UNHCR
The UN Refugee Agency

JAMJANG MULTI-YEAR STRATEGY 2026- 2028

RUWENG ADMINISTRATIVE AREA, SOUTH SUDAN

Acknowledgement

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This strategy stands as a testament to our shared vision, collective effort, and unwavering dedication to improving the lives and well-being of all people in the Ruweng Administrative Area. It represents a joint agreement between the Jamjang County Authorities, humanitarian and development actors, and relevant stakeholders to support and implement the strategic objectives outlined herein, which collectively guide Jamjang's transition toward greater peace, inclusion, and self-reliance.

CONTACT US

For further details and insights regarding this strategy, please contact the Office of the Ruweng Administrative Area Government Secretariat, the Commission for Refugee Affairs (CRA), or the Jamjang County Commissioner.
Additional information can also be obtained from: Martha Kow-Donkor, UNHCR Head of Sub-Office, Jamjang

Contacts:

Email:kowdonko@unhcr.org
Telephone: +211928007024

And Godwin Bwire, UNHCR – Jamjang Sub office Protection officer

Contacts:

Email: bwire@unhcr.org

Telephone: +211928007189

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Contents

Executive Summary	5
Operational context	6
Purpose of the strategy	8
Guiding principles	9
Strategic Framework	10
Coordination and Partnership	13
Key sectoral interventions	14
Implementation Framework	36
Monitoring, Risk Mitigation and Adaptation Plan	37
Resources and management	38
Modifications and amendments	39

Executive summary

The Multi-Year Protection and Solutions Strategy (2026–2028) outlines the UNHCR Jamjang Sub-Office's comprehensive approach to strengthening protection, advancing durable solutions, and promoting resilience for forcibly displaced persons and host communities in Ruweng Administrative Area. The strategy responds to a complex operational environment marked by protracted displacement, continued refugee influx from Sudan, recurrent flooding, weak infrastructure, limited livelihoods, and overstretched public services.

As of 31 December 2025, Jamjang hosted an estimated **141,100 refugees** across Pamir and Ajuong Thok camps and Yida settlement, alongside approximately **60,000** host community members.

To address these challenges, the strategy adopts an area-based and settlement-oriented approach, gradually transitioning from camp-focused humanitarian aid toward integrated service delivery through strengthened national and local systems. Priority focus areas include protection, inclusion, self-reliance, climate resilience, social cohesion, and robust emergency preparedness to manage ongoing and future influxes, including climate-related displacement.

By 2028, the strategy aims for displaced and host populations to increasingly enjoy their rights, access reliable and climate-resilient services, and achieve improved, diversified livelihoods. This will support peaceful coexistence and contribute to sustainable local development within the communities.

The strategic vision is to nurture a peaceful and inclusive approach where refugees, IDPs, returnees, and host communities live in harmony to access essential services linked to national systems; and build sustainable livelihoods that enhance dignity, resilience, and long-term self-reliance for all.

All stakeholders are committed to the successful implementation of this strategy.

Operational context

Overview

UNHCR Sub Office Jamjang covers Ruweng Administrative Area. Ruweng Administrative Area (RAA) remain among the most displacement-affected and operationally complex regions in South Sudan. Over the past decade, the region has experienced repeated cycles of conflict, displacement, return movements, and climate-related shocks. These overlapping crises have created a fragile humanitarian-development landscape in which emergency response remains necessary, even as efforts toward durable solutions and resilience-building are intensified.

Protracted displacement has defined the socio-economic fabric of the region. Many refugees in Ruweng Administrative Area have lived in displacement for more than ten years. For a considerable proportion of households, displacement has become the norm rather than a temporary condition. As a result, humanitarian assistance systems that were originally designed for short-term emergency response have evolved into long-standing service delivery mechanisms. This prolonged dependency has strained funding, reduced resilience at the household level, and slowed integration into national systems.

The ongoing conflict in Sudan continues to generate new refugee flows into South Sudan, including Jamjang and forced many South Sudanese in Sudan to return. Cross-border movements are often sudden and unplanned, placing pressure on reception centres, registration systems, shelter capacity, and basic services. Many new arrivals arrive with limited assets, heightened protection risks, and urgent humanitarian needs. The influx occurs in an already resource-constrained environment, requiring contingency planning and surge capacity.

Seasonal flooding remains one of the most severe and predictable threats in RAA. Recurrent flooding displaces communities, damages shelters, contaminates water sources, disrupts agricultural cycles, and undermines infrastructure. Flooding often results in secondary displacement, pushing families to relocate multiple times within a single year. This repeated displacement erodes coping mechanisms and increases exposure to protection risks, including gender-based violence, child protection concerns, and exploitation.

Governance systems across both regions face structural challenges. Institutional capacity at county and state levels remains limited due to resource constraints, staff shortages, and competing priorities. Public administration systems are still consolidating following years of conflict. The integration of displaced populations into government planning frameworks requires sustained technical support, policy alignment, and institutional strengthening. While progress has been made in incorporating refugees, returnees and IDPs into development plans, implementation remains uneven due to fiscal limitations and infrastructural gaps.

Infrastructure deficits significantly constrain socio-economic development. Roads are often impassable during rainy seasons, limiting market access, service delivery,

and humanitarian operations. Health facilities and schools face overcrowding and infrastructure deterioration. Water and sanitation systems require upgrading to withstand climate variability. Market systems remain underdeveloped, with limited private sector presence and weak value chains.

Environmental degradation further compounds vulnerability. Deforestation driven by firewood collection and construction needs has reduced natural vegetation cover. Overgrazing and unsustainable farming practices have degraded soil quality. Climate change has intensified rainfall variability, increasing the frequency and severity of floods. These environmental stressors directly affect livelihoods, particularly for communities dependent on agriculture and livestock.

The combined effect of protracted displacement, climate shocks, weak infrastructure, and limited institutional capacity has placed increasing pressure on natural resources and public services. Competition over land, water, and grazing routes has the potential to heighten tensions between displaced populations and host communities. In this context, an area-based and conflict-sensitive approach is essential to ensure that interventions support both humanitarian protection and long-term development.

Jamjang County in Ruweng Administrative Area hosts over **78%** of refugees and asylum seekers residing in the two formal camps, while Yida Settlement in Jau County hosts the remaining **22%,** all of whom face heightened risks from flooding, climate shocks, and localized insecurity.

As of 31 December 2025, the refugee population stood at 141,100 individuals (31,700 households): 52,100 in Ajuong Thok, 58,900 in Pamir, and 30,100 in Yida, with approximately 60,000 people living in surrounding host communities within Jamjang *(UNHCR proGres database as of 31 December 2025)*

Jamjang and Jau Counties have increasingly integrated refugees, returnees, and host communities into national and local systems to promote peaceful coexistence, climate resilient services, and dignity for all. Overall, the situational context requires a dual approach: maintaining strong emergency response capacity for ongoing influxes and climate risks while gradually transitioning toward integrated, development oriented, and climate resilient systems that support long term solutions displaced population and the host communities.

Access to justice and civil documentation remains limited. Many displaced households lack identity documents, which restricts their access to services, freedom of movement, and opportunities for economic participation. Formal justice mechanisms are weak, and communities often rely on informal systems that may not adequately address protection concerns, particularly for women, children, and marginalized groups.

Purpose of the strategy

This strategy outlines a three-year (2026 - 2028) sustainable plan aimed at shifting from long-term dependence on humanitarian assistance toward a more sustainable, development-driven approach. Its overarching vision is to create conditions for a peaceful, inclusive, and self-reliance, where refugees, returnees, IDPs, and host communities live together harmoniously and access high-quality, climate-resilient services that are fully integrated into national and State levels systems.

A core element of the strategy is geared towards the longer-term vision of gradual transformation of traditional refugee and IDP camps into integrated settlements to strengthen self-reliance, improve service delivery, and ensure that both refugees and host communities are included within national governance and development structures. This strategy emphasizes the need for a holistic approach that promotes joint social and economic development across the territory and ensures meaningful participation of host communities and displaced populations at all levels of planning and implementation.

The strategy focuses on a set of strategic objectives that include upgrading essential infrastructure, enhancing sustainable livelihoods, fostering social cohesion and peaceful coexistence, and strengthening inclusive and accountable local governance systems. It further prioritizes building economic resilience by expanding livelihood opportunities, improving access to financial services, and strengthening climate-resilient economic activities. It also underscores the need to empower local institutions to deliver services that are transparent, inclusive, and responsive to the diverse needs of refugees, IDPs, returnees, and host communities alike.

