

**SYSTEM WIDE**  
**IMPLEMENTATION STRATEGY**  
**ON PROTECTION FROM SEXUAL**  
**EXPLOITATION AND ABUSE IN**  
**SOUTH SUDAN**  
**(2018 – JULY)**

**July, 2018**

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## SUMMARY

Sexual Exploitation and Abuse remains a key concern in South Sudan. The context of the conflict, economic hardship, food insecurity and limited access to basic social services, and the poor living conditions of the local population, combine to increase the vulnerability of local population to gender-based violence and survival sex. This, with large presence of peace keepers and aid workers heighten the exposure to sexual exploitation and abuse (SEA). Yet, the Secretary General remains instructive to all involved in the delivery of peace and aid to the vulnerable population in need; “to protect the weak and those in need and uphold the dignity of every human being under our care.”

This 3-year (August 2018 – July 2021), US \$660,000 system wide comprehensive Implementation Strategy on Protection from Sexual Exploitation and Abuse, has been developed to guide the design and delivery of interventions directed at preventing, responding to and mitigating the impact of SEA in South Sudan. The Strategy which embraces the guiding principles of: system-wide actions; victim-centred approach and zero tolerance to SEA aims at eliminating SEA in South Sudan. The Strategy responds to the challenges of SEA in South Sudan while drawing inspiration and guidance from the *Secretary General's Bulletin on Special Measures for Protection from SEA* (ST/SGB/2003/13) and the SG's Special Measures for Protection from SEA contained in his February 2017 Report (A/71/818). The Strategy incorporates the measures and responds to issues raised in the Memorandum from the Chef de Cabinet on Strengthened Preventive Measures to Protect Vulnerable Populations in South Sudan from SEA. It has drawn lessons and implementation experiences from the First Strategy on PSEA in South Sudan that was developed in 2016 and is informed by the comprehensive SEA Risk Management Tool Kit recently developed by the United Nations Department of Peace Keeping Operations and Field Support.

The development of the Strategy has been under the leadership of the DSRSG/HC/RC. It has gone through participatory, inclusive and consultative processes involving drafting and internal consultation at UN and NGO Head Office levels in Juba and field level through members of the National Task Force on PSEA that comprises all the UN Agencies, Funds and Programmes, Conduct and Discipline Team of the UN Mission and international and national NGO representatives. It has received guidance from both UN Global and Field Victims' Rights Advocates as well as received input from the Special Coordinator of the Secretary General on improving United Nations Response to Sexual Exploitation and Abuse. The Strategy has been reviewed and endorsed through the structures of the UN Mission in South Sudan (PMM), the Humanitarian Country Team (HCT), UN Country Team (UNCT) and approved by the Senior Management Group as the oversight and accountability body on Preventing Sexual Exploitation and abuse (PSEA) in the country.

This Strategy serves as a guidance document for agency specific planning, but more importantly for our corporate and collective actions against SEA in South Sudan across the humanitarian, development and peace nexus involving peace keeping operations and aid work.

## **I. Introduction**

1. South Sudan gained independence on 9 July 2011 after years of protracted war for independence. However, by December 2013 it descended into conflict that has since spread across the country and killed thousands of people, caused mass population displacement with disruption of community social systems, led to food insecurity, worsened economic situation and weakened government capacity to provide basic social services. The conflict has also been associated with violence, including gender-based violence which remains a hall mark of the conflict.
2. Many partners have responded to the crisis and development needs in South Sudan, including the United Nations agencies, funds, programmes and mission; international and national Non-Governmental Organizations and civil society groups. It is in the vulnerability of South Sudanese population with the presence of large number of partners that operate here that have created conditions that could lead to SEA. Indeed, a number of cases of SEA have been reported, making South Sudan to remain one of the four countries on the Secretary General's watch lists for SEA.
3. This 4-year system-wide and comprehensive Strategy on Protection from Sexual Exploitation and Abuse has been developed to guide the design and implementation of interventions for prevention and response to SEA, with the aim of eliminating SEA in South Sudan.
4. The subsequent sections of this document is organized beginning with context of SEA in South Sudan, principles guiding the design and implementation of PSEA interventions; strategic directions or key elements of the strategy and coordination and implementation arrangements. The document concludes with overview of budget estimate and financing for the Strategy and monitoring and evaluation arrangements. The results and resources framework for the Strategy is appended at the end of the document.

