and food. Youth 14-21 YO: Young boys/men are protection threats to the wider community but they also face threats such as forced recruitment, violence due to ethnic targeting,	Domestic sexual violence Direct personal violence Violence by third parties including humanitarians, UNMISS and service providers	Populations being induced to stay/move from PoC sites, as authority structures manipulate communities Exploitation of vulnerable groups Arbitrary restrictions on movement such as forced	Non-equitable service provision by Government reducing access to services Communities creating pockets of exclusion during distributions/ assistance Loss of economic opportunity

Protection Threat	High-risk Areas	Highest-risk Groups	Examples		
			Violence	**Coercion**	**Deprivation**
supplement assistance, and many IDPs are traumatized. Any potential 'encamped' area will face similar dynamics.		and social pressure to provide for their community. Elderly: The elderly are exposed when younger women are unable to collect food. Marginalized elderly men risk isolation.		return, punitive curfews and roadblocks that block access to services and social networks	
Locations facing deteriorating security contexts and the breakdown/ erosion of legitimate authority are at high risk. Protection threats are created when martial law is imposed, during armament, civilian disarmament and mobilization campaigns, when restrictions are imposed on civilians' freedom of movement, expression and assembly, and when they are deprived of their access to services. Government campaigns to stabilize these areas often further increase insecurity and lead to the proliferation of small arms.	Lakes, southern Jonglei, and Eastern Equatoria States	Youth 14-21: Young boys/men are reportedly being mobilized and armed in these States. Child recruitment and forcible recruitment, detention and torture are likely protection threats. Ethnic groups: Murle, Jie, Kachipo in southern Jonglei State have faced significant historical conflict and threats of ethnic cleansing. Sudanese traders, especially Darfuris: They would be significantly at risk in Western Bahr El Ghazal if the SPLM/A-IO captured this State.	Deliberate personal violence, including killings Sexual violence, including rape and abduction Family separation	Forced recruitment and mobilization, including of children Imposition of informal and formal taxes Forced diversion of assets	Displacement Non-equitable service provision by Government reducing access to services Theft and looting of critical assets, including cattle Collective punishment including the imposition of martial law

Annex 3: HCT Protection Strategy Action Plan

This Action Plan lists the core activities that will be undertaken by the HCT and relevant humanitarian actors to fulfill the protection vision and achieve the objectives that are presented in the Protection Strategy. The HCT will review this document on a quarterly basis or as required.

Protection Vision: Ensure that displaced persons and other civilians in South Sudan are protected, are able to enjoy their rights, including the right to move freely in safety and dignity, and can re-establish their lives without being targeted or discriminated against on account of their ethnic origin or otherwise.

Protection Objectives: 1) Create and sustain a protective environment; 2) Enhance protection through freedom of movement; and 3) Ensure protection mainstreaming in the humanitarian response.

Key Activities	Progress Indicators	Lead	In Coordination/ Consultation with
Objective 1: Create and sustain a protective environment			
1.1 Step up engagement with the two main parties to the conflict, including security authorities, stressing the need to protect civilians and other basic principles of international humanitarian law, reaffirming the authorities' primary responsibility for the security, safety and wellbeing of displaced persons and other civilians	Greater responsibility and accountability by the parties to the conflict to ensure protection concerns are included in the political processes Number and nature of actions taken by the parties to the conflict to address human rights violations and promote accountability Number of times protection issues are raised by the parties to the conflict and the HC in key events Both parties to the conflict response to advocacy	HC	Member States and relevant regional institutions, NGOs
1.2 Discuss with the leadership of GRSS, SPLM/A-iO, and other relevant stakeholders, including UNMISS, key protection issues and trends	Quarterly protection reports and advocacy messages issued	HC	Protection Cluster
1.3 Increase multi-sector services (psychosocial, medical, case management, etc.) to prevent and respond to GBV	Increased number of locations with multi-sector services for GBV prevention and response	UNFPA	Health Cluster