Special attention is given to vulnerable groups, ensuring they are not left behind in the transition. Additionally, the strategy recognizes that some refugee individuals may require solutions beyond the local context and therefore encourages support for resettlement and other complementary pathways whose protection needs cannot be adequately addressed within Jamjang County.

Guiding Principles

Inclusivity: Using the whole-community and area-based approach, refugees, returnees, and host communities will be engaged and benefit equitably from all programs and services. The strategy prioritizes shared prosperity by fostering joint access to opportunities, strengthening social bonds, and ensuring that no group is marginalized in decision-making or service delivery.

Do No Harm: Apply conflict-sensitive approaches across all activities to avoid unintentionally fuelling tensions or creating inequities. Interventions will be carefully designed based on localized conflict analysis, ensuring they contribute to peace, stability, and mutual trust among diverse groups.

Accountability & participation: Engage communities as equal partners throughout the strategy's lifecycle from assessment and planning to implementation, monitoring, and oversight. Mechanisms will be established for transparent communication, community feedback, and joint decision-making, ensuring that services remain responsive, inclusive, and grounded in community priorities.

Environmental sustainability: Integrate climate adaptation, environmental protection, and natural resource management across all programs. Considering Jamjang's climate stresses, the strategy promotes green solutions, sustainable land use, and resilience-building to protect livelihoods, water sources, and ecosystems for current and future generations.

Protection Mainstreaming: Protection considerations will be woven into all strategic objectives to safeguard the rights and dignity of refugees, returnees, IDPs, and host communities using standardized protection and monitoring framework that incorporates age, gender, and diversity indicators for inclusive and evidence-based decision-making.

By embedding protection across all interventions, the strategy will ensure that transitions to integrated settlements, infrastructure improvements, livelihoods, social cohesion, and governance reforms uphold the dignity, rights, and safety of all individuals.

Access to Territory: Given Jamjang County's proximity to Sudan and the regular movement of refugees and returnees across the border, the strategy supports smoother, safer, and more predictable cross-border dynamics.

Key aspects include climate-resilient infrastructure and services linked to national systems, allowing continuity of access regardless of movement, enhanced social cohesion and peacebuilding, which contributes to stability in border regions, support for civil documentation, education, and livelihoods, enabling people to navigate cross-border movements more securely and improved cooperation between South Sudanese and Sudanese actors to address shared challenges such as displacement, trade, protection, and resource pressures

Cross-border progress will be monitored through indicators such as the number of individuals maintaining access to essential services across the border, levels of economic activity and livelihood resilience among border-moving populations, improvements in community relations and reductions in conflict in border areas

Regular joint evaluation involving stakeholders from both countries will ensure the strategy remains adaptable to evolving cross-border dynamics.

Government leadership and ownership: The successful implementation of this strategy relies on strong government leadership, ownership, and commitment through an inclusive and participatory process. This approach ensures the active engagement of host communities, refugees, national and international NGOs, UN agencies, the private sector, and most importantly the displaced population. The development of this strategy was intentionally designed to be collaborative, aligning with existing Government priorities and objectives concerning solutions for refugees, returnees, and host communities. It builds on ongoing government efforts while incorporating inputs from humanitarian, development, and peace actors, as well as affected communities themselves. By fostering broad participation across national, state, and county authorities, the strategy strengthens local leadership and ensures a coordinated, multi-stakeholder approach to guiding its implementation.

Strategic Framework

Vision

The strategic vision is that refugees, internally displaced persons (IDPs), returnees, and host communities can fully enjoy their rights and live in safety, dignity, and stability. This will improve access to inclusive, high quality, and climate resilient services that are increasingly delivered through national and local systems. Households will have expanded livelihood opportunities and strengthened economic resilience, enabling them to reduce dependency on humanitarian assistance and progressively move toward self-reliance.

The vision further emphasizes peaceful coexistence and social cohesion. Through inclusive programming and shared investments in infrastructure, services, and economic opportunities, refugees, IDPs, returnees, and host communities will collectively contribute to local development and social stability. Ultimately, the strategy aims to support a transition from long term humanitarian dependence to sustainable, community-led development that enhances resilience to future shocks.

The UNHCR Sub Office Jamjang Multi Year Protection and Solutions Strategy is aligned with the common vision and strategic direction of the UNHCR South Sudan Country Operation's Protection and Solutions Strategy. It is anchored in sustainable, integrated responses that promote solutions and self-reliance, while

maintaining strong emergency capacity to save lives and provide essential basic services to the most vulnerable, in line with the ambitions and commitments of the Global Compact on Refugees (GCR).

This multi-year strategic vision is firmly rooted in UNHCR's contribution to global frameworks, national and sub national development strategies, including the Revised National Development Strategy for South Sudan, the South Sudan Durable Solutions Strategy and Plan of Action for Refugees, IDPs, Returnees and Host Communities, the Ruweng Administrative Area Development Plan (2022/23–2024/25).

Strategic Objectives and priorities

This strategy is guided by two key Strategic objectives with protection focused to address both immediate humanitarian needs and longer-term recovery and development priorities.

Strategic Objective 1: Enhancing preparedness and response capacities to address lifesaving needs

- **Access to Territory:** Ensure refugees have unhindered access to seek asylum in safety and dignity regardless of race, nationality, etc
- **Delivering of Lifesaving and emergency response:** Enhance preparedness capacity to respond to the safe and dignified lifesaving needs of refugee new arrivals and other emerging humanitarian situations including flood affected communities, IDPs, refugees and returnees targeting the extremely vulnerable population.

Strategic Objective 2: Advancing self-reliance, inclusion, and climate-resilient humanitarian and development Nexus

- **Promote longer-term Area-Based and settlement approach:** Gradually transition from camps to integrated settlements upholding the rights and dignity of refugees, IDPs and returnees through an area-based coordinated approach. This includes the engagement of all stakeholders as well as the government leadership at national and state levels, communities, partners, donors and private sector.
- **Promote access to sustainable basic services:** Build institutional capacity for inclusive and accountable services including improvement of roads, water, sanitation, energy, health, and education with climate resilience while gradually handing over to state and national authorities, refugee-led and host community structures in IDPs and returnee areas.
- **Promote self-reliance and economic empowerment:** Advocate and facilitate self-reliance and inclusion of refugees, IDPs and returnees into state and national systems through access to documentation, work, education, and finance.
- **Promote social cohesion and peacebuilding:** Support the Scaling-up conflict-sensitive inclusive peacebuilding and dialogue platforms to

promote cooperation and peaceful coexistence between refugees, IDPs, returnees and host community.

- **Strengthen partnerships:** Enhance resource mobilization reaching out to both humanitarian and development donors while enhancing partnerships with humanitarian and development partners as well as the private sector.

Timeframe

The strategy will be implemented effectively from 2026 to 2028 through a gradual process subject to the availability of resources. This will include regular monitoring, lessons learned and information sharing to adapt to the context and situation as well as emerging needs.

Alignment

The strategy is fully aligned with global, national, and subnational policy frameworks that guide protection and solutions for forcibly displaced people. This alignment ensures coherence, strengthens government ownership, and creates a policy foundation for transitioning from emergency response towards long-term, sustainable solutions that benefit refugees, IDPs, returnees, and host communities.

At the global level, the strategy contributes to the implementation of the Global Compact on Refugees (GCR) by promoting responsibility-sharing, inclusion in national systems, support to host communities, and pathways toward self-reliance and durable solutions. It also aligns with relevant regional instruments, including IGAD policy frameworks on refugee protection, which emphasize international cooperation, protection, and inclusion within national systems.

At the national level, the strategy supports the South Sudan Durable Solutions Strategy and the Plan of Action for Refugees, IDPs, Returnees and Host Communities, and the Revised National Development Strategy (RNDS). Through strengthened government systems and integration of displaced populations into national planning processes, the strategy advances government priorities related to service delivery, resilience building, climate adaptation, local economic recovery, and long-term state-building objectives.

At the subnational level, interventions are aligned with the development priorities of the Ruweng Administrative Area (RAA). Coordination with state and County institutions ensures that investments in infrastructure, basic services, and livelihoods complement local development plans and respond to shared community needs. Key frameworks guiding this alignment include the Ruweng Administrative Area Development Plan (2025/26), which outlines local priorities, governance structures, and resource allocation mechanisms.

The strategy is also aligned with the UNHCR South Sudan Country Operation's Protection and Solutions Strategy, ensuring coherence with national and regional UNHCR approaches to protection, resilience, and solutions. This alignment reinforces legitimacy, promotes harmonized implementation, and facilitates partnerships with development actors and financial institutions.

In addition, the strategy contributes to the implementation of South Sudan's Global Refugee Forum (GRF) pledges (2023–2027), which focus on strengthening national protection systems, improving access to services, and expanding opportunities for self-reliance and durable solutions. Through this alignment, the strategy helps advance national commitments while supporting measurable progress toward global and regional policy objectives.

