

Requesting Organization :	Danish Refugee Council	
Allocation Type :	1st Round Standard Allocation	
Primary Cluster	Sub Cluster	Percentage
CAMP COORDINATION AND CAMP MANAGEMENT		100.00
		100

Project Title :	Provision of Essential Camp Coordination and Camp Management services in Malakal and Melut counties.
Allocation Type Category :	Frontline services

OPS Details			
Project Code :		Fund Project Code :	SSD-16/HSS10/SA1/CCCM/INGO/722
Cluster :		Project Budget in US\$:	495,048.13
Planned project duration :	11 months	Priority:	
Planned Start Date :	01/02/2016	Planned End Date :	31/12/2016
Actual Start Date:	01/02/2016	Actual End Date:	31/12/2016

Project Summary :

In summary, this project proposes to contribute to three core aspects of Camp Coordination and Camp Management in the Malakal and Melut protection of civilian (POC) sites and spontaneous settlements in Melut, including leading essential coordination functions, developing and maintaining camp infrastructure, and promoting humanitarian accountability through the operation of feedback and complaints mechanisms. Moreover, this project aims at seeking ways forward to decongest the POC site through information collection e.g. in form of intention surveys and dock monitoring that will guide strategic planning and preparing for the eventual return of the IPD to their areas of origin. In Melut the project will focus on building the capacities of the IDP leadership and local actors in order to gradually take over the camp management responsibilities.

DRC will conduct the basic care and maintenance of the Malakal and Melut POC sites as well as the informal settlement in Melut. Almost two years into the crisis, both PoC sites and spontaneous settlements are mostly transitioning out of the setup phase. The upcoming care and maintenance phase presents a different range of challenges, requiring strong humanitarian leadership and very close engagement with the population to promote community ownership and empowerment, as well as gradual transfer of responsibility for the care of the site infrastructure.

DRC will also foster good relations and effective communications with the IDP leadership structures. DRC will continue to work regularly with IDP leadership and committees to strengthen collaboration and their participation in decision-making processes, while also striving to improve diversity in representation and gender balance. As DRC anticipates new arrivals will continue to seek shelter within the POC sites and spontaneous settlements over the course of the project, the organization's Camp Management team will support this population with reception and pre-registration services. In response to the growing populations of all site, DRC will also lead relocation activities as required in Malakal

DRC will conduct integrated information management inside and outside the sites to foster decongestion and inform transitional solutions. As the situation in Malakal area has remained stable, in the last quarter of the year a number of humanitarian organizations have rolled out activities in Wau Shilluk, on the west bank of the Nile providing services to cater for basic needs, such as health, food, education and protection. In order to not to create parallel service structures and in order to maximize synergies between the different humanitarian agencies, DRC will undertake holistic information management activities that will benefit the whole humanitarian community as well the IDPs communities. Information management activities will not only inform the decongestion strategy for the PoC site, but will also orient any transitional solutions strategy the humanitarian community might design when freedom of movement is restored.

Should the conditions be ripe for transitional solutions, especially in Melut, DRC as the focal point agency with a close understanding of community dynamics will provide solid information management support to the CCCM cluster at the preparatory stage, as well as operational support once for potential return/relocation operations kick off.

DRC is committed to conducting regular assessments on issues influencing the safety and well-being of individuals residing within the displacement sites it manages. All assessments will ensure the capture of information disaggregated by gender and age, and interventions derived from these assessments will be tailored to ensure inclusion and relevance to gender and age demographics

Direct beneficiaries :				
Men	Women	Boys	Girls	Total

15,660	27,976	29,508	31,311	104,455
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Other Beneficiaries :

Beneficiary name	Men	Women	Boys	Girls	Total
Internally Displaced People	15,660	27,976	29,508	31,311	104,455

Indirect Beneficiaries :

In Malakal, given that the large majority of the population present in the area is currently displaced and living in the IDP settlements in the County – PoC site or Wau Shilluk – it is particularly challenging to identify what the caseload of indirect beneficiaries of the project will be. At the times of developing the present proposal, in Malakal town the presence of civilians is still very limited.

In Melut, the vast majority of the IDP population living in the informal settlements of Dethoma 1, Dethoma 2 and Khor Adar comes from other counties. Therefore, the indirect beneficiaries of the present project will include the host community from Melut County, which has been hosting and sharing resources with the IDP population since the establishment of the above mentioned informal settlements. As per the most recent census, in 2008 the county population stood at 49,242 individuals.

Catchment Population:

With regard to IDPs living in settlements in Malakal County – PoC site and Wau Shilluk, the catchment area covers mostly the counties in Easter Upper Nile and, on a smaller scale, Northern Jonglei. Although most IDPs' pre-displacement location was Malakal town, some of the displace population also comes from nearby counties, such as Fashoda, Panyikang and Pigi/Canal.

As for Melut County, most IDPs living in the informal settlements used to live in Baliel and Pigi/Canal counties before the outbreak of the crisis, as opposed to the PoC residents who predominantly came from Melut County (57%) with smaller groups coming from different counties in Upper Nile State (e.g. Malakal, Baliel, Ulang, Maiwut) and Jonglei State (e.g. Akobo, Nyrol, Fangak).

