

2023 - 2025

CCCM Cluster Strategy



Members of the Women Committee in Mangalla IDP site using sewing machines provided by camp management. ©UNHCR

CCCM Cluster
South Sudan

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Contents

Background and Context.....	2
Target Group Definition.....	2
Overall Objective.....	3
Specific Objectives	3
Key Interventions	3
Key Principles and Frameworks Guiding the Cluster interventions	4
Coordination and Stakeholders.....	5
Response Approaches	6
Information Management	6
Monitoring	7
Site Handover and Changing Responsibilities	7

Background and Context

The CCCM Cluster was activated in South Sudan on 25 December 2013, with the objective of ensuring a multi-sectoral response to assist and protect populations residing in displacement sites, developing linkage across stakeholders and to make all efforts to find durable solutions. Since its inception, the CCCM Cluster is co-led by IOM and UNHCR, with ACTED as the NGO co-lead, and works with all the camp management agencies and other humanitarian partners, government authorities and IDP community governance structures in formal and informal displacement sites across the country.

As of end-2023, a decade since the activation of the cluster, 2.2 million people remain internally displaced in South Sudan, constantly facing multi-faceted crises. Continued insecurity and protracted displacement, recurrent outbreaks of subnational violence, persistent uncertainty about the political process to achieve peace, high impact of natural disasters i.e., drought, flood, disease outbreaks have over the years eroded households' coping mechanisms and livelihood options, prolonging displacement, and increasing their reliance on humanitarian assistance.

Concurrently, with the onset of the Sudan crisis in April 2023 and a combination of violence and the cessation of food distribution in parts of Ethiopia, thousands of people are now returning to South Sudan, most of whom are highly vulnerable, and arriving to critically underdeveloped areas. UNHCR estimates that by the beginning of 2024, as many as 520,000 South Sudanese may have returned to South Sudan since the start of the Sudan crisis. Based on CCCM Cluster estimations, it is expected that 20% of the returnees will settle in existing IDP sites, highlighting the critical role of CCCM support in addressing the needs of both IDPs and returnees to ensure their access to life-saving assistance and protection. The integration of these additional returnees in existing IDP sites will require significant efforts to provide decent living conditions, protection, and humanitarian assistance. Coordination and resources will play a pivotal role in addressing the challenges presented by this evolving situation.

Target Group

The CCCM Cluster works with displaced populations residing in formal and informal sites: this includes internally displaced people, arrivals from Sudan transiting through the Reception and Transit Centers near the border, and returnees who settle in existing displacement sites across the country, as their destination. (Annex: Site Typologies)

CCCM Cluster and partners will ensure particular focus on expanding CCCM coverage to reach self-settled, spontaneous sites which are often the least visible and most underserved, placing already vulnerable population groups at an even higher risk of exclusion from access to basic services.

The cluster will collectively work with other humanitarian partners and local and national duty bearers to enable access to services for the displaced populations. Protection will be mainstreamed into all CCCM activities to respect and promote the rights of the most vulnerable.

Overall Objective

Facilitate safe access to assistance and protection for internally displaced and returnee populations in displacement sites, and provide informed, evidence-based support to displaced communities to find contextually appropriate solutions for themselves.

Specific Objectives

SO1: Facilitate safe and dignified access to protection and multi-sectoral assistance at site or area level.

SO2: Ensure and facilitate access to two-way communication pathways for displaced population living in sites.

SO3: Strengthen community self-organization and community cohesion.

SO4: Support integrated approaches to develop exit strategies, resilience, and durable solutions for displaced population in sites.

Key Interventions

To achieve the cluster's specific objectives, the following key activities will be carried out:

- Service monitoring and coordination of services at site / area level: through engagement with service providers and other operational entities to facilitate service mapping, timely provision of assistance and protection in accordance with international standards aimed at guaranteeing the dignity of people and equitable access to basic services and fundamental rights. Using area-based and roving response approaches CCCM partners will work through localized response and coordination structures that will allow access to hard-to-reach areas, identification of common needs among sites within a geographic proximity and linking those site populations with existing, available services in the area.
- Regular monitoring of population size and movements, including demographic and socio-economic data, and services provision at site level: through site-level data collection conducted primarily by CCCM actors (5W, Comprehensive Site Profiling Tool), as well as through other reporting tools, ad-hoc assessments, and engagement with DTM and REACH. This will enable the cluster to monitor the quality and effectiveness of the response, advocate with relevant service providers for additional interventions, provide up-to-date information about the situation in displacement sites to other clusters and humanitarian partners through regularly updated site profiles, and identify potential for durable solutions.
- Systematic and meaningful engagement and participation of site inhabitants in all stages of the response: the engagement of the population living in displacement sites will be facilitated by supporting community-led initiatives and through the establishment of representative and inclusive community self-governance structures, the facilitation of regular community consultations involving service providers, the establishment of complaints and feedback mechanisms.
- Capacity building and support to localization: the cluster will strengthen its efforts for CCCM capacity building of all different stakeholder groups with a particular focus on community self-governance structures, national and local organizations, and government authorities, in line with the South Sudan HCT Localization Framework/ Strategy 2023.

