Community meeting in Wau Collective Site. AFOD/Omony 2017.

CAMP COORDINATION AND CAMP MANAGEMENT

CAMP COORDINATION AND CAMP MANAGMENT STRATEGY SOUTH SUDAN 2018-2019

IOM•OIM UNHCR ACTED DRC DANISH REFUGEE COUNCIL AFOD ACTION FOR DEVELOPMENT HealthLink South Sudan Internews REACH An initiative of IMPACT Initiatives ACTED and UNOSAT

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OVERVIEW

The two-year strategy for CCCM is intended to guide the Cluster interventions in South Sudan for the years 2018 and 2019. The strategy is a collective outcome of ideas from a number of stakeholders including agencies offering direct camp management, the United Nations Mission in South Sudan (UNMISS) (Return, Reintegration and Protection- RRP, and Civil Affairs Division- CAD, as well as other Clusters within the humanitarian coordination architecture in the country.

The strategy incorporates the aspirations and perspectives of stakeholders, including lessons learned during the implementation of cluster activities in 2017, and a review of indicator performance, as well as the validation of key Cluster priorities for the future. Finally, it renews its commitment to advocate and address the needs of and challenges affecting communities living in camps, camp-like settings and those in hard-to-reach areas; and to work with all partners in the principles of partnership.

This strategy articulates the CCCM Cluster's Vision, objectives and approaches to support efforts to achieve a life with dignity for all communities and people affected by displacement in camps, camp-like settings and hard to reach areas in South Sudan through equitable access to quality services that build upon their resilience in all phases of their displacement until a durable solution is achieved using a rights-based and participatory approach. It outlines how South Sudan CCCM Cluster will leverage its normative technical expertise, existing synergies, and coordination and operational activities, as mandated by the Global CCCM Cluster, in an integrated and mutually reinforcing manner in support of transformative results.

To attain the vision for 2018 – 2019, 4 thematic areas were identified: equal access and needs based responses to displaced communities; addressing protection gaps and building resilience of vulnerable groups; increasing local ownership of sites; and prioritizing services for populations in new sites and hard to reach areas.

VISION 2018-2019

All people affected by displacement in camps and camp-like settings in South Sudan live in dignity; have their rights respected; and access participatory, equitable and quality services that build upon their resilience through all phases of their displacement until a durable solution is achieved.

CCCM Partners, South Sudan, November 2017

CONTEXT

December 2017 marked 4 years of continuing post-independence conflict in South Sudan which has led to a series of resulting disasters that have overwhelmed the ability of the most vulnerable to cope. Mass displacement and a deepening of the humanitarian crisis has resulted in approximately 7,000,000 people in need, with an estimated 5.1 million (48% of the total population) of these made severely food insecure in the first quarter of 2018 alone . The country has experienced the largest displacement in the region with up to 2,000,000 people seeking refuge mainly in Sudan, Kenya and Uganda. Of the total number displaced, an estimated 1.9 million civilians have been displaced internally within South Sudan. Approximately 300,000 people are living in currently recognized camps or camp-like settings of which an estimated 210,000 people continue to seek protection within United Nations Mission in South Sudan (UNMISS) Protection of Civilians (PoC) sites located in Bentiu, Bor, Juba, Malakal and Wau. Since the start of the conflict in December 2013, the number of internally displaced people (IDPs) outside of PoC sites has continued to rise due to increased threats against civilians, as well as widespread violations perpetrated by the parties to the conflict.

Affected civilians will continue to stay in camps or camp-like settings until such a time when conditions are suitable for them to resettle in alternative locations or return to areas of origin. Some of the most at-risk IDP populations throughout South Sudan include communities living outside camps and POC sites with little or no direct support from humanitarian agencies. Should a negotiated political settlement not be reached, the situation will worsen and further expose displaced populations to access and protection challenges. This challenge will be compounded by restraints in access as well as limited capacities of the humanitarian community in ensuring effective and coordinated site management in the face of severe movement restrictions, widespread food insecurity and significant human rights violations across the country.

SECTOR COORDINATION

The CCCM Cluster Strategy for the period of 2018 – 2019 aligns with operational components of the Humanitarian Response Plan (HRP) and addresses issues highlighted in the Humanitarians Needs Overview. Partners and stakeholders engaged in the development of the strategy include International Organization for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR), Danish Refugee Council (DRC), ACTED, Action for Development (AFOD), Health Link South Sudan, Internews, REACH, Hold the Child, Non Violent Peaceforce, Protection Cluster, Education cluster, Emergency Shelter and NFI Cluster, and UNMISS RRP and CAD.