Link with allocation strategy :

This project will contribute significantly to achieve the CCCM Cluster's sector objectives laid out in the Cluster allocation strategy. First of all, through its implementation, camp coordination and camp management structures in Malakal and Melut counties will be strengthened and this should lead to enhanced coordination and monitoring of humanitarian service provision in the various settlements where DRC operates (CSO 1). Secondly, especially through its information management component, this project is supposed to significantly contribute to the design of a viable transitional solutions strategy for South Sudanese currently displaced in Malakal and Melut counties (CSO 2). Lastly, in line with the CCCM Cluster's strategic decision to delegate capacity building at field level to Cluster partners, the extensive training component in this project will also contribute to Equip humanitarians, UNMISS, authorities and IDPs with the tools and knowledge to apply camp coordination and camp management concepts and best practices (CSO 3).

Sub-Grants to Implementing Partners :

Partner Name	Partner Type	Budget in US\$

Other funding secured for the same project (to date) :

Other Funding Source	Other Funding Amount
DANIDA 2016 Framework funding	218,258.00
	218,258.00

Organization focal point :

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BACKGROUND

1. Humanitarian context analysis

After twenty months of military confrontation entailing ethnic cleansing, atrocities and mass-scale displacement, in August 2015 the parties to the South Sudanese civil conflict inked a peace agreement which was supposed to pave the way for a 30-month Transitional Government of National Unity and a new phase of national reconciliation. Over four months after the deal was signed, implementation of several key clauses is lagging behind, fighting has flared up anew in Southern Unity, and displacement does not seem to be on the wane. With escalating inter and intra-communal violence deepening within the Equatoria region, an ever more precarious economic situation, and the newly launched 28-State initiative threatening to disrupt the peace process, the current outlook for South Sudan is grim.

Malakal town has been affected by repeated periods of armed conflict, and control has changed hands multiple times since the beginning of the conflict. In early 2015, military clashes caused by the defection of Johnson Olony's Agwelek armed group triggered large influxes of IDPs into the United Nations Protection of Civilians site (PoC site) in Malakal. As a result, the number of IDPs sheltering inside the site rapidly increased from 22,045 in April, to over 47,000 by the end of 2015. Following the peace agreement signed in August, the situation in Malakal County has remained stable but unpredictable, with the Government forces presiding over Malakal town on the East Bank and Olony's troops controlling most of the West Bank. Since late October 2015, there has been a gradual increase in the two-way population movement between the two river banks, mostly due to the roll-out of general food distribution in Wau Shilluk. However, no visible reduction in the PoC site population has so far been observed. Levels of congestions in certain areas of the site remain appalling, with peaks of less than 5 m²/person in terms of usable surface area.

The Malakal PoC site is unique as the major inter-ethnic PoC site in South Sudan, a fact which distinguishes its internal dynamics. Reflecting the demographics of the city before the conflict, the PoC site is majority Shilluk with substantial numbers of individuals Nuer and Dinka. Communal tensions have occurred between all three ethnic groups, and have been driven by the conflict in Upper Nile state as well as a range of grievances related to past land and resource issues. The most vulnerable groups in the site are women who face high levels of violence. Malakal town still remains heavily militarized and largely abandoned by civilians.

In Melut County humanitarian agencies have been delivering services to support approximately 30,000 IDPs in different sites across since December 2013. In May 2015, fierce fighting between government troops and armed opposition broke out in the area, forcing IDPs to flee the various settlements in the vicinity of Melut town and relocate to other safer areas. In June, the security situation in Melut stabilized, enabling humanitarians to access the area and respond to IDPs' deteriorating humanitarian needs. Since mid-2015, the county has seen new displacements and new arrivals from areas of central Upper Nile into the Melut area continue arriving. In addition to the IDPs in the PoC site, spontaneous settlements of Dethoma 1, Dethoma 2 and one school converted into collective center in New Palouch town, over 6,000 individuals have arrived in Khor Adar between June and December.

Based on the most recent estimates, the encamped displaced population in Malakal County, including both the Malakal PoC site and the spontaneous settlement in Wau Shilluk stands at around 70,000 individuals. In Melut County, the current total estimated displaced population stands at 35,000 individuals, of which 1,150 are registered in the PoC site, while around 34,000 in the various spontaneous settlements (Dethoma 1, Dethoma 2, Khor Adar and New Palouch School).

2. Needs assessment

The ongoing crisis is estimated to have displaced around 1.66 million people within South Sudan (OCHA Humanitarian Bulletin – 01 Dec 2015). The data collected by the IOM Displacement Tracking and Monitoring team shows that around 17% of the estimated IDP population is located in camp-like settings: around 12% in UNMISS PoC sites and around 5% in spontaneous settlements. Of the total 1.66 million IDPs, an estimated 299,084 are displaced in locations throughout Upper Nile State – (OCHA Humanitarian Snapshot – as of 09 November 2015) – the target state for this project. Project activities will target specifically Malakal and Melut counties, where DRC is already responding with camp management responsibilities in both PoC sites in Malakal and Melut, spontaneous settlements in Melut and with an information management component in Wau Shilluk.

As mentioned above, in Malakal County subsequent military clashes have prompted further large influxes of IDPs into the PoC since April 2015, over doubling the number of IDPs residing in the site.

After fierce fighting broke out in the area in May 2015, in late July, the security situation in Melut stabilized, enabling humanitarians to re-access the area. Should the Nile River corridor between Renk and Malakal remain stable, return movements of IDPs from the major spontaneous settlements to pre-displacement locations (mostly Baliet and Pigi/Canal counties) might be a realistic scenario at some point in 2016. The Melut PoC population – homogeneously Nuer – has repeatedly expressed its will to relocate to locations of their choice, mostly Nasir, Melut, Akobo and Fangak (REACH IDP Intentions Assessment, December 2015). Now that dry season has set in, a window of opportunity for facilitated voluntary relocation of this small caseload might open up.

