Site Management Sector Strategy
2024

1. Introduction:

- This document outlines a six-month strategy for Sudan's Site Management Sector (SMS). It is developed jointly with SMS partners working in Sudan in different states. Partners' feedback, including from key informants and with the Inter-Cluster team, were sought and supported the development of this strategy. The draft strategy was presented in a SM Sector meeting on 19 December 2023, where further feedback was also received to shape the strategic actions and processes in implementing this strategy.

- The strategy reflects the collective commitment of SMS partners in Sudan to ensure effective coordination and management of displacement sites and site-like settings, particularly in times of increased IDP movements which have resulted in multiple displacement locations requiring a site management response. This strategy aims to enhance the quality of life, protection, and dignity of displaced populations through a combination of well-defined objectives, strategic actions, efficient information management, and robust response modalities which address the challenges associated with the current operation context.

- This strategy should be read along with the 'ICCG Guidance Notes on IDP Sites in Sudan' and the 'Common Position Paper on Relocations and Alternative Solutions to Gathering Sites in Sudan.' Both documents are provided as an annex to this strategy.

2. Context:

- The Site Management Sector (SMS) is a coordination mechanism which aims to ensure the effective and efficient delivery of humanitarian assistance and protection services to displaced populations in Sudan. The SMS sector is led by UNHCR and co-chaired by NRC at the national level.

- The SMS in Sudan was activated in July 2023 following the displacement of more than five million IDPs due to the armed conflict between the Sudan Armed Forces (SAF) and the Rapid Support Forces (RSF) which started in April 2023.

- The SMS was activated to address the growing site management needs of the IDPs hosted in sites and site-like settings and communal areas in different states. Since October 2023, the sector has mapped more than 900 collective centres hosting more than 180,000 IDPs seeking shelter in what are colloquially referred to as the 'gathering sites' in Sudan.

- The Site Management Sector aims to enable a multi-sectoral humanitarian response in displacement sites. This includes promoting out-of-camp approaches to reduce risks of protracted displacement and humanitarian aid dependency, bearing in mind that camps/sites are only last resort options and should be avoided whenever possible. This necessitates close collaboration with the other sectors to effectively mainstream protection in site management activities and support durable solutions from the start.

3. Strategic vision:

- The strategic vision seeks to foster a site environment where the displaced are not only recipients of assistance but active partners in shaping their own futures; enhancing more inclusive, accountable, and solution-driven interventions.

4. Key enablers of this vision:

- **Adopting an [Area-Based Approach](#) (ABA) in assistance delivery** through the (i) targeting of specific geographical areas delineated by physical or social and or administrative boundaries with high levels of need, (ii) active engagement of multiple and diverse stakeholders present in the target area, and (iii) provision of multi-sectoral, and SMS support that addresses a range of needs with consideration of the whole population of the target area regardless of their legal status, risk category, nationality, etc.).

- **Housing, land and property (HLP) and site management** – proactive measures to address HLP issues crucial to site management implementation; mitigating risks of forced evictions and relocations by conducting due diligence, advocacy, establishing community representation & participation mechanisms.

- **Localization and solutions** – adapting flexible site management response mechanisms, i.e., mobile site management, partnerships with local NGOs and community-led organizations, and robust capacity-building to enhance community self-management and ownership.

- **Capacity building** of local authorities at state or locality level, community representatives, and partner agencies on best practices of site management and protection mainstreaming.

- **Effective information management** – for enhanced coordination and service monitoring.

- **Community engagement** to build resilience, reduce humanitarian needs, risks, and vulnerability, and drive self-reliance.

- **Conduct safety audits** in sites and site-like settings and promote advocacy with authorities, humanitarian partners, and sectors to take essential actions.

5. Linkages with Minimum Standards for Camp Management (MSCM):

- The strategy aims at (i) facilitating coordination and monitoring of assistance delivery to displaced populations, (ii) enhancing site protective environment to facilitate conditions which are safe and with dignity, and (iii) fostering community participation in decision-making processes all enshrined and in line with the [Minimum Standards for Camp Management (MSCM)](#).

- The MSCM are core to the humanitarian standards and central to implement protection principles, particularly in Sudan, where more than [nine million are displaced](#) often multiple times.