IOM and UNHCR will continue to lead in cluster coordination with ACTED as the INGO Co-coordinator. International organizations (INGOs) and National Non-Governmental Organizations (NNGOs), as well as local IDP site management committees, will continue to carry out direct camp management at site level. The cluster will continue to work with UNMISS as the de-facto administrative body for PoC sites and local authorities for camp-like settings outside of the PoC sites which include collective sites and spontaneous settlements.

CCCM SOUTH SUDAN 2018-2019 STRATEGY

SO 1

Ensure equal access and needs based assistance to improve quality of services for populations affected by displacement

SO 2

Improve engagement with and be responsible to vulnerable populations with priorities for addressing protection gaps and

SO 3

Ensure local ownership of site management through relevant and meaningful community participation

SO 4

Expand CCCM services to new and unreached populations

SO1. Ensure equal access and needs based assistance to improve quality of services for populations affected by displacement

Working in a unique position to coordinate the response in camps and camp-like settings at national, state and site level, CCCM Cluster advocates for and assesses the needs of all IDPs throughout the project cycle and works with humanitarian partners to ensure an equitable and needs based response.

A. Information Management

As a core component of the work of CCCM partners in South Sudan, a strong evidence base and excellent information management systems underpin work at both site and state level to ensure that the cluster response is efficient and appropriate for the needs of the population. The cluster will enrich information management at site level by enhancing or implementing:

*i. **Complaints and Feedback Mechanism (CFM):*** IDP populations utilize CFMs in PoC and displacement sites, which will guide service providers in integrating systems that ensure effective and timely response.

*ii. **Population Registration:*** New arrivals into PoC sites will be registered with priority activities aligning with demographic tracking systems and improving the quality of data collected. This information will be also be utilized to advocate to local authorities and the humanitarian community on needs and population flows in the sites.

*iii. **Site profiling:*** Will be regularly updated and information will be used to advocate to donors, the wider humanitarian community and allow for identification of gaps in a coordinated and rationalized manner.

*iv. **Intentions/Perceptions Surveys:*** CCCM Cluster through its partners and in coordination with other clusters / stakeholders to ensure intentions of IDPs are established to guide programming at PoC sites, collective centers and spontaneous settlements, as well as inform dialogue on protection led returns and solutions.

*v. **Movement Trend Tracking/Flow Monitoring:*** Will be maintained in sites and where possible, tied in with camp management registration systems.

*vi. **Contingency Planning:*** The cluster in consultation with its service providers and UNMISS will ensure quarterly update of the Joint Contingency plans for the PoC sites. CCCM partners including Integrating Civil Society Organizations will map out sites in South Sudan where populations are likely to seek refuge in the event of new or reoccurring conflict. Focal points for each site will be identified, and an analysis of available services and provision of life saving assistance measured.

B. Service Monitoring

The monitoring and quality assessment of services, using Camp Management Agency monitoring processes in PoC sites and community based monitoring mechanisms in collective centres /other camp like settings, will identify needs and gaps, thereby ensuring clear communications on service provision between all stakeholders.

*i. **Indicator monitoring:*** In working toward meeting internationally recognized standards such as SPHERE, there will be ongoing monitoring based on HRP and specific CCCM cluster indicators for camps and camp-like settings.

*ii. **House to House Service Monitoring:*** PoC site management agencies will establish an address system with strict confidentiality protocols to support service monitoring at the household level.

*iii. **Rationalization of service providers:*** The cluster will work with OCHA and the ICWG to ensure rationalization of partners delivering services inside the PoC and displacement sites to ensure cost effective and efficient humanitarian service delivery. A key mechanism of this will be regular service monitoring with consequential strategic mapping and advocacy to relevant stakeholders.

S02. Improve engagement with and be responsible to vulnerable populations with priorities for addressing protection gaps and building resilience

As a core function of site management, partners utilize best practices and standards to monitor infrastructure in the PoC and displacement sites. In an effort to further increase this protection focus, CCCM partners have explicitly outlined that site maintenance and construction activities consider adapting the facilities to the needs of persons with specific needs.