Funding will allow DRC to implement a multi-faceted strategy to respond to a combination of strategic priorities:

a. Site care and maintenance

Almost two years into the crisis, both PoC sites and spontaneous settlements are mostly transitioning out of the setup phase. The upcoming care and maintenance phase presents a different range of challenges, requiring strong humanitarian leadership and very close engagement with the population to promote community ownership and empowerment, as well as gradual transfer of responsibility for the care of the site infrastructure.

b. Integrated information management inside and outside the sites to foster decongestion and inform transitional solutions

Given the insecurity affecting Upper Nile State, until late 2015 humanitarian agencies were very cautious about expanding their intervention outside the Malakal PoC site. As the situation remained stable, in the last quarter of the year some of them rolled out activities in Wau Shilluk, on the west bank of the Nile. They have been providing services to cater for basic needs, such as health, food, education and protection. No actors have been playing a systematic information management role. Nevertheless, in the prospect of a successful implementation of the Compromise Peace Agreement and given the osmotic relation between the two sides of the river, an holistic information management will be key not only to informing the decongestion strategy for the PoC site, but also to orienting any transitional solutions strategy the humanitarian community might design when freedom of movement is restored.

c. Promoting transitional solutions

Lastly, should the conditions be ripe for transitional solutions, especially in Melut, a focal point agency with a close understanding of community dynamics will be required to provide solid information management support to the CCCM cluster at the preparatory stage, as well as operational support once for potential return/relocation operations kick off.

3. Description Of Beneficiaries

The activities described here within will target the approximately 105,000 IDPs anticipated to be residing in sites in Malakal and Melut Counties over the course of the project. The activities are designed to primarily benefit this existing population. While all of DRC's services are non-discriminatory, demographic data compiled by the International Organization for Migration (IOM) indicates a significant proportion of the IDP communities in each site are comprised of women and children, and, therefore, the organization's activities are being designed to meet gender and age specific needs. Overall, the project's activities are intended to assist the entire populations of the sites, ensuring all have equitable access to humanitarian services and voice within decision-making processes.

Age and gender breakdown:

Malakal PoC

M0-4:4,464 - F0-4:4,496 - M5-17:8,304 - F5-17:8,905 - M18-59:7,488 - F18-59:12,054 - M60+:763 - F60+:1,318

Wau Shilluk:

M0-4:1,802 - F0-4:2,080 - M5-17:4,680 - F5-17:4,940 - M18-59:2,340 - F18-59:4,422 - M60+:260 - F60+:780

Melut PoC:

M0-4:118 - F0-4:116 - M5-17:198 - F5-17:214 - M18-59:192 - F18-59:252 - M60+:22 - F60+:11

Dethoma 1:

M0-4:1,800 - F0-4:1,959 - M5-17:3,823 - F5-17:3,890 - M18-59:1,611 - F18-59:4,893 - M60+:285 - F60+:353

Dethoma 2:

M0-4:883 - F0-4:890 - M5-17:1,610 - F5-17:1,722 - M18-59:877 - F18-59:2,013 - M60+:241 - F60+:221

Khoradar:

M0-4:402 - F0-4:740 - M5-17:1,265 - F5-17:1,192 - M18-59:1,286 - F18-59:1,359 - M60+:154 - F60+:183

New Paloich School:

M0-4:22 - F0-4:320 - M5-17:50 - F5-17:63 - M18-59:58 - F18-59:71 - M60+:70 - F60+:4

4. Grant Request Justification

DRC has been working as the lead camp management agency in the Malakal and Melut PoC sites and spontaneous settlements in Melut since January, 2014. As the character and environment of the IDP sites continue to change as the result of population movements, in compliance with the 2016 CCCM Cluster Strategy, DRC intends to adjust its activities to the evolving environment. On the one side DRC's Camp Management teams will be supporting a wide range of Camp Management activities typical of the site care and maintenance phase, including capacity building of the IDP leadership, maintenance of the community facilities and gradual transfer of ownership of the camp infrastructure. On the other hand, as the IDP population in the Malakal PoC site has been growing significantly throughout 2015, a further expansion site expansion is currently planned. Once it is ready, DRC will coordinate the demarcation and relocation exercises and the setup of site facilities by partners.

In addition to the aforementioned activities, DRC will step up information management within and outside the sites in Malakal and Melut counties, in an effort to inform the transitional solutions process for IDPs in Upper Nile State, which the CCCM Cluster has included in its country strategy for 2016. With the IDP current population in Malakal and Melut Counties standing at an estimated 69,000 and 35,000 individuals respectively, a higher level of flexibility will be required to respond to various potential scenarios, ranging from protracted displacement of a majority of those currently sheltering at the existing sites to a situation where freedom of movement is restored. It is essential DRC continues its operations and lead role - both enhancing the organization's capacity to scale-up and rapidly respond to the ever-changing context and in the Malakal area by extending its geographical coverage to Malakal town, should conditions enable return of the displaced population in the nearby settlements, including the PoC site.

5. Complementarity

The project activities promote synergies with other sectors at site and county levels given the Camp Management agency's main purpose to coordinate sectors through the identification of gaps and ensuring efficient delivery of services. DRC regularly collects data on multi-sectorial indicators based on the feedback and inputs from other clusters with the aim to benefit the wider humanitarian community. In Melut registration data is regularly collected and shared with partners, such as WFP, to enable targeted operational responses. At site level DRC work closely with Protection, WASH, Shelter/NFI and Health partners in particular.