Chart- Minimum Standards for Camp Management 2021
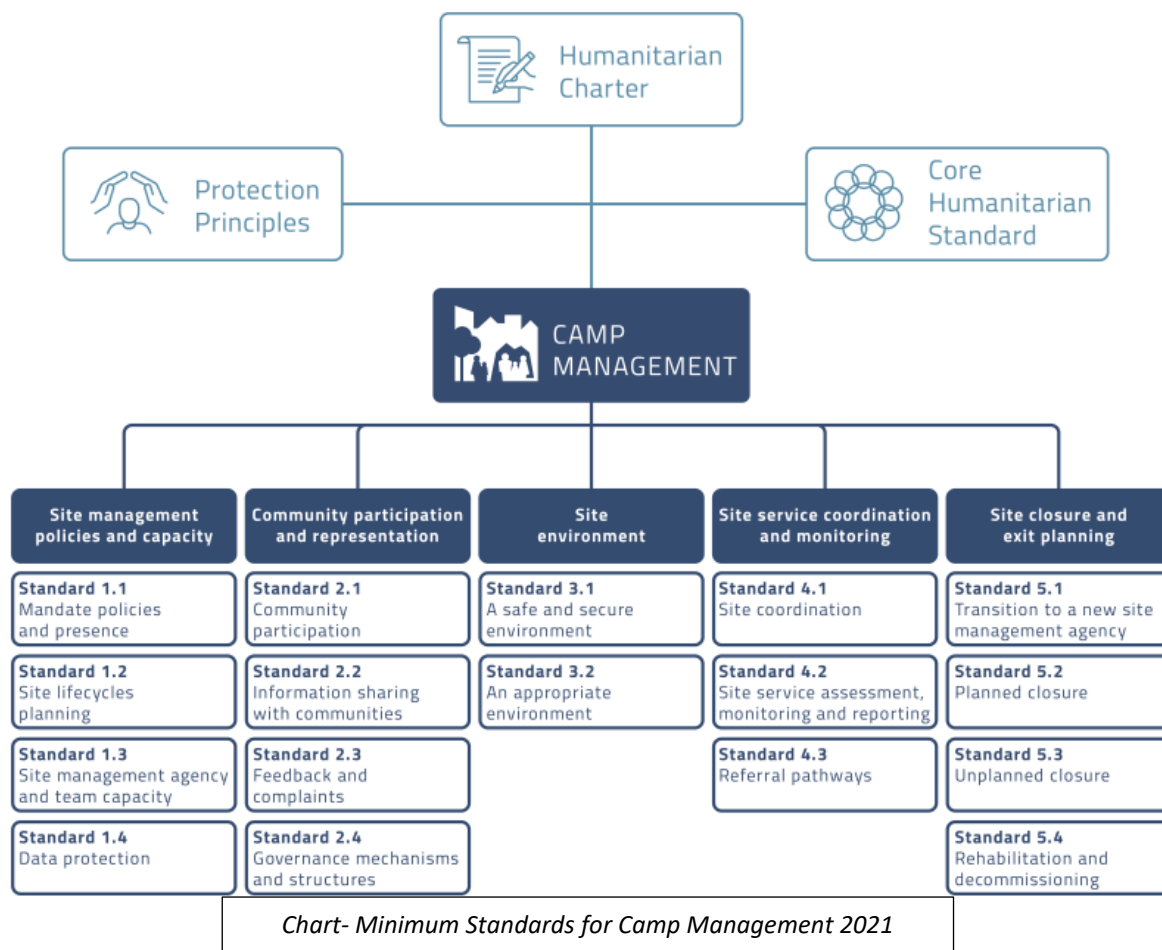
6. Strategic Objectives- linked to HRP 2024:

- Strategic Objective 1 (SO1)- Strengthen safe, equal, dignified, and coordinated access by IDPS and those living in surrounding communities to multi-sectorial services (protection, WASH, health, education, livelihoods, etc.)- **Linked to MSCM - Coordination and monitoring.**
- Strategic actions- SO1:
  - ≠ Enhance information management systems through service mapping, site mapping, assessments, and monitoring against a set of core indicators.
  - ≠ Oversee the effectiveness of cross-sector interventions in sites and site-like settings, ensure gaps are addressed, avoid duplication of activities, and promote community-led solutions.
  - ≠ In coordination with locality-level stakeholders, enhance coordination structures at the site-level to ensure that displaced have equitable access to humanitarian assistance while mitigating risks sites are a pull factor.
  - ≠ Conduct regular and consistent SMS sector coordination at national, sub-national and site-level, and identify local solutions to issues raised.
- Strategic Objectives 2 (SO2)- Strengthen individual and community resilience through enhanced community participation in decision-making processes; foster

communication and social cohesion between IDPs living in site and site-like settings and surrounding neighborhoods. – **Linked to MSCM community participation and engagement.**