## **II. Context**

5. The Context looks at the relevant situation in South Sudan with respect to SEA as well as the current response and response gaps.

### **A. Situation Analysis**

6. South Sudan has been facing protracted humanitarian crisis since the outbreak of civil conflict in 2013. The fighting and food insecurity has triggered displacement of an estimated four million people: 1.9 million internally and 2.1 million as refugees in neighbouring countries. Amongst the displaced, an estimated 10 per cent lives in Protection of Civilian (PoC) sites under protection/safety and assistance of the UN Mission in South Sudan. In addition, South Sudan hosts about 290,000 refugees mostly from Ethiopia and Sudan, many of whom are located in its Upper Nile and Unity regions. In both internal and refugee displacements, majority of the people are women and children, often facing numerous protection challenges including risks of gender-based violence and SEA as they struggle to provide food and access services for their families.
7. About 80 per cent of South Sudan population lives below the poverty line. There is increased dependence on external aid for basic social services and humanitarian response. The decades of war for independence, local inter-communal conflicts and weak economy have undermined national capacity for provision of services and resilience of South Sudanese institutions and communities, and led to lack of livelihoods and famine with a sense of desperation and hopelessness, and a breakdown of family and traditional structures, further exposing the population to risks of transactional sex, and thus SEA.



8. Although the number remains low and although there is likelihood of under reporting of SEA in South Sudan, most SEA allegations have occurred within PoC sites and in the context of sex work presenting unique risks to workers, and showing vulnerability of women and girls to resort to such actions. Allegations have been against staff and personnel and contractors. Many factors are responsible for SEA and the under reporting.
9. At community level, SEA is not being perceived as a violation of individual women or children's rights but rather as a violation of property for which the family should obtain compensation or secure marriage for their daughters. This leads to tolerance of such acts and ultimately affects reporting of allegations when perpetrated by UN personnel as the immediate solution sought is compensation through livestock for the acts committed; rather than justice or support for the alleged victim. This is compounded by the fact that community members are not adequately sensitized on SEA and mobilized to prevent SEA.
10. It remains unclear to majority of the population where and how complaints of SEA should be made and what the results of making such complaints might be. This is more problematic in the context of the current system where complainants are expected to come to an organization to make complaints, even though accessing such offices can be quite daunting and intimidating for non-UN personnel, let alone an uneducated or minor victims.
11. Amongst the staff, personnel and contractors working for peace keeping and provision of aid, there is low level of knowledge on acceptable standards of behavior, including against SEA. The peace keeping missions and aid workers are comprised of various categories of personnel each with different levels of orientation and preparedness for work in the context of PSEA. Personnel need to appreciate the context and the potential risks for SEA and be fully appraised and forewarned against it from the onset.
12. A number of risk factors have been identified to increase the exposure to SEA. These include risks of location such as: presence of POCs next to UNMISS installations and control and access of entry and exit to POC sites; risks related to personnel welfare such as prolonged deployment of some peace keepers and aid workers without leave; national staff living in the POCs and inadequate knowledge of policies and procedures on PSEA for peace keepers and aid workers.