With the Protection Cluster in Upper Nile State, DRC will continue to favor the establishment of a protective environment within the sites, as well as increase joint advocacy towards UNMISS and local authorities to ensure that displaced populations are protected against physical harm and can enjoy freedom of movement. Moreover, the DRC Camp Management team will work jointly with the UNS Protection Cluster to identify localized solutions for the promotion of durable solutions.

DRC will continue to reinforce its close collaboration with IOM (CCCM and WASH) in terms of site and contingency planning, site development as well as care and maintenance, especially in Malakal PoC. Moreover, the DRC Camp Management team will collaborate with the DRC Shelter team with the overall goal to implement a longer-term shelter strategy for the Malakal PoC site.

LOGICAL FRAMEWORK

Overall project objective

The overall project objective is to ensure the continued provision of harmonized and coordinated services for the displaced populations in the Malakal and Melut POC sites and spontaneous settlements in Melut and Wau Shilluk, Upper Nile states, through the implementation of essential CCCM activities in line with the CCCM Cluster objectives and humanitarian best practices. Moreover this project aims to support IDPs in Malakal and Melut counties to identify and pursue transitional solutions.

CAMP COORDINATION AND CAMP MANAGEMENT

Cluster objectives	Strategic Response Plan (SRP) objectives	Percentage of activities
CO1: Strengthen camp coordination and camp management structures to coordinate the delivery and monitoring of humanitarian services to improve living conditions of IDPs living in large settlements	HRP 2016 SO1: Save lives and alleviate suffering through safe access to services and resources with dignity	70
CO3: Equip humanitarians, local actors and authorities with the tools and knowledge to apply camp coordination and camp management concepts and best practices	HRP 2016 SO2: Ensure communities are protected, capable and prepared to cope with significant threats	20
CO2: Support IDPs towards attaining transitional or durable solutions	HRP 2016 SO2: Ensure communities are protected, capable and prepared to cope with significant threats	10

Contribution to Cluster/Sector Objectives : First, this project contributes to the cluster objective one “Strengthen camp coordination and camp management structures to coordinate the delivery and monitoring of humanitarian services to improve living conditions of IDPs living in large settlements” through ongoing care and maintenance of the site and ensuring that delivery of humanitarian services is coordinated, humanitarian accountability is improved and planning for the promotion of transitional solutions informed.

Secondly, this project also contributed towards the cluster objective two “Support to IDPs towards attaining transitional or durable solutions.” The suggested project is geared towards enhanced data collection that will inform the strategic planning for durable solutions in close cooperation with the CCCM cluster and other humanitarian actors. Intention surveys and dock monitoring exercises, adequate data analysis and intentions’ forecasting will help the humanitarian actors to understand IDPs perceptions and intentions and consequently design and support appropriate transitional solutions. DRC will also facilitate the discussion around transitional solutions at county level by setting up and leading a purpose-specific working group in Melut and Malakal Counties which will look at potential options for the return of IDPs living within the sites (PoC and/or informal settlements). In coordination with other actors, producing an analysis of the available options and a multi-sector operational plan to action them.

Finally, the project contributes to the cluster objective three “Equip humanitarians, local actors and authorities with the tools and knowledge to apply camp coordination and camp management concepts and best practices.” DRC will bolster community self-reliance through capacity building of the IDP leadership, government authorities and service provider on camp management. Knowledge of camp coordination and camp management concepts and practices is improved amongst IDP leadership, government authorities and humanitarian actors through targeted trainings.

Outcome 1

Delivery of humanitarian services to IDPs in Malakal and Melut Counties is strengthened through enhanced coordination and information management

Output 1.1

Description

The delivery of humanitarian services is coordinated, humanitarian accountability is improved and planning for the promotion of transitional solutions informed.

Assumptions & Risks

Assumptions:

- IDPs remain in displacement sites
- Security situation permits continued access to affected populations
- On-going cooperation with UNMISS & other humanitarian actors.

Risks:

- National, state or local level authorities obstruct DRC in the implementation of programming.
- Insecurity and hostilities directed towards the civilian population hinders service delivery.

Activities

Activity 1.1.1

Facilitating humanitarian coordination through the organization of regular interagency meetings with other humanitarian actors and UNMISS sections (if applicable) operating in the area

Activity 1.1.2

Informing the humanitarian response, promoting accountability and fostering advocacy by producing and regular dissemination of a 1-page site profile, reporting on gaps in service provision at site level

Activity 1.1.3

Informing the humanitarian response and strategic planning for transitional solutions by producing and disseminating regular population movement reports which provide an overview of the trends in population movement in Malakal County, as well as supplementing DTM-generated information with regular monthly headcounts in Malakal PoC.

Activity 1.1.4

Facilitating the discussion around transitional solutions at county level by setting up and leading a purpose-specific working group in Melut County which would look at potential options for the return of IDPs living within the sites (PoC and/or informal settlements). In coordination with other actors, producing an analysis of the available options and a multi-sector operational plan to action them.

Activity 1.1.5

Coordinating the decommissioning of humanitarian infrastructure in the Melut PoC site following relocation and/or depopulation. Decommissioning will be carried out in coordination with UNMISS and other actors operating in the PoC site.

Activity 1.1.6

Facilitating relocation exercise in Malakal PoC as part of the decongestion process once an additional site for IDP settlement has been secured and developed. The process will include the various aspects of relocation, including coordination with other concerned actors (e.g. UNMISS, IOM), registration of eligible households, demarcation of plots and allocation of shelters to relocated households.

Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of Camp Coordination and Camp Management meetings organized					16
Means of Verification : Meeting agenda, meeting minutes, attendance sheet							
Indicator 1.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of movement trend reports published and shared					16
Means of Verification : Weekly dock monitoring report disseminated to partners & CCCM Cluster							
Indicator 1.1.3	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of IDP sites/camps decommissioned/closed					1
Means of Verification : Casual labor attendance/payment sheets, decommissioning plan, meeting minutes, pictures							
Indicator 1.1.4	CAMP COORDINATION AND CAMP MANAGEMENT	# of relocation exercises completed					1
Means of Verification : Pre-registration list, meeting minutes, pictures, shelter allocation list							

Outcome 2

Essential communal infrastructure is accessible to all IDPs sheltering in the IDP sites in Malakal and Melut Counties, contributing to safety and well being of the displaced populations.

Output 2.1

Description

Essential communal site infrastructure is maintained and/or developed

Assumptions & Risks

Assumptions:

- Safety, security and access allows for continued operations and delivery of DRC's humanitarian services
- Significant numbers of IDPs remain in current project locations
- On-going cooperation with UNMISS and other humanitarian actors continues
- There is availability of supplies and means of transportation to and within the country, and security allows for transportation of procured goods and items.

Risks:

- Conflict, insecurity and hostilities directed towards humanitarians in programme areas threaten staff security, operations, and service delivery
- Targeting of DRC staff by beneficiaries due to ethnic reasons or frustrations with service delivery.
- Conflict, insecurity and inaccessibility challenge or prevent procurement and delivery of project materials.

Activities

Activity 2.1.1

Upgrade and/or maintenance of small-scale site infrastructure such as wooden bridges, community centres, communication centres and community-managed facilities, such as the community watch group office and community meeting points. This activity will be carried out as part of the care and maintenance phase of camp life cycle and unfold in parallel to the gradual transfer of responsibility for the management and maintenance of the camp infrastructure to the community across all the DRC-managed sites.

Activity 2.1.2

Regular service and repair of the lighting system inside Malakal PoC, as a measure to promote a protective environment for women and other groups traditionally more exposed to protection risks.

Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 2.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of existing communal structures maintained/expanded					27
Means of Verification : Work completion report, casual labour attendance/payment sheets, pictures							
Indicator 2.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	# of solar lights inspected and serviced					50
Means of Verification : Inspection/service report, casual labour attendance/payment sheets, pictures							

Outcome 3

Community self-reliance is promoted through capacity building of the IDP leadership, government authorities and service provider

Output 3.1														
Description														
Knowledge of camp coordination and camp management concepts and practices is improved amongst IDP leadership, government authorities and humanitarian actors through targeted trainings														
Assumptions & Risks														
Assumptions: <ul style="list-style-type: none"> - Safety, security and access allows for continued operations and delivery of DRC's humanitarian services - Significant numbers of IDPs remain in current project locations - On-going cooperation with UNMISS and other humanitarian actors continues - IDP community is willing to cooperate with DRC and other humanitarian actors Risks: <ul style="list-style-type: none"> - National, state or local level authorities obstruct DRC in the implementation of programming. - Insecurity and hostilities directed towards the civilian population hinders service delivery or participation in DRC activities.. - Economic conditions or food insecurity deteriorate to the point where communities are not able to participate in activities. - Willingness and participation of IDPs in activities might depend on conditions and development of the peace agreement. 														
Activities														
Activity 3.1.1														
Enhancing humanitarian actors', local authorities' and UNMISS' (where applicable) knowledge and understanding of CCCM concepts and best practices in a camp like setting. Trainings will cover a wide range of topics, including roles and responsibilities of camp management, administration and coordination in a camp-based response, the various phases of the camp life cycle (with a specific focus on care and maintenance), as well as the intimate synergy between protection and camp management.														
Activity 3.1.2														
Enhancing the knowledge and understanding by the community management structures' members of key concepts in a clusterized camp-like setting. Trainings will cover a number of topics, such as community participation and the application of humanitarian standards. Trainings will aim at building the capacity of the community to take on increasing responsibility and progressively promoting self-reliance.														
Indicators														
			End cycle beneficiaries				End cycle							
Code	Cluster	Indicator	Men	Women	Boys	Girls	Target							
Indicator 3.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of trainings on CCCM issues conducted					10							
Means of Verification : Training agendas, participations lists, photos														
Additional Targets :														
M & R														
Monitoring & Reporting plan														
DRC endeavors to achieve rigorous monitoring, evaluation and learning standards in its humanitarian response. DRC's monitoring and evaluation (M&E) approach is built on a number of key principles including 1) the use of flexible, mixed methodologies, 2) the integration of M&E into 'everyday' work, 3) linking evidence and learning with decision-making, 4) independence and neutrality of M&E staff, 5) involvement of key stakeholders and diverse voices, and 6) Transparency with processes, progress and results. The M&E plan for this project will be in line with the 2016 M&E Strategy for DRC in South Sudan, which includes: 1. Ensuring adequate staff capacity to carry out M&E activities: DRC's senior programme team includes an experienced M&E and Accountability Coordinator who will oversee all M&E activities for the programme. 2. Regular and systematic indicator performance tracking: Monthly indicator performance tracking of this project will ensure that activities are being carried out according to plan and that no beneficiary is left behind as a result of falling short of the DRC's output commitments. Collection of gender and age specific data regarding women and men, and girls and boys is integrated in the basic set of DRC M&E tools. All contractual reporting responsibilities will be completed by the field teams with support from the Finance Manager, Grants Manager and Emergency Coordinator and submitted to CHF in a timely manner. DRC strives for transparency in its monitoring and evaluation processes and makes all findings available to key stakeholders, including CHF.														
Workplan														
	Activitydescription	Year	1	2	3	4	5	6	7	8	9	10	11	12
	Activity 1.1.1: Facilitating humanitarian coordination through the organization of regular interagency meetings with other humanitarian actors and UNMISS sections (if applicable) operating in the area	2016			X	X	X	X						
	Activity 1.1.2: Informing the humanitarian response, promoting accountability and fostering advocacy by producing and regular dissemination of a 1-page site profile, reporting on gaps in service provision at site level	2016			X	X	X	X						
	Activity 1.1.3: Informing the humanitarian response and strategic planning for transitional solutions by producing and disseminating regular population movement reports which provide an overview of the trends in population movement in Malakal County, as well as supplementing DTM-generated information with regular monthly headcounts in Malakal PoC.	2016			X	X	X	X						
	Activity 1.1.4: Facilitating the discussion around transitional solutions at county level by setting up and leading a purpose-specific working group in Melut County which would look at potential options for the return of IDPs living within the sites (PoC and/or informal settlements). In coordination with other actors, producing an analysis of the available options and a multi-sector operational plan to action them.	2016			X	X	X	X						