Furthermore, the strategy is fully aligned with the South Sudan United Nations Sustainable Development Cooperation Framework (UNSDCF), which guides collaboration between the Government of South Sudan and the UN system. In 2026, the UN and the Humanitarian Country Team (UNCT/HCT) will focus on five collective outcomes across the humanitarian–development–peace nexus: Peace and governance, Food security, Essential services, Durable solutions and Rapid response.

In line with these priorities, the strategy will anchor itself in these five areas, with a strong emphasis on enhancing durable solutions, reducing dependence on humanitarian assistance amid shrinking resources, and promoting sustainable, nationally integrated responses for refugees, returnees, IDPs, and host communities. promoting more sustainable, nationally integrated responses for refugees, returnees, and host communities.

Coordination and Partnership

Effective delivery of protection, assistance, and solutions programming in RAA requires strong, structured, and sustained partnerships. The operational environment is complex, characterized by large-scale displacement, limited infrastructure, environmental shocks, and evolving government capacity. UNHCR in its role as the Area-Based Coordination Agency for RAA and as coordination co-lead (together with the Commission for Refugee Affairs) for the refugee response in South Sudan within the Refugee Coordination Model (RCM) will therefore reinforce collaborative frameworks that promote complementarity, efficiency, and long-term sustainability among humanitarian and development partners. Existing multi-agency platforms such as the inter-Agency coordination forums, sectoral and thematic working groups, the Protection and Solutions Technical Working Group, the Cash Working Group, the Government (GRAA) - UN/INGO/NGO coordination forum, host community and the refugee coordination forums will continue to be used to disseminate information and discuss matters related to coordination and partnerships including the implementation of the strategy.

Close collaboration with government authorities will remain central. At the national level, coordination with the Commission for Refugee Affairs and relevant ministries will ensure policy alignment and compliance with national refugee frameworks. At state and county levels in the Ruweng Administrative Area, engagement with line departments will strengthen integration of refugee and IDP programming into public service delivery systems. Joint planning, information

sharing, and capacity strengthening will support gradual transition toward government leadership of essential services.

Partnerships with United Nations Agencies will continue to be critical for sectoral expertise and resource mobilization. Collaboration with the Food and Agriculture Organization will enhance agricultural recovery and climate-smart production systems. Cooperation with the International Organization for Migration will support population tracking, displacement management, and durable solutions planning. Engagement with the United Nations Office for Project Services will facilitate cash assistance, infrastructure development, and engineering oversight. UNICEF will remain a key partner in education, child protection, and WASH programming, while the World Food Programme will coordinate food assistance and resilience-based food security initiatives. The WB will support health system strengthening, disease surveillance, and public health preparedness.

National and international non-governmental organizations will continue to deliver frontline services across protection, shelter, health, WASH, education, and livelihoods sectors. Emphasis will be placed on strengthening local NGOs to enhance sustainability and community ownership. Development partners will be engaged in aligning humanitarian investments with longer-term development financing.

Engagement with financial institutions and private sector actors will expand opportunities for financial inclusion, employment, and market development. Partnerships with microfinance providers, mobile network operators, agricultural traders, and local enterprises will promote economic inclusion and reduce aid dependency.

Refugee-led organizations and community-based structures will be central to implementation. These entities provide culturally appropriate services, enhance accountability, and ensure community participation in decision-making. Capacity strengthening initiatives will empower these groups to play a greater role in service delivery and governance.

All programming will align with national and local development frameworks, including state-level planning processes, to ensure coherence with government priorities. This alignment will support sustainability, facilitate resource mobilization, and reduce parallel service structures.

Key sectoral interventions

Protection

Protection remains the central pillar of the operational response in Jamjang. The protection strategy recognizes that displacement in both contexts is protracted, multidimensional, and deeply intertwined with structural vulnerabilities such as

poverty, weak governance systems, environmental shocks, and limited access to justice. The approach therefore combines institutional strengthening, community-based protection, legal empowerment, and targeted assistance for individuals with heightened risks. Protection interventions are designed not only to respond to incidents but also to prevent violations, reinforce resilience, and support pathways toward durable solutions.

Key interventions of the Strategy are the following:

- **Government-led Sustainable interventions:** Build capacity of local authorities and community leaders, integrate refugee services into national systems, use collaborative forums and awareness campaigns to promote inclusion and mutual understanding, Pilot projects to demonstrate effective service integration, Monitor and assess service delivery for equity, accountability, and improvement.
- **Access to Legal Documentation & Livelihood:** Support refugees in obtaining legal documentation, Link vulnerable groups to vocational training and financial inclusion programs, promote small enterprise development, collaborate with local authorities and refugee leaders to ensure safe, non-discriminatory livelihood opportunities, conduct market monitoring and community outreach to prevent exploitation and promote fair economic participation.
- **Community Dialogue & Peacebuilding:** Expand platforms for community dialogue and joint planning, support local peace committees and youth groups for dispute mediation, implement tolerance and non-violence campaigns via schools, community networks, and faith leaders, organize regular inter-community events to build trust and cooperation.
- **Capacity Building & Governance:** Strengthen capacity of local governments and refugee-led organizations, provide training on governance, accountability, and human rights, establish joint coordination structures involving both refugees and host communities, and gradually hand over services using performance benchmarks to ensure sustainability and community ownership.

Strengthening the Protection Environment (Safety and Access to Justice)

Achieve sustainable approaches to empowered community structures and leadership, effectively building local capacity towards empowerment and self-reliance. Refugees in Jamjang will have full, safe, and equitable access to justice. Their rights and fundamental freedoms are actively protected and enforced through both national and traditional legal systems, without discrimination.

Key interventions of the Strategy are the following:

- Strengthening the protection environment requires sustained investment in both institutional capacity and community structures. In Jamjang, local authorities and service providers operate in resource-constrained environments where capacity gaps can affect the quality, accessibility, and accountability of protection services. UNHCR will therefore prioritize technical support to county and state institutions, including the Commission for Refugee Affairs (CRA), line ministries, law enforcement bodies, and local administrative structures.
- Strengthen the protection environment in Ruweng Administrative Area (RAA) through regular monitoring of detention conditions in prisons and police facilities to ensure that the rights of forcibly displaced persons are respected and that detention is carried out in line with national and international standards. In collaboration with the judiciary in Parieng and the RAA authorities, Partners will support access to fair and timely justice for refugees, asylum-seekers, returnees, IDPs, and vulnerable members of the host community who come into conflict with the law. This will include legal awareness, case follow-up, and coordination with justice actors to promote due process and alternatives to detention where appropriate.
- Capacity-building initiatives will include structured training on international refugee law, internal displacement frameworks, human rights standards, child protection principles, gender-based violence prevention and response, and accountability to affected populations. These training courses will be complemented by mentoring and on-the-job coaching to ensure practical application of knowledge. Institutional support will also focus on improving data management, referral pathways, and case documentation to strengthen protection case management systems.
- In Jamjang, where refugee populations reside alongside host communities, coordination between refugee leadership structures and local authorities is critical. Joint refugee-host coordination platforms will be formalized to facilitate inclusive planning, dialogue, and collective problem-solving. These structures will address issues such as land allocation, access to services, environmental management, and dispute resolution.
- Community-based protection networks will be expanded and supported in both operational areas. These networks will include trained community focal points, women's leaders, youth representatives, people with disabilities, and religious and traditional leaders. Their role will include identifying emerging risks, providing basic protection information, facilitating referrals, and supporting awareness-raising activities. By anchoring protection monitoring within communities themselves, the system becomes more responsive and culturally appropriate.
- Early warning systems will be strengthened to detect emerging protection threats related to flooding, new displacement, security incidents, or social tensions. Community-based reporting mechanisms will feed into structured protection monitoring systems, allowing timely analysis and response. Particular attention will be paid to monitoring risks affecting women and

girls, unaccompanied children, elderly persons, and persons with disabilities.