A. Site Management

i. Customized common services: Camp management in sites will advocate to service providers to adapt to the extent possible, all infrastructure of common services such as latrines, roads and bridges for the benefit of Persons with Specific Needs (PSNs).

ii. Monitoring: CCCM will enhance site monitoring by strengthening monitoring and reporting systems for site leadership committee members, coupled with regular safety audits by camp management and protection partners.

B. PSN Engagement

In an effort to further mainstreamed protection in the CCCM Cluster activities, partners will place more focus on the proactive engagement and inclusion of people with specific needs in camp management processes and available opportunities.

i. Youth engagement: A particular emphasis on engaging disillusioned and idle youth in camps and camp-like settings will be a key output for all CCCM partners. Comprehensive understanding of the challenges of the youth and innovative methods for engagement will be built, with yields expected in relation to identifying learning opportunities thereby enhancing resilience and positive coping mechanisms.

ii. Women's engagement: Building on the results of recent initiatives on women's engagement both globally and in South Sudan, CCCM will focus on ensuring female participation in site management and decision making processes. Furthermore, camp management will work toward providing livelihood opportunities and innovative programming for enhancing women's protection and inclusivity in camp life with a particular emphasis on prevention of GBV.

iii. Inclusive decision making: CCCM will work for the inclusion of PSNs, including older people and those with disabilities, in community coordination mechanisms and camp decision making processes.

iv. Communicating with Communities (CwC): CCCM cluster will work with IDP leaders and communities to explore new and site specific CwC strategies that will see communities take more responsibilities and accountability for the PSNs in their communities.

v. Age, Gender, Diversity Mainstreaming (AGDM): With technical support from protection cluster, CCCM will advocate for inclusion of PSNs in defining and prioritizing needs of each category of IDPs.

CCCM in action

In Malakal PoC site, CCCM have actively engaged with youth committees to innovatively ensure participation of female and male camp youth in sports activities as well as decision making processes.

Female Youth Volleyball Tournament DRC CM, Malakal PoC, October 2017

S03. Ensure local ownership of site management through relevant and meaningful community participation

CCCM expertise and efforts in ensuring relevant and meaningful community participation in camps and camp-like settings has grown over the past year. This work will be a core focus for expansion during the next two years.

A. Working with and enhancing site committees

CCCM will work to further empower and support site committees such as women's, youths, PSN and camp leadership committees, as well as community watch groups, to ensure accountable and equitable services for site residents.

i. Governance: CCCM will draw on previous experiences from both inside and outside of PoC sites to support culturally-appropriate community leadership identification. This will allow site residents to engage with, and be confident in, self-governance structures and their own decision making power.

ii. Supporting structured Self-management: In camps and camp like settings, CCCM will actively support in creating transparent terms of reference with site committees; utilize and enhance the capacities of these site committees; and collaborate with community leaders on processes that ensure practical coordination and consultation between the population and humanitarian agencies. Where possible and as previously seen in camp-like settings in the country, CCCM will work toward formally establishing community based camp management in which community leaders and groups manage the majority of camp management duties.

iii. Community led service monitoring: Camp management will introduce and, in cases where these exist, strengthen the functioning of leadership structures in camps and camp-like settings to make leaders more accountable through their participation in overall service monitoring and information sharing mechanisms.

B. Community Participation

i. Community led meetings: Camp management agencies will support community led meetings including town hall meetings to ensure IDP leaders and service providers engage directly with the wider IDP population residing inside the PoC sites.

C. Localization of CCCM response

i. Enhancing NNGO capacities: Particularly in hard to reach areas, CCCM expand its engagement with NNGOs to further enhance coordination and site management capacities of NNGOs.

ii. Expanding participation of Civil Society Organizations (CSOs) into CCCM response: CCCM partners at State level will map potential CSOs and work towards enhancing their capacities and engagement in CCCM response.

Localization of CCCM response

Handover of direct site management of collective sites in Wau from an international NGO- ACTED to a national NGO- AFOD on 20 December 2017

ACTED handover of collective sites in Wau to AFOD, December 2017

S04. Expand CCCM services to new and unreached populations

With displacement and its consequences continuing to be the most prominent obstacle to ensuring a life with dignity for the population of South Sudan, CCCM will expand site management services outside of formal camps/POC sites, through a Community Based-CCCM approach. The CCCM cluster will contribute to stabilization of displaced populations by expanding its services to other camp like settings in areas where IDPs are concentrated.