Activity 1.1.5: Coordinating the decommissioning of humanitarian infrastructure in the Melut PoC site following relocation and/or depopulation. Decommissioning will be carried out in coordination with UNMISS and other actors operating in the PoC site.	2016						X							
Activity 1.1.6: Facilitating relocation exercise in Malakal PoC as part of the decongestion process once an additional site for IDP settlement has been secured and developed. The process will include the various aspects of relocation, including coordination with other concerned actors (e.g. UNMISS, IOM), registration of eligible households, demarcation of plots and allocation of shelters to relocated households.	2016					X	X							
Activity 2.1.1: Upgrade and/or maintenance of small-scale site infrastructure such as wooden bridges, community centres, communication centres and community-managed facilities, such as the community watch group office and community meeting points. This activity will be carried out as part of the care and maintenance phase of camp life cycle and unfold in parallel to the gradual transfer of responsibility for the management and maintenance of the camp infrastructure to the community across all the DRC-managed sites.	2016	X	X	X	X	X								
Activity 2.1.2: Regular service and repair of the lighting system inside Malakal PoC, as a measure to promote a protective environment for women and other groups traditionally more exposed to protection risks.	2016	X	X	X	X	X								
Activity 3.1.1: Enhancing humanitarian actors', local authorities' and UNMISS' (where applicable) knowledge and understanding of CCCM concepts and best practices in a camp like setting. Trainings will cover a wide range of topics, including roles and responsibilities of camp management, administration and coordination in a camp-based response, the various phases of the camp life cycle (with a specific focus on care and maintenance), as well as the intimate synergy between protection and camp management.	2016		X		X									
Activity 3.1.2: Enhancing the knowledge and understanding by the community management structures' members of key concepts in a clusterized camp-like setting. Trainings will cover a number of topics, such as community participation and the application of humanitarian standards. Trainings will aim at building the capacity of the community to take on increasing responsibility and progressively promoting self-reliance.	2016		X	X	X	X								

OTHER INFO

Accountability to Affected Populations

DRC adheres to the humanitarian accountability principles by promoting and supporting community engagement in camp management and through implement accountability systems such as feedback and complaint mechanisms. DRC is a certified member of the Humanitarian Accountability Partnership (HAP) and, as such, abides by the HAP benchmarks on accountability through information, involvement, participants and adequate handling of complaints. As part of the CCCM activities DRC operates communication centres in the Malakal PoC site, which act as safe spaces for community members to voice their complaints taking into account the vulnerabilities regarding age or gender of the population. Partners are well-aware of the mechanism. DRC collects the complaints and will either refer to other services or conduct direct follow up on specific camp management issues. Complaints mechanisms are accessible to all population groups (though minors need to have a caregiver or parent present in order to lodge a complaint) through the communication centres. Female and male staff ensures that women and men have appropriate counterparts to discuss issues with, as DRC realizes that due to gender roles women might not feel comfortable discussing with men. Additionally, any protection related cases – including threats, incidents or potential protection challenges are immediately referred to the DRC protection desk (in same location as the communication centre in Malakal) for more in depth assessment and support by staff trained in protection guidelines and minimum standards. Additionally, realizing that community members – whether male or female – might not always want to access the communication centres due to potential stigma or targeting, DRC also collects general complaints on issues from the protection network groups – women's committee, elderly and disabled committee and youth committee – to ensure that general trends and complaints are also taken into account by partners.

Implementation Plan

DRC will implement this project directly and without the support or assistance of other implementing partners. In cases where it might be necessary to work with contractors, DRC will seek local hires to the greatest extent possible. Furthermore, acknowledging the tension resulting from a lack of livelihood options for youth, DRC will continue to strive to source both skilled and unskilled labor from the Malakal and Melut POC sites as well as the spontaneous settlements in Melut and WaY Shilluk to the greatest extent possible.

The project will be implemented under the direct supervision of DRC's Malakal and Melut based Team Leaders. The Team Leader in Malakal will also oversee operations in Wau Shilluk.

The Malakal Team Leader oversees a team consisting of Camp Manager, Information Management Officer, Logistics Manager, Protection Manager, Protection Officer, Community Services Officer, Emergency Response Officer, Shelter Manager and Security Adviser. The Team Leader will also be the head of the national staff team consisting of re-locatable and local officers, assistants and outreach workers.

The Melut Team Leader will oversee a team of Camp Manager and Information Management Officer who will manage a Camp Management team of national staff. In Melut, as the operational environment is scattered, it is good to note that the activities to be supported in Paloich town collective centre focus only on coordination and advocacy with other partners to ensure the needs are addressed.