- Refugee-led organizations and community committees will be further empowered as protection actors. Capacity development support will enhance their governance structures, fiscal management, advocacy skills, and service delivery capabilities. These organizations will participate in awareness campaigns, legal information dissemination, psychosocial support initiatives, and community dialogue facilitation. Strengthening refugee and community leadership not only improves service reach but also fosters ownership, accountability, and sustainability.
- Establish structured coordination mechanisms between refugee leadership and local law enforcement to prevent and respond to protection incidents.
- Systematically monitor traditional justice mechanisms to ensure fairness, accountability, and compliance with human rights standards.
- Strengthening the capacity of police and security actors through targeted training on refugee protection, human rights principles, and applicable legal frameworks.
- Capacity building of local actors in Camp Management and Coordination: Deliver targeted training on core functions: accountability to affected populations (AAP), information management, site maintenance/planning, and inter-sectoral coordination to ensure continuity of camp management.
- Professionalization and Institutional Strengthening of Refugee Governance Structures: Institutionalizes transparency and accountability, ensuring governance structures remain functional, legitimate, and adhere to agreed-upon standards.
- Strengthen peaceful co-existence initiatives: Implement targeted social cohesion and conflict mitigation programming aimed at fostering trust, promoting shared resource management, and establish joint forums between refugees and host community.

Community-Based Protection and Engagement:

Camp Management and Coordination remain a critical function in strategic response, ensuring that services are delivered in a coordinated, accountable, and protection-sensitive manner. However, the operational strategy recognizes that prolonged camp-based systems can entrench dependency and limit integration. The community-based protection approach during the 2026–2028 period will therefore serve a dual function: maintaining effective service coordination while progressively supporting transition toward area-based and settlement-oriented models.

Key interventions of the Strategy are the following:

- In RAA, community governance structures will be strengthened as the foundation of participatory and accountable site management. Refugee

committees in Jamjang will receive structured capacity development in leadership, representation, conflict resolution, accountability, and information management. Emphasis will be placed on inclusive representation of women, youth, persons with disabilities, and minority groups. Transparent communication channels between community representatives and service providers will be reinforced to ensure timely identification of gaps and emerging risks.

- Collective planning will become central to camp and settlement management. Regular consultations will be conducted with affected communities to inform site planning, infrastructure development, relocation planning, and service prioritization. Community feedback mechanisms will be strengthened to promote accountability and responsiveness.
- Site rationalization and flood risk reduction will form a major operational focus in Ruweng Administrative Area. Overcrowding in displacement areas increases protection risks and undermines service quality. Planned reorganization of settlement layouts will aim to improve access routes, reduce density in high-risk zones, and create safer communal spaces. Flood mitigation measures such as reinforcement of dikes, improvement of drainage systems, elevation of key infrastructure, and establishment of safer relocation sites will be integrated into site planning.
- In Jamjang, camp management structures will progressively shift from parallel service systems toward integration with surrounding host communities. Shared infrastructure planning will support joint use of markets, roads, schools, and health facilities. This integration will reduce duplication, promote equity, and enhance social cohesion.
- Alignment with county and state development plans will guide all site-level interventions. Coordination with local authorities will ensure that infrastructure investments, spatial planning, and service delivery support long-term urban and rural development strategies. This alignment will also facilitate eventual handover of service management responsibilities to government institutions where capacity allows.
- Through this integrated area-based coordination model, the strategy seeks to maintain service stability while laying the groundwork for sustainable, inclusive settlements that extend beyond traditional camp boundaries.

Registration and Documentation

Access to legal identity is fundamental to protection, inclusion, and durable solutions. Without proper documentation, displaced individuals face barriers to accessing services, education, healthcare, employment, and freedom of movement. Documentation also provides legal recognition, reduces risks of statelessness, and strengthens data systems for planning and assistance delivery.

Key interventions of the Strategy are the following:

- Continuous biometric registration and verification processes will be maintained to ensure accurate population data in Jamjang camps. Regular verification exercises will update demographic information, identify individuals with specific needs, and strengthen assistance targeting. Robust data protection protocols will ensure confidentiality and safeguard personal information.
- In Jamjang, refugee documentation will be issued and renewed as required, ensuring that refugees maintain proof of legal status. Efforts will focus on ensuring that documentation processes are accessible, efficient, and inclusive, particularly for people with mobility challenges or limited literacy. Outreach activities will inform communities about documentation requirements and procedures.
- Civil registration support will be expanded to improve access to birth, death, and marriage registration. Birth registration is particularly critical in preventing statelessness and ensuring children's access to education and services. Collaboration with civil registry authorities will aim to strengthen local registration capacity, including through training, logistical support, and awareness campaigns.
- Advocacy efforts will promote access to national identification and work authorization where applicable. Enabling refugees and returnees to access lawful employment opportunities contributes directly to self-reliance and reduces protection risks associated with informal labour arrangements.
- Legal assistance programming will support individuals facing civil and administrative challenges, including land disputes, inheritance claims, documentation barriers, and detention-related issues. Legal awareness sessions will inform communities about their rights and available remedies. Partnerships with legal aid organizations and bar associations will enhance the reach and sustainability of services.
- By strengthening registration and documentation systems, the strategy reinforces both immediate protection and long-term solutions. Accurate data supports evidence-based planning, while legal identity empowers individuals to access services, participate in economic activities, and claim their rights. In protracted displacement settings such as Jamjang, documentation is not merely administrative, it is foundational to inclusion, dignity, and durable solutions.

Gender-Based Violence (GBV)

Based on participatory assessments and engagement with the communities, GBV interventions will focus on the prevention, mitigation of GBV risks and ensure timely, life-saving response by leveraging community structures as primary first responders. This includes but not limited to Community-led awareness and response, Survivor-Centered Services and Justice and Strengthening Local Partnerships of Refugee-Led Organizations (RLOs), Community-Based Organizations (CBOs), and Women-Led Organizations (WLOs).

Key interventions of the Strategy are the following:

- Gender-based violence remains one of the most critical protection concerns in Jamjang. The risk environment is shaped by multiple structural factors, including protracted displacement, poverty, overcrowded living conditions, limited livelihood opportunities, and weakened social protection systems. Recurrent flooding and repeated displacement further heighten vulnerability by disrupting community networks, increasing exposure during movement, and forcing families into temporary or poorly planned settlements. Women and girls are particularly at risk of intimate partner violence, sexual exploitation, early and forced marriage, and survival sex linked to economic hardship.
- The operational response will prioritize a comprehensive, survivor-centred approach that ensures safety, confidentiality, dignity, and informed consent at every stage of service delivery. Case management services will be strengthened to ensure timely identification, assessment, referral, and follow-up for survivors. Trained GBV caseworkers will provide individualized support plans that address medical, psychosocial, legal, and socio-economic needs.
- Women and girls' safe spaces will remain a cornerstone of the response in both operational areas. These spaces provide confidential environments where women and adolescent girls can access psychosocial support, life skills training, information on available services, and peer support networks. Where gaps exist, safe spaces will be expanded or rehabilitated, and outreach mechanisms will ensure access for women living in remote or flood-affected locations.
- Access to clinical management of rape will be strengthened through close coordination with health partners. Health facilities will receive technical support, training, and essential supplies to ensure timely provision of emergency medical care, including post-exposure prophylaxis, emergency contraception, and treatment of injuries. Referral pathways between community structures, safe spaces, and health facilities will be reinforced to ensure survivors receive comprehensive care without delay.
- Psychosocial support services will be expanded through a combination of individual counselling, group therapy, and community-based support networks. These services will address trauma, anxiety, depression, and other mental health impacts associated with violence and displacement.
- Prevention efforts will focus on transforming harmful social norms and strengthening community responsibility for protection. Community awareness campaigns will address the consequences of GBV, available services, and the importance of reporting incidents safely. Engagement of men and boys will be prioritized through dialogue groups, peer education, and positive masculinity initiatives aimed at reducing violence and promoting gender equality.
- GBV risk mitigation will be systematically integrated across sectors. Shelter planning will prioritize privacy, adequate lighting, and safe arrangements.

WASH facilities will be designed to ensure gender-segregation, appropriate location, and secure access. Site planning will reduce overcrowding and improve safe access routes to essential services. Livelihood and economic empowerment activities targeting women will also contribute to reducing vulnerability linked to financial dependence.

Child Protection

Children constitute a significant proportion of the displaced population in Jamjang face heightened risks associated with displacement, poverty, family separation, and disruption of education and social structures. Child protection programming will focus on prevention, response, and system strengthening to ensure that children grow up in safe and supportive environments.