## **B. Current Efforts on PSEA in South Sudan**

13. To address the humanitarian crisis in South Sudan, many actors including UNMISS, UN agencies, international and national NGOs have established presence on the ground to provide the vulnerable population with protection and assistance services. This in itself has increased the risk to SEA in the country and has posed coordination challenges. This situation has demanded for a proactive, sustained and well-coordinated system wide actions in addressing SEA in South Sudan.
14. As a result, the UN system in South Sudan established in 2007, a PSEA Task Force which was revamped by the Deputy Special Representative of the Secretary General/Resident Coordinator/Humanitarian Coordinator (DSRSG/RC/HC) in February of 2016, designating UNFPA and UN Women as co-chairs of the National Task Force on PSEA. Since then work of the National PSEA Task Force has been under the leadership of the DSRSG/HC/RC.
15. The aim of the PSEA Task Force is to facilitate implementation of all aspects of the *Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse* (ST/SGB/2003/13) and to strengthen, monitor and evaluate mechanisms put in place to eliminate SEA and to promote more effective responses. The work of the Task Force covers all UN agencies,

funds and programmes, the UN mission and all other categories of institutions having direct cooperative and/or contractual arrangements with the UN such as international and national NGOs, operational partners and service providers.

16. The PSEA Task Force has been functional and proactive and has laid the foundation for system wide planning, implementation, monitoring and reporting, and coordination of interventions on PSEA in South Sudan. It has developed capacity for PSEA, created community awareness on PSEA, established Community Based Complaint Mechanisms (CBCMs) in some locations, developed Standard Operating Procedures and reporting mechanisms of SEA and expanded partnership for PSEA to include direct participation of International and National NGOs. Its work has been augmented by DSRSH/HC/RC leading the development of 7-Point Leadership Actions on PSEA which has in turn led to mobilising Heads of Agencies to provide leadership support and actions on PSEA, including enforcing compliance by each agency, fund and programme, and the mission in setting and implementing internal policies and work plans for PSEA, ensuring compliance with mandatory training for all staff, undertaking leadership dialogue with staff on PSEA, support for setting up CBCMs and incentivizing NGO engagements, etc. The 7-Point Leadership Actions has introduced a culture of leadership accountability for PSEA through regular update on agency performance in implementation of entity specific actions.
17. However, these actions of the PSEA Task Force and 7-Point Leadership Actions have only begun and need to be sustained, deepened and scaled up to reach all sites and all population in need of protection from SEA. There is continuing need to consistently mobilize all actors for PSEA and CBMs, roll out CBCMs in all selected locations, consistently enforce compliance, provide victims' assistance services and manage SEA reporting and referrals in a transparent way. There is also need to ensure that factors affecting under reporting of SEA are addressed and confidence built into the CBCMs and reporting system.

### III. Guiding Principles

18. The system-wide comprehensive Strategy on PSEA has the following guiding principles that serve as the spirit to guide its design and implementation: system wide action; victim-centered approach and zero tolerance to SEA, as detailed in Table 1 below.

**Table 1: Principles for the Comprehensive Strategy on PSEA in South Sudan**

Principles	What is entails/means
<b>System-wide action</b>	<ul style="list-style-type: none"> <li>SEA occurs across the system, therefore requiring system-wide response covering the continuum of humanitarian, development and peace contexts.</li> <li>that uses existing ONE National PSEA Task Force linking with UNCT, HCT and SMG to ensure a single and coherent spine/structure for coordination and oversight functions and thus avoiding transaction costs due to multiple structures.</li> <li>applicable to all organizations involved in peace keeping and aid work in South Sudan, including UN (agencies, funds, programmes and mission) and national and international NGOs, recognizing that a case of SEA by any single aid worker or peace keeper has implications on the integrity and reputation of all actors.</li> </ul>
<b>Victim-centered approach</b>	<ul style="list-style-type: none"> <li>victims will remain at the centre of all actions guided by respect for their choices, rights and dignity in a manner that balances respect for due process yet remain</li> </ul>