- Site care and maintenance and mainstreaming environmental considerations in the CCCM programming: implemented through community engagement, site care and maintenance improvement projects will be aimed at minimizing risks at site level, while incorporating activities to reduce the environmental impact and raise awareness and consciousness of the importance to reducing the environmental footprint.
- Support for Durable Solutions: CCCM will leverage its pivotal role linking service providers, IDP and host communities, and government authorities, to becoming a catalyst for effective and sustainable solutions. As an inherently cross-cutting sector, CCCM is well placed to address the multidimensional needs of IDPs, promote comprehensive and durable solutions and ensure that the needs and intentions of IDPs are adequately reflected in planning, implementation, and decision-making processes. CCCM puts displaced and host populations at the centre of its search for solutions from the moment displacement begins, through advocating for consultation and voluntary solutions with host communities and local authorities, promoting informed decision-making by communities, by ensuring that information is readily available for displaced populations, engaging with all sectors and stakeholders to promote access to services and supporting referrals, facilitating intentions surveys and go-and-see visits to areas of return or relocation, joint site assessments, etc. Through the regular roll-out of the Comprehensive Site Profiling Tool, the CCCM Cluster will make available site-level information highly relevant for solutions programming, for a variety of partners across the humanitarian-development-peace nexus. Cluster partners will explore opportunities for integrated multi-sectoral programming approaches to enhance the continuum between emergency to durable solutions.

Key Principles and Frameworks Guiding the Cluster Interventions

- Protection Mainstreaming: addressed through increased staff awareness, heightening partner sensitivity, creating awareness among all stakeholders including the site population themselves.
- Age, Gender, and Diversity Mainstreaming: women, men, girls, boys, elderly, and persons with a disability and/or impairment often experience crises very differently due to their distinct roles, limitations, and opportunities, as well as unequal power dynamics that exist among these separate groups. This means that the protection and assistance need of affected populations can differ greatly, as can capacities and opportunities for recovery. CCCM actors' work must ensure that the entire camp population has safe access to assistance and services and that responses and site infrastructures are tailored to the specific needs of all groups. CCCM actors will continue efforts to enhance women's representation in community self-governance structures through continuous training on participation and the importance of inclusion of women, regular coaching and engagement with women's committees and groups.
- Accountability to Affected Populations: AAP is key to the overall humanitarian response, guided by the commitment to promote a rights-based approach and improve aid effectiveness across humanitarian programming. CCCM Cluster co-leads the CCE TF under the AAP WG, and adopts the South Sudan HCT AAP strategy, to enable populations have the space and access to means of ensuring two ways communication, enabling them to voice their opinions, participate in decision making, and get direct feedback from service providers.
- Conflict Sensitivity and Social Cohesion: The CCCM response takes a people-centred approach by mobilizing displaced families living in sites as well as host communities to strengthen self-organization and community cohesion. Moreover, the demographic data

collected regularly through the site profiling tool becomes a valuable resource for programming for actors across the triple nexus.

- CCCM Cluster’s Strategic Positioning on Solutions: The most vulnerable IDPs are often those living in sites, and the CCCM Cluster plays a key role to foster environments that facilitate and support sustainable solutions and empower affected populations to reconstruct their lives. While working towards solutions, the role of the CCCM Cluster is to ensure equitable access to assistance, protection, and services for IDPs living in displacement sites, to improve their quality of life and dignity during displacement while seeking and advocating for durable solutions, including by supporting in the mobilization of support to address long term needs.

Coordination and Stakeholders

In South Sudan, the Relief and Rehabilitation Commission (RRC) is the operational arm of the Ministry of Humanitarian Affairs and Disaster Management, responsible for general coordination with the humanitarian actors. In line with the global CCCM Framework, the RRC as a government body has the primary function of Camp Administration, which includes those non-transferable responsibilities that the state has the duty to uphold. Strong collaboration between the three functions of the CCCM framework – Camp Administration (RRC), Camp Coordination (CCCM Cluster) and Camp Management (UN/NGO CCCM partners and Community Management Committees) is central to the overall ability of the response to provide protection and assistance to IDPs. The three functions have distinct roles and responsibilities that are mutually dependent upon each other and necessary to ensure effective coordination.

Recognizing the crucial role played by the Ministry of Humanitarian Affairs and Disaster Management Relief and the Rehabilitation Commission (RRC) in addressing the needs of affected populations and facilitating humanitarian response and recovery efforts, CCCM Cluster aims to strengthen engagement and coordination with the RRC at national and sub-national levels, to ensure effective collaboration, information sharing, and joint decision-making processes.

The Cluster will strengthen collaboration with local authorities at field level, affected populations, host communities and community-based structures to ensure their inclusion in the response, particularly in reaching out to hard to access areas.