Key interventions of the Strategy are the following:

- Case management services will be strengthened for unaccompanied and separated children, children at risk of abuse or neglect, and those exposed to violence, exploitation, or harmful practices. Trained child protection caseworkers will conduct best interest assessments and determinations, develop care plans, and coordinate referrals to appropriate services.
- Family tracing and reunification will remain a priority for separated children. Coordination with national authorities, community networks, and specialized partners will facilitate safe and timely reunification, ensuring that the child's best interests are central to all decisions.
- Child-friendly spaces will be maintained and expanded to provide safe environments for structured play, learning, and psychosocial support. These spaces help restore a sense of normalcy, support emotional recovery, and provide opportunities for early identification of protection concerns. Community facilitators will be trained to deliver age-appropriate activities that promote resilience and social development.
- Preventive interventions will address key risks affecting children, including child labour, early and forced marriage, and recruitment into armed groups or criminal activities. Community awareness campaigns will engage parents, caregivers, and community leaders to promote child rights and positive parenting practices. Livelihood and education interventions will complement these efforts by reducing economic pressures that contribute to negative coping mechanisms.
- Birth registration will be actively promoted as a critical child protection measure, ensuring legal identity and access to services. Collaboration with civil registry authorities will support mobile registration campaigns and awareness activities.
- Educational access will be closely linked to child protection outcomes. Efforts will support school enrolment and retention, particularly for girls and children with disabilities. Accelerated learning programmes will provide pathways for children who have missed years of schooling due to displacement.

- In Jamjang, the focus will include strengthening long-term community-based child protection systems within protracted refugee settings.

Inclusion of Persons with Specific Needs

Ensuring the inclusion and protection of people with specific needs is a core principle of the operational strategy. Displacement often increases existing vulnerabilities, and individuals with specific needs may face additional barriers in accessing services, information, and livelihood opportunities.

Key interventions of the Strategy are the following:

- Targeted interventions will support persons with disabilities, older persons, female-headed households, survivors of violence, and individuals living with chronic or life-threatening medical conditions. Identification of people with specific needs will be integrated into registration, verification, and community outreach processes to ensure accurate data and appropriate follow-up.
- People with disabilities will be supported through referrals to specialized services, provision of assistive devices where feasible, and advocacy for accessibility in infrastructure design. Inclusive programming across sectors will ensure that facilities such as schools, health centres, water points, and distribution sites are physically accessible and responsive to diverse needs.
- Older people often face isolation, reduced mobility, and limited access to support networks. Community outreach teams will conduct regular follow-up visits, and community-based support mechanisms will be encouraged to address social isolation and care needs.
- Female-headed households, particularly those with limited income or caregiving burdens, will be prioritized for livelihood support, shelter assistance, and social protection services. Survivors of violence will receive integrated support through protection, health, psychosocial, and legal services.
- Individuals with chronic illnesses will be linked to health services and supported through targeted assistance where treatment continuity is at risk, particularly during flood-related disruptions.
- Community outreach will play a central role in ensuring equitable access. Mobile teams and community Outreach Volunteers will identify individuals unable to reach service points and facilitate referrals. Home-based services will be provided for individuals with severe mobility limitations or health conditions.
- Inclusion will also be strengthened through community awareness initiatives that address stigma and discrimination, promote social acceptance, and encourage community solidarity. Participation of people with specific needs and their representative groups in planning and feedback mechanisms will ensure that programmes are responsive and inclusive.
- Through a combination of targeted support, inclusive service design, and community engagement, the strategy seeks to ensure that no individual is

left behind and that the most vulnerable members of displaced and host communities are able to live with dignity, safety, and access to essential services.

Logistical support provided for refugees and asylum seekers

UNHCR will ensure a humane, efficient, and timely reception process for all new refugee arrivals, with a strong focus on dignity, safety, and immediate lifesaving support. Reception and transit centres will be continuously maintained and upgraded to remain operational, safe, and responsive to increasing arrival trends. This includes regular upkeep of infrastructure, water and sanitation facilities, lighting, and essential services to ensure that the centres provide a protective and healthy environment for vulnerable individuals and families.

Upon arrival, refugees will receive immediate assistance at designated reception and transit facilities, including registration support, temporary accommodation, and wet feeding to address urgent nutritional needs. Particular attention will be given to people with specific needs, including unaccompanied and separated children, older people, people with disabilities, and survivors of trauma, ensuring that protection considerations are integrated throughout the reception process.

To ease congestion at border and transit locations and promote timely access to services, UNHCR will coordinate and facilitate the organized relocation of new arrivals to Jamjang camps. Relocation will be carried out in a safe and dignified manner, with clear communication to refugees on destinations and available services. Upon arrival at the camps, households will receive core relief items and emergency shelter support to enable them to meet basic needs and stabilize quickly. This approach will help reduce overcrowding at entry points, improve living conditions, and ensure a smooth transition from emergency reception to longer-term assistance and protection.

Education

> *"Create an inclusive, equitable, and high-quality education for both refugee and host community children and youth, with emphasis on supporting national commitments to integrate refugees into the education system in partnership with the Ministry of General Education and Instruction (MoGEI), and other partners".*

Key interventions of the Strategy are the following:

- Enhance access, improved learning quality, and equity through the construction, upgrading, and rehabilitation of classrooms and facilities to reduce overcrowding and meet national teacher-to-student ratio standards. It promotes a transition from camp-based education to sustainable, nationally led systems.
- Enhance nutrition and food security in schools; small-scale crop production will be supported through the provision of seedlings, tools, and technical guidance. Solarization of schools, including Instant Network Schools, will foster digital learning, sustainable energy use, and improved language proficiency through platforms such as Akelius.
- Inclusion of children with disabilities via adaptive learning materials, accessible infrastructure, parental engagement, and collaboration with MoGEI and partners to harmonize curricula, standards, and teacher training. School governance structures School Management Committees, Parent-Teacher Associations, and Boards of Governors will receive training in leadership, accountability, and conflict mitigation management at the school level.
- The DAFI graduates will serve as teaching assistants and mentors to address teacher shortages and enhance instruction. Expanded digital learning, higher education, and Accelerated Learning Programs will support out-of-school youth, particularly girls and boys, to reintegrate into formal education.
- Youth empowerment through vocational training, skills development, and psychosocial support, promoting self-reliance, confidence, and well-being. Strengthened school clubs will nurture leadership, teamwork, creativity, and problem-solving skills from 2026 onward.
- Strengthening Early Childhood Development (ECD) through active community participation, complemented by training volunteer teachers and the provision of learning and teaching materials. This approach aims to foster community ownership, enhance sustainability, and improve the quality of early learning for displaced children. In collaboration with

community leadership, continue to provide guidance, support, and monitoring to ensure effective implementation and long-term impact.

- Integration into national education system remains a strategic priority. Schools serving refugees and IDPs will progressively align curriculum, certification, and teacher standards with national frameworks. Collaboration with education ministries will strengthen supervision, quality assurance, and harmonization of examination systems.
- School feeding initiatives will contribute to improved attendance and retention, particularly for vulnerable households. Small-scale school agriculture projects will complement feeding programmes, enhance nutrition, and serve as practical learning platforms for agricultural skills.

Health and Nutrition

The health needs in RAA remain significant due to high population density, recurrent flooding, poor living conditions, and limited access to clean water and sanitation. Communicable diseases, malaria, acute respiratory infections, and waterborne illnesses remain common, particularly during the rainy season. Flooding often disrupts service delivery by damaging infrastructure, contaminating water sources, and limiting physical access to health facilities. The health and nutrition strategy for Jamjang is designed to ensure continuity of lifesaving services while progressively transitioning toward sustainable, government-led health systems. Given the protracted nature of displacement and the increasing pressure on humanitarian resources, strengthening public health institutions and integrating refugee and IDP health services into county and state health structures is a central priority. This includes support to the Ministry of Health using the HSTP concept to address critical operational staffing gaps at health facilities in the camps complemented by the provision of medicines, medical supplies, and medical equipment to fill the gaps and enhance the supply chain. Through these combined interventions, the health and nutrition strategy aims to ensure that displaced and host populations have equitable access to quality, resilient, and sustainable health services.

- The operational approach will support the integration of refugee and IDP health services into county health planning processes. Population data, disease surveillance information, and pharmaceutical requirements will be incorporated into government health plans to ensure more equitable resource allocation and long-term sustainability. Coordination with state and county health departments will strengthen planning, supervision, and quality assurance.
- Continue to provide critical operational support to address capacity gaps. This will include support for the recruitment and retention of essential health personnel, training and mentoring of staff, and strengthening of health management systems. Capacity-building efforts will focus on clinical skills, disease surveillance, infection prevention and control, maternal and child health, and emergency preparedness.