DRC will engage with the CCCM Cluster to see whether it is possible to identify and facilitate the implementation of transitional solutions for the IDPs currently living in Malakal and Melut counties.

The Team Leaders will be supervised by the Juba-based Programmes Coordinator and Head of Programmes, and general support will be provided by the Juba-based but roving to field locations, Emergency Logistics Officer, Emergency Finance Manager, HR Coordinator, Monitoring and Evaluation Coordinator, Country Safety Advisor and Grants Manager. The Camp Manager and Emergency Response Officer will also receive both Juba-based and on-the-ground technical support and supervisions from DRC's Roving CCCM Coordinator.

Activity, spending, procurement and HR plans will be developed collaboratively by the field teams upon commencement of the project and with support and regular monitoring from Juba-based staff. Monthly review meetings will be held between the representatives from the implementing team and Juba support functions to ensure the project activities and spending is on-track and that necessary adjustments are proactively identified and addressed. In addition, all contractual reporting responsibilities will be completed with support from the Finance Manager, and Grants Manager.

Coordination with other Organizations in project area

Name of the organization	Areas/activities of collaboration and rationale
IOM	In coordination with DRC, IOM is responsible for site planning, development, care and maintenance in the Malakal PoC site. Moreover, IOM is also CCCM Cluster State Focal Point for Upper Nile State and closely supports DRC in liaising with the cluster system at national level for issues concerning sites in both Malakal and Melut counties.
INTERNEWS	Internews is a CCCM Cluster partner and support DRC's Communication with Communities efforts in Malakal County through the dissemination of Camp Management messages via Nile FM, the local radio which Internews set up and supports in the area.

Environment Marker Of The Project

A+: Neutral Impact on environment with mitigation or enhancement

Gender Marker Of The Project

2a-The project is designed to contribute significantly to gender equality

Justify Chosen Gender Marker Code

The project will promote and adhere to Age, Gender, and Diversity Mainstreaming in all of its phases to ensure that all persons of concern enjoy their rights on an equal footing and are able to participate in the decisions that affect their lives. From needs assessment to actual implementation of camp management activities, the specific concerns of particular segments of the displaced population shall inform not just the actions of DRC but of other humanitarian partners as well.

For this purpose, DRC promotes an integrated approach whereby Camp Management teams regularly liaise with Protection teams to ensure that different needs of both the male and female members of the population – as well as other groups - inform the Camp Management intervention. In both Malakal PoC and Melut, the DRC Protection teams hold regular meetings with the various committees established by the affected population – Women, Elderly, Youth Groups, and persons with Disabilities. Guide questions designed to elicit the specific concerns and needs of women and the other sectors are provided to the staff conducting the meetings. The output of such meetings is then processed by the project team and disseminated to the Camp Management teams for appropriate action. The meetings also serve as a platform to give feedback to the women's and other groups on the specific concerns they raised. Another activity that is designed to ensure women have safe access to services (Activity 2.1.2) is the regular service and repair of lighting within the Malakal POC to reduce the protection risks faced by women.

Moreover, to inform DRC's Camp Management activities and ability to respond with appropriate interventions, the organization is committed to conducting a series of both comprehensive and rapid assessments on issues influencing the safety, security and well-being of individuals residing within the displacement sites it manages. All assessments will ensure the capture of information disaggregated by gender and age, and interventions derived from these assessments will be tailored to ensure inclusion and relevance to gender and age demographics. As the lead CCCM partner in Malakal and Melut counties, DRC engages in ongoing monitoring of gaps in service delivery across sectors. This monitoring includes attention to ensuring relevant services are available for women and men, and girls and boys equally. Contributing to this monitoring process will be DRC's community outreach workers and the operation of complaints and feedback mechanisms in Malakal PoC through which issues pertaining to needs of or abuses against women, girls and boys can be reported.

Protection Mainstreaming

Protection will be mainstreamed into all programming in line with DRC's approach, and specific attention given to vulnerable individuals/groups, including people with special needs, women, children, elderly and at-risk youth. Protection Mainstreaming is an integral component of all DRC activities across the board. In regards to camp management and camp coordination DRC ensures humanitarian principles are adhered to and practices a strict do no harm approach. Components of mainstreaming such as accountability are dealt through the DRC complaints mechanism, as well as regular interactions with communities through the outreach workers, which also feeds into the mainstreaming component of participation. Finally DRC actively promotes meaningful access through advocacy and on-the-site work with partners operating in areas such as WASH or shelter. In its capacity as main protection actor in both Malakal and Melut counties, the DRC protection team provides protection mainstreaming trainings to all Camp Management staff in both locations.

Country Specific Information

Safety and Security

While INGOs are currently not a direct target of the conflict in South Sudan, there is a possibility of being caught in cross-fire or shelling, especially when operating in or near the frontline of the conflict in Upper Nile state. Furthermore, risks and threats are extremely varied in the South Sudan context and the operating environments are remote and sometimes inaccessible. The proliferation, easy access and use of small arms and weapons held by the population and duty bearers regularly exacerbate conflict situations.

The DRC risk assessment is regularly reviewed and mitigating measures are adapted and implemented to reflect the threats faced by the staff. The following list is not exhaustive but gives examples of site specific SOPs that are in place in Melut and in Malakal; the risk management system is supported by the Malakal based NGO Safety Advisor as well as DRC's Country Safety Adviser.