Furthermore, the cluster will make every effort to expand its membership and coverage, extending its reach to national and local organizations with established presence in different and otherwise hard to reach field locations, to enhance coordination and provide a holistic approach to the needs of the displaced population through an area-based approach. (Annex: South Sudan CCCM Cluster Membership).

Additionally, the cluster will develop an Advocacy Strategy to support partners in donor engagement and outline common positions and advocacy work streams through which CCCM Cluster and partners can make efforts to address gaps and improve the protection and access to basic services for displaced communities living in sites.

Response approaches

The specific objectives will be implemented through Static, Roving or Mobile CCCM response approaches, corresponding to the needs of the different displacement typologies. Guidance on CCCM Minimum Activity Set has been developed based on Global CCCM Cluster guidance, to be adapted for each response approach, to ensure harmonization of activities and predictability of the CCCM interventions. (Annexes: CCCM Response Approaches, Guidance on CCCM Minimum Activity Set).

The CCCM Cluster will use the Area-Based Approach to expand its reach to informal sites. Mobile response will continue to be the short-term emergency response approach to new displacements.

Information Management

Information Management (IM) is essential for coherent cost-effective coordination as well as planning, designing, implementing, and evaluating CCCM and multi-sector humanitarian interventions. CCCM's IM system maximizes the quality of information related to both informal and formal sites. (Annex: South Sudan CCCM Cluster Information Management Strategy)

CCCM Cluster has an integrated approach cutting across the overall humanitarian response. It will continue to coordinate information management, with innovative approach. Across its operations, CCCM will continue to be the lead to understanding the root causes of displacement, finding community-based solutions for the displaced population in South Sudan.

Key IM responsibilities will include but not be limited to:

- Providing reliable and accessible data on the IDPs and returnees in South Sudan through information gathering on existing and newly established displacement sites: involving data collection system and tools design, training of partners on data collection and the relevant assorted tools. i.e., ActivityInfo & KoBoCollect, and providing technical support for assessment, monitoring, survey or reporting tools to make them suitable according to IASC agreements.
- Monitoring the IDP response situation and gaps analysis by periodically tracking cluster performance indicators against set targets.
- Storage of data and information in organized databases while upholding the accuracy and quality assurance of the cluster datasets.
- Data/information analysis and visualization using appropriate software.
- Dissemination of the IM products on internal and external service channels & portals:
 - IDP site profiling tool (Kobo)
 - Mobile and Roving response tracking tool (Kobo)
 - 5W monitoring platform (ActivityInfo)
 - IDP site master-list (Excel)
 - Contact list management (Google sheets/Mail-chimp)
 - GIS data management (Kobo/ArcMap)
- Publication and dissemination of cluster products on appropriate media including e-mails, mail-chimp, social media, and cluster portal shall be a mandate of the IMO in close collaboration the coordinators, the Global Cluster IMO and OCHA for access to Relief Web.

- Support the HPC processes through needs analysis and severity mapping to inform cluster strategy and prioritization.

Monitoring

CCCM Cluster monitors the situation in IDP sites through its sub-national State Focal Points and network of partners, the regular 5W matrix and regular site visits, and interacts with a wide range of stakeholders, including the ICCG, national actors, and the RRC. The cluster supports evidence-based response modalities through a robust information management and data collection system. The CCCM Cluster Comprehensive Site Profiling Tool rolled out quarterly is a powerful monitoring and trends analysis tool which also reflects progress made towards solutions.

Perception surveys related to key AAP outcome indicators, disaggregated by gender, age and specific needs, will inform decision-making on priority needs, response, and implementation gaps. The CCCM Cluster is co-chair of the CwC-AAP WG and member of the Gender and Inclusion Taskforce Team.

Site Handover and Changing Responsibilities

With the handover of former PoC sites to South Sudan government authorities and Community Management Committees, CCCM Cluster partners are becoming less actively engaged in delivering static camp management activities in Juba, Bor and Wau former POCs. Under the Camp Administration Mentorship Initiative conducted in previous years, acknowledging the primary responsibility of Government to protect and assist IDPs, the cluster delivered training sessions to representatives of government authorities with the twofold aim of developing CCCM capacities of Camp Administration bodies and strengthening the cluster's collaboration with the authorities at national, state and site levels. To the extent possible, in remaining sites with static CCCM presence, partners will explore phase-out and transitional strategies for handing over site management responsibilities to community self-governance structures and the RRC.

In some cases, whilst assistance and services provided in the site environment are phased out, the site may not close, but rather become a permanent settlement linked to existing services. The transition of the site from a place of displacement to one of recovery requires particularly good coordination between CCCM and the authorities and local community, as well as other clusters and development stakeholders.

The CCCM Cluster recognizes the need to continue its capacity building efforts for government representatives and community self-governance structures and enhance its engagement with the relevant government counterparts, while extending the same support to other local actors, displaced and host communities, creating conditions for a transition from sites to self-managed habitats.