- Procurement and supply of essential medicines, medical equipment, and consumables will be maintained to prevent stock-outs and ensure continuity of care. Strengthening supply chain management systems will improve forecasting, storage, and distribution, reducing dependency on emergency procurement mechanisms.
- Referral systems linking primary health facilities to secondary and tertiary care services will be strengthened. Ambulance services, including fuel and maintenance support, will ensure timely transport for emergency obstetric cases, trauma, and other critical conditions. Clear referral protocols and communication systems will improve coordination between facilities.
- Solarization of health facilities will be prioritized to ensure reliable power supply for lighting, cold chain management, laboratory services, and night-time emergency care. In flood-prone areas, infrastructure upgrades and preventive maintenance will improve facility resilience and reduce service disruption.
- Nutrition programming will be integrated within primary health care services. Routine screening for acute malnutrition among children under five and pregnant and lactating women will be conducted through facility-based and community outreach mechanisms. Treatment services for moderate and severe acute malnutrition will be strengthened, alongside community education on infant and young child feeding practices.
- Maternal, newborn, and child health services will be expanded to reduce preventable morbidity and mortality. Antenatal care, skilled birth attendance, postnatal follow-up, immunization, and growth monitoring will be prioritized. Community health workers will play a critical role in outreach, health education, and early identification of high-risk cases.

Water, Sanitation and Hygiene (WASH)

> *Transition from emergency-focused WASH service delivery in camps to integrated, climate-resilient water, sanitation, and hygiene systems within sustainable settlements, enhancing long-term access, environmental sustainability, and community ownership.*

Access to safe water, adequate sanitation, and hygiene remains fundamental to public health, protection, and dignity in Jamjang camps. The WASH strategy prioritizes a transition from short-term emergency solutions towards sustainable, climate-resilient systems that can serve both displaced and host communities over the long term.

In many areas, emergency water trucking has been necessary to meet immediate needs. However, this approach is costly, environmentally unsustainable, and vulnerable to access constraints during flooding. The strategy will therefore focus on replacing temporary measures with durable water supply systems, including the

construction and rehabilitation of boreholes, expansion of solar-powered pumping systems, and development of piped water networks where feasible.

Solarization of water systems will reduce operational costs, improve reliability, and support environmentally sustainable service delivery. Water quality monitoring systems will be strengthened to ensure compliance with safety standards and to prevent disease outbreaks.

Sanitation infrastructure will be upgraded using durable and flood-resistant designs. Elevated latrines, improved drainage, and safe sludge management systems will reduce environmental contamination and maintain functionality during the rainy season.

Hygiene promotion will remain a core component of WASH programming. Community-based hygiene volunteers will conduct regular awareness sessions on handwashing, safe water storage, menstrual hygiene management, and disease prevention. Behaviour change communication strategies will be adapted to local contexts and seasonal risk patterns.

Community ownership and management of WASH facilities will be strengthened through the establishment and training of water user committees and sanitation management groups. These structures will support routine maintenance, collection fees where appropriate, and local accountability.

Integration of WASH services across forcibly displaced people, and host community areas will reduce inequality and promote social cohesion. Shared infrastructure planning will ensure that investments contribute to broader settlement development and support eventual transition to government management. In Jamjang, the focus will include upgrading aging systems and expanding coverage to newly settled areas and host communities.

Shelter and Infrastructure

> *Transition from camp-based shelter provision to sustainable, community-led settlement solutions that promote refugee self-reliance, climate resilience, and social inclusion, while progressively integrating these approaches into national systems.*

Shelter and infrastructure interventions are critical for protection, health, and resilience in both operational areas. The strategy combines emergency response capacity with longer-term investments aimed at improving living conditions, reducing climate vulnerability, and supporting settlement development.

Emergency Shelter

Given the continued influx of refugees from Sudan and the risk of sudden displacement due to flooding or conflict, emergency shelter capacity will be maintained for up to 25,000 new arrivals annually. Emergency shelter kits and materials will be pre-positioned to enable rapid distribution.

Reception and transit arrangements will ensure that newly arrived households have access to safe and dignified temporary accommodation while registration and site allocation processes are completed. Emergency shelter assistance will prioritize protection considerations, including adequate space, privacy, and safe site layout.

Transitional Shelter

For households experiencing prolonged displacement, transitional shelter solutions will provide more durable living conditions. Transitional shelters will be constructed for vulnerable households, particularly persons with specific needs, elderly-headed households, female-headed households, and families unable to construct adequate shelter independently.

Rehabilitation of aging and structurally weak shelters will be undertaken to improve safety and habitability. In protracted situations like in Jamjang, many shelters constructed during earlier emergency phases now require upgrading or replacement.

Support for self-construction will be expanded through the provision of durable materials, technical guidance, and community-based construction support. This approach promotes ownership, reduces costs, and builds local skills. Designs will incorporate climate-resilient features such as improved roofing, raised foundations, and stronger structural components.

Infrastructure

Infrastructure development will support both service access and economic recovery. Construction and maintenance of internal access roads will improve mobility within camps and settlements, facilitate emergency response, and ensure access to health, education, and distribution points.

Farmland access roads will be developed and maintained to support agricultural livelihoods, reduce transportation costs, and improve market connectivity. Road improvements will include drainage works and installation of culverts to maintain usability during the rainy season.

Flood mitigation infrastructure will be a major priority in Jamjang. Reinforcement of existing dikes, construction of new protective embankments, and development of drainage channels will reduce flood exposure and protect camps, farmlands and critical infrastructure. Water retention structures such as hafirs will support both flood management and water availability during dry periods.

Community infrastructure projects will support integration and social cohesion. Markets, community centers, training facilities, and shared service points will be

developed using area-based planning principles to benefit refugees and host communities.

All infrastructure investments will be aligned with county and state development priorities and designed with sustainability, environmental impact, and community ownership in mind. Through these combined interventions, shelter and infrastructure programming will contribute to safer living conditions, improved economic opportunities, and long-term settlement development in Jamjang.

Livelihoods and Economic Inclusion

> *Advocate for favorable policies, facilitate inclusion and Empower FDSP to strengthen resilience*

Livelihoods and economic inclusion are central to reducing long-term dependency on humanitarian assistance and advancing durable solutions in Jamjang. Years of displacement, limited access to land and markets, environmental degradation, and recurrent flooding have significantly weakened household productive capacities, making economic recovery an urgent priority.

The strategy therefore adopts a diversified and climate-resilient approach that promotes sustainable agriculture, environmental and climate action, and responsible natural resource management as foundations for strengthened household resilience. Livelihoods and economic recovery are mainstreamed across the strategy as key enablers of self-reliance, focusing on strengthening household incomes, expanding market-relevant skills through apprenticeship programmes, fostering enterprise creation, and improving access to financial inclusion mechanisms. Targeted interventions will enhance employability, expand access to decent jobs especially for young, trained refugees and support small-scale enterprise development by improving access to productive assets and financial services.

The strategy also prioritizes promoting and strengthening community-based, refugee-led, and women-led organizations, recognizing their critical role in driving inclusive local economic systems. Throughout implementation, UNHCR will strengthen partnerships with key stakeholders including FAO, government institutions, private sector actors, and development partners to build integrated, sustainable economic opportunities aligned with phased settlement integration and long-term resilience.

Agriculture

Agriculture represents the primary livelihood opportunity in Ruweng Administrative Area. However, productivity remains low due to poor soil management, limited access to quality inputs, inadequate storage, and climate variability. The agricultural component of the strategy will focus on increasing

productivity, improving resilience to climate shocks, and strengthening market integration.

Climate-smart agriculture practices will be promoted to enhance productivity while adapting to changing rainfall patterns and flood risks. Farmers will receive training on improved planting techniques, crop diversification, water harvesting, and drought- and flood-tolerant crop varieties. Demonstration plots and farmer field schools will serve as practical learning platforms.

Soil and water conservation measures will be implemented to reduce land degradation and improve long-term productivity. Contour farming, mulching, agroforestry integration, and small-scale irrigation techniques will enhance resilience and environmental sustainability.

Agroforestry and integrated farming systems will combine crop production with tree planting and livestock rearing, diversifying income sources, and strengthening environmental restoration. Tree planting initiatives will support soil stabilization, provide shade and fuelwood alternatives, and reduce deforestation pressures.

Mechanization support, where feasible, will improve efficiency and expand cultivated land areas. Access to veterinary services will support livestock health, which remains an important asset base in host communities and among returnees. Vaccination campaigns, disease surveillance, and livestock extension services will reduce animal mortality and improve productivity.

Seed production and input support will strengthen local seed systems and reduce reliance on external distributions. Community seed banks and seed multiplication initiatives will promote sustainability and enhance crop quality.

Post-harvest storage facilities will be developed to reduce losses caused by pests, humidity, and flooding. Improved storage will stabilize household food supply and support commercial sales. Value addition initiatives such as milling, oil extraction, and packaging will increase market value and create employment opportunities.

Market linkage and cooperative development will connect producers to local markets. Support for producer groups and cooperatives will improve bargaining power, facilitate bulk sales, and enable access to credit and inputs. In Jamjang, improved road access to farmlands will complement these interventions.