	<p>sensitive to survivor's wishes, safety, confidentiality and wellbeing in all matters and procedures of reporting, investigation and victim assistance services.</p> <ul style="list-style-type: none"> <li>• complaint mechanisms will consider potential dangers and risks to all parties (including the survivor, the complainant if different, the subject of the complaint, and the organizations involved), and incorporate ways to prevent additional harm.</li> <li>• complaints mechanisms will be made accessible and available for victims who will also be facilitated to access appropriate services in a non-discriminating manner, and in partnership and coordination with protection agencies and service providers</li> </ul>
<b>Zero tolerance to SEA</b>	<ul style="list-style-type: none"> <li>• all peace keepers and aid workers in South Sudan will not tolerate, condone nor cover up any actions of SEA. Open and transparent actions will be promoted in dealing with SEA allegations and in upholding the highest ethical standards expected of peace keepers and aid workers providing protection and assistance services to vulnerable populations.</li> <li>• SEA will not be tolerated with minors, in transactional sexual relationship nor with IDPs, refugees and other population groups in similar vulnerability contexts.</li> <li>• That emphasizes ending impunity to SEA for peace keepers and aid workers</li> </ul>

#### IV. Elements of the PSEA Strategy

19. The key elements of the system-wide comprehensive Strategy on PSEA has been developed in order to respond to the situation and risks of SEA in South Sudan. It incorporates the new UN global approach of the Secretary General as contained in his report, A/71/818 and draws from other guidance documents developed, including SEA Risk Management Tool Kit. The elements of the PSEA strategy are therefore categorized under (A) substantive programme elements and (B) oversight and coordination functions.

##### A. Substantive/programmatic elements

20. The substantive elements of the system-wide comprehensive Strategy on PSEA has been developed along key strategic areas of (a) SEA risk identification and risk management; (b) prevention of SEA (c) SEA reporting and response including victim assistance; (d) enforcement and compliance with standards/policies on PSEA and (e) strengthened coordination of PSEA.
21. *Output 1: Risks of SEA reduced and systems strengthened to identify, manage and mitigate such SEA risks.* This output focuses on assessing prevailing and emerging SEA risks in different locations in South Sudan and proposing strategies to address them in order to “take every precaution,” against SEA. The main interventions include: (a) undertake regular and site specific participatory context analysis and SEA risk assessments; (b) conduct risk mapping and develop site specific interventions to address the prioritized identified risks, (c) conduct regular monitoring of risks and trend analysis to inform risk management; and (d) mainstream PSEA into all programmes, sectors and humanitarian cluster systems to prevent risks.
22. *Output 2: Social and institutional structures, and the population are mobilised for the prevention of SEA.* This output will focus on (a) developing and implementing community awareness campaigns and outreach programme on PSEA including through use of community dialogues, community theatres and in using multiple channels; (b) developing and disseminating key messages and materials on PSEA using various channels; (c) conducting community dialogues on PSEA with local religious, cultural, civic and political leaders; and (d) conducting regular awareness activities



targeting peace keepers and aid workers on PSEA, policies, standards and code of conduct on PSEA.