A. Engaging with new and unreached populations

It is widely recognized that although displacement interferes with customary social constructs, safety net and the general social fabric, it often leads to opportunities to enhance newly formed leadership structures and ensure active participation of the entire community in engaging in community governance mechanisms. With this in mind, the CCCM Cluster will promote participation and accountability within already formed, self-governing bodies residing in camp like settings.

i. CCCM response strategy for new and unreached populations: The CCCM cluster together with its partners will define camp and camp like settings and set parameters to guide CCCM response to new and unreached populations.

ii. Assessments: CCCM partners and State Focal Points (SFPs) will conduct initial assessment and mapping of new and unreached populations in camps and camp-like setting; existing community leadership structures; and baseline assessment aimed at evaluating participation, representation, minority engagement and leadership's accountability in sites. This will be followed by end-line studies to understand results and impacts in implementing the community based CCCM approach. Assessments will be conducted based on environmental realities and constraints including funding, access, partner capacities and priority areas.

iii. Enhancing self-management structures: Following the identification of self-management structures that exist or where gaps are present, CCCM will work to enhance governance capacities through training on CCCM including humanitarian systems, accountability, participation, reporting, coordination and others as identified. Beyond this, the CCCM Cluster will engage with protection agencies to provide training and awareness raising to site committees on psychosocial first aid, GBV, child protection, PSEA and gender mainstreaming. CCCM will ensure site committees exist to meet the needs of the whole community and specifically PSNs, and advocate to ensure partners utilize existing site committees rather than creating parallel governance systems. A key facet of self-management structures will be found in ensuring an all-inclusive mechanism to identify appropriate community leaders where possible, with the CCCM Cluster providing guidance on best practices.

iv. Communicating with Communities (CwC): CCCM cluster together with its partners will develop a customized CwC strategy for identified new and unreached populations.

v. Advocacy and Coordination: CCCM cluster using established functional community based structures will feed information to the UN OCHA led humanitarian coordination mechanism to support advocacy and coordination of service delivery in identified sites.

B. Mobilizing response

i. Managing and utilizing displacement information: Assessments and information provided by State focal points as well as CCCM partners will identify new areas of displacement which would be suitable for Community led CCCM interventions.

ii. Mobile CCCM response: Mobile CCCM response teams will be established and depending on the outcomes of assessments, differing degrees of community based CCCM will be applied in camp-like settings. This may range from site maintenance and construction, to establishing information management and advocacy systems, to training of community leaderships or establishing local coordination mechanisms.

iii. Enhancing NNGO capacities: Particularly in hard to reach areas, CCCM will work with NNGOs to build coordination mechanisms and site management capacities. A focus on strong and evidence-based advocacy will be encouraged.

vi. Cluster support missions: National and state level support missions to areas of interest or identified camp-like settings will become more regular as well as ad-hoc monitoring and guidance to project managers in their implementation of this approach.

MEASURING IMPACT

In support of the Cluster's commitment to accountability and constant learning, there will be several tools to monitor, evaluate and learn, and provide timely and accurate information on the scope of CCCM interventions in existing and new displacement by:

a) Cluster satisfaction survey: Two cluster satisfaction surveys will be undertaken per year in PoC sites and other camp-like settings to review the level of satisfaction amongst cluster members, as well as site service providers/agencies, and other cluster state focal points.

b) Beneficiary satisfaction survey: A harmonized tool will be developed to assess the satisfaction level of the affected population towards CCCM services and community leadership structures within each site with mid to long-term CCCM interventions. This will be conducted twice per year and information will be fed back to the community to allow for increased accountability and mutual trust-building. Furthermore, this information will be used to alter or enhance site governance and camp management efforts where gaps are identified.

c) National cluster support missions: Through established cluster coordination structure at national and state level, each site will be monitored and supported to ensure continuous improvement of quality

RESOURCE MOBILIZATION

South Sudan CCCM Cluster will continue to support its partners in bilateral and pool fund resource mobilization. The cluster will establish a structured quarterly interface with its traditional donors such as DFID, USAID, OFDA, SSHF and ECHO while also exploring potential new donors. Utilizing information products, and with a focus on rationalization of services, CCCM will largely focus on advocating to donors on existing gaps, as well as relaying new and relevant information to CCCM partners and the wider humanitarian community.

Youth engagement

Functional youth library in Bentiu PoC site attracting an average of 200 female and male youths per day accessing Arabic and English reading materials in different fields

Functional youth library in Bentiu PoC, 2017

CAMP COORDINATION AND CAMP MANAGEMENT

CCCM South Sudan 2018