Skills and Enterprise

Diversifying livelihoods beyond agriculture is critical, particularly for youth in Jamjang. Skills development and enterprise support will expand economic opportunities and strengthen self-reliance.

Technical and Vocational Education and Training centres will be strengthened to deliver market-relevant training. Curriculum updates will align training with local labour market demand, including trades such as carpentry, masonry, tailoring, mechanics, solar installation, and agro processing. Training facilities will receive equipment upgrades and instructor capacity development.

Apprenticeship programmes will connect trainees with experienced artisans and small businesses to facilitate hands-on learning and practical experience. This approach enhances employability and builds professional networks.

Entrepreneurship and business training will equip participants with financial management, marketing, record-keeping, and customer service skills. Business development services will include mentorship, coaching, and peer networking platforms.

Revolving grants and cash-based initiatives will provide start-up capital for viable small enterprises. These initiatives will be carefully targeted and accompanied by monitoring and mentorship to promote sustainability and minimize dependency. Cash-based interventions may also support income generation during agricultural off-seasons or in response to climate shocks.

Private sector engagement will be strengthened to create employment pathways and stimulate local economic growth. Partnerships with traders, service providers, and small-scale manufacturers will expand market opportunities for trained youth and producers. Advocacy will promote inclusive hiring practices and equitable access to employment for refugees, IDPs, and returnees.

Financial Inclusion

Access to financial services remains limited in both operational areas, restricting savings, investment, and business growth. Strengthening financial inclusion will enhance household resilience and support economic recovery.

Village Savings and Loan Associations will be strengthened through capacity development, governance training, and financial management support. Digitization initiatives will improve record-keeping, transparency, and efficiency, particularly in larger groups.

Linkages between savings groups and formal financial institutions will be facilitated where possible, enabling access to broader financial services such as microcredit and mobile banking. Partnerships with financial service providers will explore tailored products suitable for displaced and host populations.

Financial literacy training will improve understanding of savings, budgeting, credit management, and investment planning. These skills are critical for sustaining enterprise development and reducing vulnerability to economic shocks.

By strengthening financial systems at community level, the strategy aims to create a more stable economic foundation that supports entrepreneurship, agricultural investment, and household resilience.

Key interventions	
Comprehensive and holistic support for sustainable Agriculture	• Sustainable agriculture Development: Promote CSA, soil and water conversation, Agroforestry and integrated farming systems, mechanization, improve land access, veterinary services • Processing: Establishing post-harvest storage facilities, value chain and addition (milling, packaging etc.), Reduce post-harvest losses, logistic options, organizing agricultural fairs for refugees to showcase their produce and foster community engagement • Capacity building: training farmers on modern techniques, financial literacy and business skills, gender – inclusive and youth focused programs. • Infrastructure and input: Expand access roads, promote seed efforts and establish seed production blocks, • Marketing: marketing (linking farmers to local & nearby markets, support cooperatives and producers' groups, • Policy and advocacy: Safe and free access to farmlands and tenure security, support regulations for fair trade and free access to the labor market.
Apprenticeship, Enterprise Creation, and Financial Inclusion	• Skills set: Upgrade and operationalize vocational training centres offering skills • BDS/MDS: Provide entrepreneurship training and implement revolving business acceleration grants through (CBI). • Financial inclusion: Support existing VSLAs through mentorship, promote digitalisation, improve efficiency and transparency, link them to FSPs, monitor their progress, draw lessons, and make informed recommendations.
Access to Decent Jobs and Labor for Young, Trained Refugees	• Maximize the use of young people trained through the program to enhance their practical skills and build their confidence. • Advocate for policies that grant refugees a legal status enabling access to decent, dignified employment and labour market opportunities. • Connect refugees to private sector employers, inclusive hiring policies
Environmental, Climate action and sustainable natural resource management	• Mainstream climate action in all our programming through conducting projects' environmental impact assessments, trees planting/reafforestation, climate/flood resilience infrastructures such as roads and shelters, Dikes, drainage channels, construction

	of hafir/water catchment centres, energy efficient stoves (metallic& mud stoves etc.) • Advocate: Land occupancy plan & establishment of transhumance corridors to minimize crop destruction by stray animals, enhance the safety of farmers within agricultural zones and surrounding communities. • Green and renewable energy: Solarization of community facilities such as water pumps, health, educational and skills centres to advance digital inclusion, green livelihoods solutions (support eco-friendly IGAs)
Promoting and Strengthening Existing Community, Refugee, and Women-Led Organizations:	• Advocate: Sustainable funding of viable projects and IGAs designed and led by refugees, women, and community-based organizations. • Invest: In capacity development, governance and resources mobilization to enhance the ability of RLOS/WLO to deliver protection and assistance effectively.
Advocacy, Collaboration, and Partnership	• Advocacy: For conducive legal and policy framework- inclusion in national, subnational systems and in MDBs/bilateral donors' development and humanitarian interventions/plans • Collaboration: Build synergies by aligning all activities with existing local development plans and humanitarian coordination mechanization for efficiency and sustainability. Ensure inclusive participation in planning, implementation, and monitoring to foster accountability and relevance • Partnership: Strengthening strategic partnership with key stakeholders such as FAO, IOM, UNOPS, and other relevant stakeholders for coordinated solutions. The approach will ensure complementarity, leverage technical expertise, enhance resources efficiency, coordination, and delivery collective impacts

Social Cohesion and Peacebuilding

Social cohesion and peaceful coexistence are essential for stability in displacement-affected areas. Competition over land, water, and services can heighten tensions between refugees, IDPs, returnees, and host communities if not addressed through inclusive and conflict-sensitive programming.

Community dialogue platforms will provide structured spaces for discussion of shared challenges and collaborative solutions. These forums will include representatives of all community groups and will address issues such as land access, resource management, service delivery, and dispute resolution.

Joint refugee-host infrastructure and livelihood projects will promote shared benefits and reduce perceptions of inequity. Collaborative agricultural initiatives,

market development projects, and community infrastructure construction will foster interdependence and trust.

Conflict resolution training will strengthen local capacity to manage disputes peacefully. Community leaders, youth representatives, and women's groups will receive training in mediation and negotiation techniques aligned with human rights principles.

Youth engagement initiatives will promote positive participation in community development and reduce exposure to negative coping mechanisms. Sports, cultural activities, leadership training, and volunteer programmes will provide constructive outlets for youth energy and foster cross-community relationships.

Land-use planning will address competition between farmers and pastoralists, particularly in Jamjang and Jau Counties in Ruweng Administrative Area (RAA). Collaborative mapping and dialogue will reduce crop destruction and support sustainable resource management. In Jamjang, long-standing refugee-host relations will be strengthened through integrated service and livelihood planning.

Climate Action and Environmental Management

Climate change is one of the central drivers of vulnerability in RAA. Recurrent flooding, environmental degradation, and deforestation undermine livelihoods and infrastructure. Climate resilience will therefore be mainstreamed across all sectors.

Environmental impact assessments will guide infrastructure and livelihood projects to ensure sustainability and minimize negative environmental effects. Mitigation measures will be integrated into project design.

Reforestation initiatives will restore degraded land, reduce erosion, and provide sustainable fuelwood alternatives. Community-based natural resource management committees will oversee tree planting and conservation activities.

Flood-resilient infrastructure design will be applied across shelters, roads, water systems, and public facilities. Elevated structures, improved drainage, and reinforced embankments will reduce vulnerability to seasonal flooding.

Solarization of community facilities, including water systems, schools, health centres, and vocational training centres, will promote renewable energy use and reduce operational costs. Energy-efficient stoves will reduce deforestation and indoor air pollution.

Land-use planning and watershed management will support long-term environmental sustainability. Integrated planning will reduce settlement in high-risk zones and promote safer, climate-adapted development patterns.

Emergency Preparedness and Response

Despite the shift toward development-oriented programming, emergency preparedness remains essential given ongoing refugee influx from Sudan and recurrent climate shocks.

Reception centres will be maintained and upgraded to ensure safe, humane processing of new arrivals. Pre-positioned emergency stocks, including shelter materials, non-food items, and WASH supplies, will enable rapid response.

Rapid response teams will be strengthened through training, coordination exercises, and contingency planning. These teams will support immediate needs assessment, registration, and service deployment during emergencies.

Border monitoring mechanisms will enhance early warning and preparedness for influx scenarios. Close coordination with local authorities will facilitate timely response planning.

Flood contingency plans will outline evacuation routes, temporary shelter arrangements, supply distribution mechanisms, and communication strategies. Simulation exercises will test readiness and identify gaps.

Priority assistance will target extremely vulnerable households, including persons with specific needs, female-headed households, elderly persons, and unaccompanied children.