23. *Output 3: Improved access to reporting mechanism and response services for victims of SEA.* The aim of this output is having one integrated system for complaint handling and the interventions include: (a) engagement with communities and key stakeholders in establishing/strengthening Community Based Complaints Mechanisms including in defining provision of victim assistance services in all target locations; (b) develop capacity for SEA complaints handling, reporting and evidence gathering and feedback system; (c) strengthen SEA case referral and the development of referral pathway for victims assistance; (d) follow up reporting and investigation outcomes by affected UN or NGO entity; (e) Establish online PSEA database for transparent public reporting and dissemination; (f) liaise with Victims' Rights Advocate for provision of Victims Assistance services beyond those services being provided locally such as legal assistance, education and income generation and livelihood interventions; and (g) regularly map and mobilise partners for inclusion in referral pathway for provision of victim-centered PSEA services.
24. *Output 4: Increased enforcement and compliance with standards/policies on PSEA.* This output focuses on ensuring that standards on PSEA are enforced and complied with at institutional and individual levels. Main interventions include: (a) enforce mandatory yearly internal capacity assessment and action planning for each UN or NGO entity involved in PSEA; (b) develop and implement internal work plans; policies and procedures; code of conduct and other guidelines for management of SEA; (c) develop system for and implement enhanced screening of personnel and good hiring practices for PSEA; (d) support all staff, personnel and contractors involved in peace keeping or aid work to undertake mandatory pre-deployment training on PSEA; (e) conduct mandatory refresher training and on-going sensitization of staff, personnel and contractors on PSEA; and (f) apply and regularly update Standard Operating Procedures for SEA case management.
25. *Output 5: Improved the effectiveness and efficiency in coordination and management of programmes for PSEA in South Sudan.* This output will have the following interventions: (a) support for dedicated PSEA Coordinator position to support work of the national and sub-national PSEA Task Forces; (b) support for coordination roles at national and field levels for the Task Force on PSEA; (c) regularly update lists of focal points for PSEA at agency level and in the field locations and develop their capacity for effective coordination; (d) develop annual inter-agency work plan and compile and submit periodic reports on PSEA and SEA in South Sudan; and (e) facilitate supervision and monitoring, and evaluation and documentation and sharing of best practices on PSEA and CBCM in South Sudan.

## **B. Oversight and Coordination of PSEA in South Sudan**

26. This section covers oversight and coordination arrangements for PSEA in South Sudan, and the frequency in performing oversight and coordination roles. The oversight and coordination structure and system adopted for PSEA in South Sudan, is planned to be nimble and flexible, designed to work within existing structures rather than to create new ones so as to reduce transaction costs associated with multiple structures that essentially engage same group of people.
27. *Field Level Task Force on PSEA:* The National Task Force on PSEA will have sub-national structures called the Field Level PSEA Task Forces in sites where there are established CBCMs. These Field Level Task Forces will be made up of representatives from each UN entity and NGOs



present in a site, and may collaborate with state level government actors as appropriate. It will report to the National Task Force on Monthly basis through the lead agency of the specific site/location based on agreed upon division of labour. The Field Level Task Forces are responsible for establishing and smooth running of CBCMs, and for local level coordinated implementation of PSEA and CBCM activities, in liaison with services providers for ensuring assistance services are available to victims of SEA.

28. *The National Task Force on PSEA:* coordination for PSEA in South Sudan will be done within the existing all-encompassing National Task Force on PSEA that directly reports to the UNCT on monthly basis and that may be called upon by DSRSG/RC/HCT to provide updates to both SMG and HCT on quarterly basis for each. The National Task Force on PSEA will use its Terms of Reference in performing its task and will continue to have membership of the UN and national and international NGOs, while working collaboratively with government structures at national level. Its work will be more of coordination and operational support to national and field level actions; and in provision of policy and strategic advice to the UNCT, HCT and SMG.
29. *UNCT and HCT supervisory functions:* The UNCT and HCT, both chaired by DSRSG/HC/RC will provide regular supervisory functions to the National Task Force on PSEA. As such the National Task Force on PSEA will directly report to the UNCT on monthly basis and to the HCT on quarterly basis. The annual work plan and budget for activities and annual report of the National Task Force on PSEA will be approved at the UNCT level and funded through UNCT cost-shared budget. It is worth noting that NGOs are represented at HCT level and will thus have engagement in approval of policy and strategic documents for PSEA as part of an all-inclusive governing structure.
30. *Senior Management Group's oversight role for PSEA in South Sudan.* The overall oversight function of PSEA in South Sudan rests with the Senior Management Group (SMG) which is chaired by the Special Representative of the Secretary General (SRSG) and comprises all Heads of Agencies, Funds and Programmes as well as Heads of Units within the UN Mission. SMG provides policy and strategic direction for PSEA, and maintains overall accountability for PSEA in South Sudan. The DSRSG/RC/HC will cause presentation of updates on PSEA to the SMG every quarter, focusing on policy and strategic issues.