- o Strategic actions under SO2:
    - ≠ Establish and/or strengthen communicating with communities (CwC) mechanisms in close coordination with the Accountability with Affected Population (AAP) Working Group – establish complaint and Feedback mechanisms (CFM) and information centres or use existing communal spaces).
    - ≠ Map and assess the capacities of existing community governance structures and establish such structures through consultative processes.
    - ≠ Facilitate inclusive and representative site governance systems representative following an age, gender, diversity approach (AGD) and empower members manage their community needs effectively.
    - ≠ Enhance capacity to attain self-management and self-governance- through capacity-sharing initiatives on site management best practices and protection mainstreaming targeting community representatives and community-led associations.
- o Strategic Objective 3 (SO3) - Enhance the protective environment, respond to the vulnerable population prioritising addressing protection gaps and strengthening the predictability and effectiveness of multi-sector interventions at the site-level through small-scale infrastructure repairs or site-development interventions. **Linked to MSCM- site environment.**
- o Strategic actions under SO3:
    - ≠ Support community-led initiatives in site infrastructure development through cash for work modalities as relevant. Support quick-impact projects (QiPs) which improve living conditions and enable access to livelihoods and community cohesion.
    - ≠ Safeguard the protection of people with specific needs and establish disability friendly gathering spaces. Facilitate the provision of safe spaces for women and children.
    - ≠ Through coordination with protection actors (GBV-AoR) and local authorities, conduct periodic safety audits of the gathering sites to inform the multi-sector response.
    - ≠ Engage Protection Cluster and Housing Land and Property (HLP) task force partners to facilitate community participation and representation – to address HLP issues in sites and site-like settings.
- o Measuring the strategic action -outcomes:

SO	Indicator	Means of verification	Frequency
SO1	# of displaced population reached with site management services	5Ws	Every two months
	# sites with functional referral pathways in place to ensure that people with specific needs receive the assistance and protection required.	Site profiles, 5Ws, and CFM reports	Every two months

SO2	# of functional community self-organizing committees with inclusive participation (% men and women)	Situation reports, FGDs, CFM reports	Every two months
	# of mass information campaigns conducted.	Situation report- CwC reports	Every two months
	# of functional complaints and feedback mechanism established.	CFM reports	Every two months
SO3	# of site management training targeting local authorities, community representatives, and partners with an aim to enhance best practice site management with protection at the center of the response.	Training reports	Every two months
	# of people incentivized through CfW for site maintenance /development.	Situation reports	Every two months
	# of sites supported with site development interventions	Situation reports	Every two months
	# of community-led initiatives	Situation reports	Every two months

7. Response Modalities:

- Continuous learning and innovation are vital in Site Management (SM) interventions.
- SMS sector encourages the adoption of the Minimum Standards for Camp Management (MSCM), best practices, and lessons learned to enhance service provision, coordination, monitoring, and implementation.
- This strategy encourages:
    - Flexible site management approaches which include using mobile responses to align with the fluid population movements and meet the needs of several or many sites with lower population numbers scattered within a vast geographical area.
    - Provide static responses in selected sites which align with local municipality planning and will foster solutions from the start.
    - Adopt cash-based programming in implementing community-led initiatives, quick-impact projects, and site development interventions.
    - Implement robust capacity-sharing initiatives to facilitate community self-management and ownership of the response.
    - Adapt an area-based approach to assessments, coordination, monitoring, and delivery of assistance – mitigate risk of sites becoming a pull factor.
    - Establish an effective information management system to support the response in a multi-sector manner to promote a participatory humanitarian negotiation/advocacy.

8. Road Map

The goal of this strategy is to provide a shared understanding and to ensure partners' efforts are aligned and adapted to the context in Sudan. The sector members commit

towards this shared understanding and shall invest capacities in pursuit of meeting the strategic objectives and actions in this strategy. To facilitate the implementation of these strategic objectives and actions, the sector at the coordination levels will also oversee the roll-out of immediate priorities. These priorities include but are not limited to, i.e.,

Key immediate priorities (coordination level)	Contributing Focal Points	Timeline
≠ Develop sector strategy for implementation for the next six months- SM coordination/ SM sector members. Presentation and adoption by SM partners, Presentation to the ICCG.	SM Coordination Team, SM partners	Jan- 2024
≠ Develop capacity-sharing initiative strategy and implementation – Establish a consortium of capacity-sharing partners and roll-out site management training across the states in Sudan.	SM Coordination Team, SM partners, SM partners with ToT capacities.	Jan – Mar 2024
≠ Enhanced information management- Merge site mapping and assessment tools, develop site profiles, establish collaboration with REACH to implement qualitative and quantitative assessments, and revitalize the SMS platform in the relief web and the SM platform on the Global Cluster page.	SM Coordination Team, IM, SM partners, REACH, OCHA/Global Cluster.	Jan-Mar 2024
≠ Reinforce sub-national coordination structures – In line with the OCHA-led mainstreaming of A/HCTs and A/ICCGs	SM Coordination Team, OCHA, ICCG, H/AHCTs.	Jan-June 2024
≠ HRP project submission by members in line with the agreed strategic objectives and actions (SO1, 2 & 3), project implementation, and reporting	SM partners, SM Coordination Team	Jan-Feb 2024

9. **Review of the Strategy-** To be conducted on a semestrial basis considering the volatile, unpredictable, and fragile context of displacement situation in Sudan that calls for constant re-adjustment and re-alignment of sector operational deliverables.

First draft: December- 2023
First review: July 2024