Through integrated preparedness measures, the strategy ensures that humanitarian response capacity remains strong while long-term resilience and solutions are pursued.

Together, the livelihoods, social cohesion, climate action, and emergency preparedness components form a comprehensive operational framework that addresses immediate needs while laying the foundation for sustainable development and durable solutions in RAA.

Durable Solutions Approach

The operational strategy in RAA is firmly anchored in a durable solutions framework that moves beyond emergency response toward long-term stability and inclusion. Recognizing the protracted nature of displacement in South Sudan, the approach promotes self-reliance, integration, and resilience while preserving voluntary return as a future pathway when conditions permit.

UNHCR will promote local integration as a durable solution for refugee - host community intermarried families, recognizing that such unions reflect strong social and economic ties and offer a natural pathway toward sustainable solutions and inclusion. In collaboration with local authorities and community leaders, UNHCR will support the assessment of legal and administrative options that enable eligible individuals to regularize their stay, access civil documentation, and prevent risks

such as statelessness, while ensuring protection safeguards for women and children.

In partnership with government institutions, UN agencies, and development actors will advocate for the inclusion of intermarried families in national programmes, including education, health, livelihoods, and social protection. Expanding access to government services will strengthen self-reliance, promote social cohesion, and contribute to long-term solutions by reducing dependency on humanitarian assistance and supporting the transition toward sustainable development approaches in refugee-hosting areas.

Inclusion in national systems is a key pillar of sustainability. Health, education, water, and civil registration services will progressively align with government frameworks to ensure equitable access for displaced and host communities alike. Data integration, joint planning, and policy advocacy will support this transition.

Voluntary return remains a fundamental solution for refugees when conditions in countries of origin become safe and conducive. Preparedness measures will include maintaining updated registration data, providing information on conditions in areas of return, and coordinating with regional partners. Any return support will adhere strictly to principles of voluntariness, safety, dignity, and sustainability.

Reducing dependency through self-reliance is a cross-cutting objective. Livelihoods, financial inclusion, and climate-resilient infrastructure investments will enable households to meet their basic needs independently over time.

Through integrated planning, the durable solutions approach seeks transition from cyclical emergency response toward stable, inclusive, and development-oriented outcomes.

Implementation Framework

Stakeholder Engagement

The implementation of the Jamjang Protection and Solutions Strategy will be guided by a structured, inclusive, and phased approach designed to support sustainable, locally led solutions for refugees and host communities. UNHCR Jamjang Sub-Office will work closely with the Commission for Refugee Affairs and County authorities to identify, map, and engage key stakeholders across the operational area. These include government institutions, local authorities, national and refugee-led organizations, private sector actors, development partners, and community structures. Through coordinated engagement, the Sub-Office aims to build strong and transformative partnerships that contribute to long-term resilience and development.

Meaningful participation of affected populations will remain central throughout implementation. Refugees and host community members, particularly women and youth, will be actively involved in assessments, planning, implementation, monitoring, and review. Their knowledge, leadership, and priorities will guide

programming to ensure that interventions reflect local realities, strengthen community ownership, and promote inclusive governance and decision-making.

Capacity Building

Capacity strengthening will be a core pillar across all phases. The strategy will invest in building the technical, managerial, and coordination capacities of government institutions, private sector actors, and community-based organizations, including refugee- and host-led groups. Particular attention will be given to women- and youth-led structures. At the same time, UNHCR and partner staff will be supported to strengthen expertise in area-based programming, change management, localization, and durable solutions planning. These investments will enable local institutions and communities to progressively assume greater responsibility for service delivery and development planning.

Collaboration and Coordination

Strong coordination mechanisms will ensure alignment and coherence across interventions. Joint planning platforms will bring together government counterparts, humanitarian and development actors, and community representatives to promote shared ownership, reduce duplication, and maintain a common vision for sustainable solutions.

Monitoring, Risk Mitigation and Adaptation Plan

(2026–2028)

Robust monitoring and risk-management mechanisms will ensure accountability, adaptive management, and effective use of resources throughout the implementation of the strategy. The operating environment in Ruweng Administrative Area remains volatile and exposed to multiple risks that could undermine progress. Funding constraints poses a major challenge, particularly given increasing global humanitarian demands; resource shortfalls may disrupt service continuity and slow infrastructure development. These risks will be mitigated through diversified resource mobilization, strong prioritization frameworks, and phased implementation approaches. Continued large-scale refugee influxes from Sudan may strain reception capacity, shelter availability, and essential services, but preparedness measures, pre-positioned supplies, and flexible programming will support rapid scale-up.

Recurrent flooding, especially in farming areas, remains a significant threat; contingency planning, climate-resilient infrastructure, and relocation from

high-risk zones will reduce potential impacts. Insecurity and localized conflict may restrict movement, disrupt services, and heighten protection risks; strengthened coordination with local authorities, community engagement, and conflict-sensitive programming will enhance mitigation efforts. Limited government capacity may delay integration and service transition processes; targeted capacity strengthening, technical assistance, and joint planning mechanisms will help address these constraints over time.

Learning and adaptive management will be integrated across implementation, ensuring the strategy evolves in response to new evidence, contextual changes, and community feedback. This includes continuous lessons capturing from field activities, partner reports, and consultations; real-time adaptation to respond to emerging shocks (such as displacement trends, flooding, or policy changes); and annual Learning Workshops that consolidate lessons and integrate them into future workplans. Insights generated will directly inform post-2028 planning, supporting continuity and long-term sustainability.

Resource and Management Framework

Achieving the priorities outlined in the Jamjang Protection and Solutions Strategy will require sustained advocacy and a proactive, diversified resource-mobilization approach. Given the scale of displacement, the protracted nature of needs, and the increasing frequency of climate-related shocks, strategic engagement with donors, government counterparts, development partners, and financial institutions will be essential to secure predictable, multi-year support. Advocacy efforts will focus on positioning Jamjang as priority operational area where humanitarian and development investments can produce measurable progress toward resilience and durable solutions. Evidence from needs assessments, monitoring systems, and impact reporting will be used to demonstrate the scale of needs and the effectiveness of integrated area-based approaches. Emphasis will be placed on communicating the cost-effectiveness of transitioning from repeated emergency responses to investments in climate-resilient infrastructure, livelihoods, and strengthened service-delivery systems.

Engagement with traditional humanitarian donors will prioritize flexible, multi-year funding to support integrated programming across sectors, recognizing that predictable funding is essential for system integration, infrastructure development, and economic-inclusion initiatives that require extended implementation. Donor briefings, field missions, and regular operational updates will help maintain visibility on evolving needs, including refugee influxes from Sudan and recurrent flooding or other climate induced crisis within the area. For the refugee response, their needs and priorities for both humanitarian activities and development will continue to be included in the South Sudan Country Refugee Response Plan

(CRRP). The South Sudan Humanitarian Needs and Response Plan will also capture the humanitarian needs of that plan, under the Refugee Chapter.

Resource-mobilization efforts will also seek partnerships with the private sector, especially in renewable energy, digital learning, financial inclusion, agricultural inputs, and market development. Collaborations with mobile network operators and financial service providers will support digital-cash delivery and financial inclusion initiatives. At state and county levels, advocacy will support the integration of displacement considerations into development planning and budget processes.

At the community level, advocacy will ensure that affected populations are informed, engaged, and able to articulate their priorities. Refugee-led organizations, community committees, and local civil-society groups will be supported to participate in coordination forums and stakeholder dialogues, thereby strengthening accountability and local ownership. A coordinated resource-mobilization approach across UN agencies and partners will reduce duplication and promote joint proposals for area-based, multi-sector programmes, increasing efficiency and strengthening the case for integrated solutions programming.

Modifications and amendments

The operational context in RAA remains dynamic, influenced by factors such as refugee influx from Sudan, internal displacement trends, climatic shocks, funding availability, and evolving government capacity. To remain relevant and effective, the Protection and Solutions Strategy will be implemented as a flexible framework subject to periodic review and adjustment.

A mid-term and annual strategic review will be conducted to assess progress against planned outputs and outcomes, using data monitoring, partner reports, and community feedback. Lessons learned from implementation will inform programmatic refinements and scaling decisions.

The Humanitarian–Development–Peace (HDP) nexus will guide efforts to link immediate lifesaving assistance with long-term resilience and stability. Humanitarian support will continue to address urgent needs such as protection, shelter, health, WASH, and emergency response for new arrivals, while progressively integrating services into government systems.

UNHCR JAMJANG SUB-OFFICE STRATEGY 2026-2028
RUWENG ADMINISTRATIVE AREA (RAA)

SOUTH SUDAN

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UNHCR
kowdonko@unhcr.org
South Sudan

www.unhcr.org