## **V. Monitoring and Evaluation**

31. The National Task Force on PSEA will develop and implement a monitoring and evaluation plan and tools. Appropriate budget funded under the DSRSG/HC/RC Office's UNCT cost-shared budget and other resources to be mobilised, will be assigned for monitoring and evaluation activities. The monitoring and evaluation plan together with the appended Results and Resources Framework and annual inter-agency work plans and reports will guide and provide information for monitoring and evaluation of the PSEA Strategy and its related structures. Some of the monitoring activities will include visits to field level PSEA and CBCM sites, quarterly SEA Report submission to Secretary General, conducting annual reviews, and preparation of annual report on PSEA in South Sudan.
32. The PSEA Task Force under leadership of the national oversight body (UNCT/SMG) will recruit independent consultant(s) to conduct baseline study and to evaluate the system-wide Strategy, about three months to the end of its time period. Findings from the evaluation together with any new policies, frameworks and guidelines developed will inform the design of the next Strategy for PSEA in South Sudan.

33. Monitoring and evaluation reports will be shared with the oversight body for policy related and strategic decisions, while the National Task Force on PSEA will manage issues of operational nature and inform the oversight body accordingly.

## **VI. Financing of the system-wide Strategy on PSEA in South Sudan**

34. The Strategy is estimated to cost about United States dollars six hundred sixty thousand only (US \$660,000) over the 3-year period. The main cost centers in the strategy are for: the post of PSEA Coordinator (UNV estimated to cost about US \$90,000 per year), provision for victim assistance (US \$100,000) baseline and evaluation (US \$80,000) and others towards cost for implementing consolidated inter-agency annual work plans and CBCM activities in each of the 18 locations.
35. Funding for the projected budget for the PSEA Strategy will be from two main sources: (a) UNCT Cost-shared budget under DSRSG/HC/RC office amounting to US \$100,000 and (b) US \$560,000 in Other Resources to be mobilized from UN entities towards site specific activities in those locations the UN entity is leading in or to be mobilized from development partners.
36. The budget shown in this Strategy is for joint system-wide activities that require system wide support. It excludes budgets for implementation of agency specific internal work plan for PSEA.



## APPENDIX: RESULTS & RESOURCES FRAMEWORK FOR SOUTH SUDAN'S PSEA STRATEGY (2018-2021)

<b>PSEA Outcome Statement: Improved access to information and services for preventing, responding to and mitigating the impact of sexual exploitation and abuse in South Sudan</b>				
<ul style="list-style-type: none"><li>Indicator 1: Per cent of surveyed population reporting having experienced sexual exploitation and abuse by peace keeper or aid worker. <u>Baseline: TBD; Target: 10 per cent reduction.</u></li><li>Indicator 2: Per cent of community members surveyed reporting improved safety from sexual exploitation and abuse. <u>Baseline: TBD; Target: 20 per cent increase</u></li><li>Indicator 3: Per cent of community members surveyed reporting improved confidence in use of the community based complaint mechanism for SEA. <u>Baseline: TBD; Target: 20 per cent increase</u></li><li>Indicator 4: Per cent of community members surveyed in each CBCM location who are aware of available SEA complaint mechanisms and assistance services. <u>Baseline: TBD; Target: 40 per cent increase</u></li><li>Indicator 5: Per cent of peace keepers and aid workers surveyed who are aware of the ‘zero tolerance’ policy on SEA. <u>Baseline: TBD; Target: 90 per cent</u></li><li>Indicator 6: Per cent of population reporting SEA cases. <u>Baseline: TBD; Target: 20 per cent increase in cases reported.</u></li></ul>				
Thematic Area	PSEA Output	Output indicators, baselines and targets	Means of Verification	Indicative resources
SEA risk identification and risk management	Output 1: Risks of SEA reduced and systems strengthened to identify, manage and mitigate such SEA risks.	<ul style="list-style-type: none"><li>Number of risk assessments conducted with risk mitigation work plans developed on annual basis. <u>Baseline: 2; Target: 6</u></li><li>Proportion of activated humanitarian clusters that have integrated PSEA. <u>Baseline: TBD; Target: 80%</u></li></ul>	Risk Assessment Reports  Cluster Reports	Cost Shared Budget = \$15,000  Other Resources = \$15,000
Prevention of SEA	Output 2: Social and institutional structures, and the population are mobilised for the prevention of SEA.	<ul style="list-style-type: none"><li>Estimated number of population reached with messages on PSEA/CBCM in a year. <u>Baseline: TBD; Target: 200,000</u></li><li>Number of CBCM sites in which local community, religious and cultural leaders are supportive on PSEA and CBCM interventions. <u>Baseline: TBD; Target: 18</u></li><li>Proportion of agency staff reached with awareness messages on PSEA, PSEA policies, standards and code of conduct. <u>Baseline: TBD; Target: 80%</u></li></ul>	Annual Report of PSEA Task Force	Cost Shared Budget = \$20,000  Other Resources = \$75,000
Complaint reporting and response	Output 3: Improved access to reporting mechanism and response services for victims of SEA.	<ul style="list-style-type: none"><li>Proportion of mapped sites with functional CBCMs. <u>Baseline: 17%; Target: 100%</u></li><li>Per cent increase in number of SEA cases received and provided with victim assistance services. <u>Baseline: TBD; Target: 10 per cent annual increase</u></li></ul>	Annual Report of PSEA Task Force	Cost Shared Budget = \$30,000  Other Resources = \$100,000