Key Activities	Progress Indicators	Lead	In Coordination/ Consultation with
	Number of multi-sector services meeting minimum standards of quality		
1.4 Monitor, report and respond to grave violations against children and adolescents	Quarterly reports produced on reported grave violations Risks of grave violations against children and adolescents reduced	UNICEF	Protection Cluster and the Sub-Clusters, NGOs, UNMISS
1.5 Strengthen community systems for preventing and responding to separation of children from families, recruitment of children, physical violence against children, and for providing psychosocial support services for children affected by the crisis	Increased capacity of communities to prevent separation of children from their families, protect children from physical injuries, recruitment, and to provide psychosocial support services	UNICEF	Child Protection Sub-cluster and Child Protection Working Groups in the States
1.6 Engage, support and invest in national civil society organizations that are working with affected populations and providing direct protection services	At least 20% increase/diversification in funding to strengthen the institutional capacity of national NGOs working directly with affected populations and providing protection services	Cluster Lead Agency	Donors
1.7 Set up mechanisms to ensure feedback from the affected populations	An Accountability to Affected Population Framework (AAP) is operationalized following an AAP mapping exercise HRP review reports include a community accountability component HCT includes consultations with affected populations in its field visits and findings of the consultations in its reports	OCHA	Protection Cluster
1.8 Advocate with UNMISS at both the HQ and field levels on UNMISS Force patrols for deterrence and prevention, including foot and long-range patrols to areas at high risk of violence	Number of UNMISS foot and long-range patrols to areas identified by National and State level Protection Clusters Number of locations raised to UNMISS and responded to	DSRSG	UNMISS Force, UNMISS PoC Unit, HRD, National/State Protection Clusters
1.9 Consult UNMISS regularly on strategies, action plans and thematic guidelines on actions related to the protection of civilians, GBV/CRSV, child protection, etc.	Number of strategies and other relevant documentation developed that incorporate key protection principles and best practices related to protection HCT/protection feedback incorporated into relevant UNMISS documents	UNHCR, OCHA	UNMISS POC Unit, RRP, HRD, CPU, Gender, Force and UNPOL, Protection Cluster

Key Activities	Progress Indicators	Lead	In Coordination/ Consultation with
	Increased participation/representation of the Protection Cluster in the existing relevant forums where such consultations and information sharing take place		

Objective 2: Enhance protection through freedom of movement

Key Activities	Progress Indicators	Lead	In Coordination/ Consultation with
2.1 Monitor and assess obstacles to freedom of movement	Number of protection monitoring assessments conducted and mechanisms established for follow-up action	UNHCR	IOM, NGOs
2.2 Integrate IDP choices into the humanitarian response and analyze interventions that affect freedom of movement	Increased information is available on freedom of movement, including obstacles and constraints which inform interventions/assistance	Protection Cluster	
2.3 Develop actions and interventions based on humanitarian/protection analysis to support conditions conducive for durable solutions, in consultation with IDPs, local population and authorities	Actions are implemented for achieving durable solutions, based on the findings of protection monitoring and other relevant assessments	UNHCR, UNDP	OCHA, NGOs
2.4 Collect baseline data on potential areas of movement/ integration and identify key obstacles and constraints, in particular for vulnerable groups (youth, women, children, elderly)	More information and analyses are available on relevant issues, including safety, security, and access to services, including for vulnerable groups in key areas Regular discussions are held with development actors on interventions, including the rehabilitation of basic infrastructure and service provision Number of profiling exercises of at-risk populations conducted	UNFPA	IOM
2.5 Facilitate safe movement for displaced persons by removing landmines, and providing mine risk education	Areas of movement, return or local integration continue to be cleared and become safe for the movement and return of displaced civilians Number of areas made safe for movement or occupation	Mine Action Sub-Cluster	UNMAS

Key Activities	Progress Indicators	Lead	In Coordination/ Consultation with
2.6 Advocate with the parties to the conflict to ensure freedom of movement	Number of displaced persons who are able to return in safety and dignity to the residence of their choice

Increased measures (awareness raising, information campaigns, etc.) to ensure the movement of displaced persons is voluntary, safe, dignified, and through informed consent | HC, OCHA | UNMISS Force, Protection Cluster |
| **Objective 3: *Ensure protection mainstreaming in the humanitarian response*** | | | |
| 3.1 Facilitate understanding of and operationalize protection mainstreaming | Four clusters are targeted (FSL, Health, NFI/Shelter and WASH) for protection mainstreaming pilot project

Deployment of ProCap to conduct an assessment of protection mainstreaming programmes/initiatives and establish measures and systems to ensure protection is mainstreamed in the humanitarian response

Deployment of suitable and qualified staff to the field, including female staff, interpreters and community workers

Number of trainings and technical missions on protection mainstreaming at the national and field levels | HC, Lead Cluster Agency | UNHCR, Protection Cluster, OCHA |
| 3.2 Improve sharing of information on protection issues and trends across the country among clusters for incorporation into their respective programming | Number of analytical, situational or contextual protection reports shared with the clusters and humanitarian field sites

Number of forums where protection information is shared cluster-wide at the state level | Protection Cluster | NGOs |
| 3.3 Set a minimum budget for protection mainstreaming (2% of each cluster's total budget) and require this to be demonstrated during fund allocation processes, e.g. CHF and SRP | Allocation by each cluster is set to a minimum 2% of its total budget towards protection mainstreaming | HC | HCT, Lead Cluster Agency |
| 3.4 Advocate with UNMISS to develop a comprehensive information sharing protocol regarding alleged incidents of human | Advocacy conducted to encourage UNMISS to develop an information sharing protocol on alleged human rights | DSRSG | UNMISS PoC Unit, HRD RRP, CPU |

Key Activities	Progress Indicators	Lead	In Coordination/ Consultation with
rights violations and abuses, particularly in relation to individual protection cases, recognizing established principles and good practice, including "do no harm"	violations and abuses, particularly in relation to individual protection cases		