		<ul style="list-style-type: none"> <li>Proportion of SEA cases reported that are closed within the year. <u>Baseline: TBD; Target: 60%.</u></li> <li>Existence of functional SEA database. <u>Baseline: Partial; Target: Full and possibly electronic.</u></li> </ul>	On-line database	
Enforcement and compliance to standards	Output 4: Increased enforcement and compliance with standards/policies on PSEA.	<ul style="list-style-type: none"> <li>Proportion of UN entities and participating NGOs with annual PSEA Capacity Assessment Report and agency specific PSEA work plan. <u>Baseline: UN – TBD, NGOs – TBD; Target: 100 per cent, 80 per cent respectively.</u></li> <li>Proportion of UN and participating NGO peace keepers and aid workers who have completed mandatory training on PSEA. <u>Baseline: UN – TBD, NGOs – TBD; Target: 90, 70 per cent respectively.</u></li> <li>Proportion of participating NGOs with internal policies and code of conduct on PSEA. <u>Baseline: TBD; Target: 90 per cent.</u></li> </ul>	Annual Report of PSEA Task Force	Cost Shared Budget = \$10,000 Other Resources = \$20,000
PSEA Coordination and management	Output 5: Improved the effectiveness and efficiency in coordination and management of programmes for PSEA in South Sudan.	<ul style="list-style-type: none"> <li>Number of functional PSEA Coordination Task Forces at national and field levels. <u>Baseline: National – 1; Field Level – 5; Target: National – 1, Field Level – 18</u></li> <li>Existence of Inter-Agency annual Work Plan on PSEA and Annual PSEA Report. <u>Baseline: Work Plan – yes; Report – No; Target: Work Plan – Yes; Annual Report – Yes.</u></li> <li>Number of best practices documented and shared on PSEA and CBCM. <u>Baseline: 0; Target: 2 per year</u></li> <li>PSEA Coordinator recruited to support PSEA activities. <u>Baseline: No; Target: Yes</u></li> <li>Existence of baseline and evaluation reports, result of which are used to inform planning and new PSEA Strategy for South Sudan. <u>Baseline: Baseline Report – No, Evaluation Report – No; Targets: Baseline Report – Yes, Evaluation Report – Yes</u></li> </ul>	Annual Report of PSEA Task Force  Best Practice compendium  Baseline Report Evaluation Report	Cost Shared Budget = \$25,000 Other Resources = \$350,000