The following site specific SOPs are in place in Melut:

- Medevac procedures
- Relocation, evacuation and hibernation strategies
- Personal security measures and staff preparedness
- Vehicle and staff field movement procedures
- Communication procedures
- Incident reporting procedures
- Local safety rules
- MOSS audit (conducted monthly)

The following site specific SOPs are in place in Malakal:

- Medevac procedures
- Relocation, evacuation and hibernation strategies
- Personal security measures and staff preparedness
- Vehicle and staff field movement procedures
- Communication procedures
- Incident reporting procedures
- Local safety rules

Access

Creating and protecting humanitarian access and space has become an even bigger challenge since May 2015 specially in the Upper Nile State. For humanitarian actors, the dynamic nature of the violence and displacement, with territories changing hands and populations being forced to go through multiple displacements, represents one of the root challenges in service delivery. Constantly changing movement and displacement patterns hinder obtaining information on the new locations of IDPs, and thereafter finding ways either for them to access or for humanitarian actors to deliver services to them.

Previously Melut functioned as a safe haven within the Upper Nile region; but this is no longer the case as as a result of the outbreak of violence in May 2015 Melut area has become more heavily militarized. This means that the fragile stability of Melut and the movement of the IDP population is no longer predictable and accessibility more unstable.

Melut area is accessible by air Paloich town hosting an airstrip allowing landing and takeoff of both passenger and cargo planes. Melut is also accessible by road from Maban County, where DRC has an office, only approximately 5 hour drive away depending on the weather conditions and rainy season. Within Melut County, security allowing, boat transportation offers access to more remote and isolated communities residing by the river toward Manyo County.

Population inside the Malakal POC as well as the humanitarian community have restricted access to the areas outside of the POC site. Malakal town is under government rule while the western side of the river is government opposition area. However, the first steps for the civil administration re-establishing office in Malakal town are being taken at the of the year 2015 and a joint police force (400 from Government side and 400 from Opposition side) is presently being formed. This joint police force is a result of the August 2015 Peace Deal and the resulting move towards integrated security forces, and once it is firmly established it will be given security responsibility by the SPLA; in the event that this is successful, it may enhance accessibility in the whole county and encourage civilian return to Malakal town.

BUDGET

Code	Budget Line Description	D / S	Quantity	Unit cost	Duration Recurrence	% charged to CHF	Total Cost
1.1	Expat Program staff Malakal	D	1	41,524.00	1	100%	41,524.00
	<i>All expat programme staff based in Malakal. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.2	Expat Support staff Malakal	D	1	28,167.00	1	100%	28,167.00
	<i>All expat programme support staff based in Malakal. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						

1.3	Expat Program staff Melut	D	1	21,08 8.00	1	100%	21,088.00
	<i>All expat programme staff based in Melut. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.4	Expat Support staff Melut	D	1	28,16 7.00	1	100%	28,167.00
	<i>All expat programme support staff based in Melut. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.5	Expat Support staff Juba	S	1	22,91 5.00	1	100%	22,915.00
	<i>All expat support staff based in Juba. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.6	National Program staff Malakal	D	1	78,31 9.00	1	100%	78,319.00
	<i>All national programme staff based in Malakal. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.7	National Support staff Malakal	D	1	31,34 8.00	1	100%	31,348.00
	<i>All national programme staff based in Malakal. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.8	National Program staff Melut	D	1	36,66 9.00	1	100%	36,669.00
	<i>All national programme staff based in Melut. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.9	National Support staff Melut	D	1	23,76 7.00	1	100%	23,767.00
	<i>All national programme support staff based in Melut. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
1.10	National Support staff Juba	S	1	10,15 9.00	1	100%	10,159.00
	<i>All national support staff based in Juba. Detailed budget line breakdown is provided the attached full budget (GMS allows only 25 budget line entries per budget category).</i>						
	Section Total						322,123.00
Supplies, Commodities, Materials							
2.1	Head-count exercise Malakal	D	1	6,840 .00	1	100%	6,840.00
	<i>Casual Labour - Enumerators</i>						
2.2	Relocation exercise Malakal	D	1	20,93 8.00	1	100%	20,938.00
	<i>Casual Labor, vest, T-Shirt, wire, marking tape etc - MLK</i>						
2.3	Dock monitoring - WS	D	1	6,156 .80	1	100%	6,156.80
	<i>Casual Labor Dock Monitors, maintenance of dock monitoring points</i>						
2.4	Construction of essential camp facilities Malakal	D	1	12,34 9.00	1	100%	12,349.00
	<i>Timber, Nails, Tools, Casual Labor etc</i>						
2.5	Maintenance of existing camp facilities Malakal	D	1	3,000 .00	1	100%	3,000.00
	<i>Casual Labor, Maintenance Materials</i>						
2.6	Solar lights inspected and serviced Malakal	D	1	3,000 .00	1	100%	3,000.00
	<i>Transport and Accommodation for Technician, Casual Labor</i>						
2.7	Cargo Fright for Items shipment Malakal	D	1	7,000 .00	1	100%	7,000.00
	<i>1 cargo for the project materials from Juba to Malakal</i>						
2.8	Capacity Building for UN/NGO staff/Government officials Malakal	D	2	1,267 .00	1	100%	2,534.00
	<i>UNHAS Felight for trainer, refereshment, plactic folder, stationeries</i>						
2.9	Capacity Building for local leaders, IDPs and IDPs leaders Malakal	D	1	627.0 0	1	100%	627.00

	<i>Refreshment and Stationeries</i>						
2.10	Capacity Building for UN/NGO staff/Government officials - WS	D	1	867.00	1	100%	867.00
	<i>UNHAS Flight for trainer, refereshment, plactic folder, stationeries</i>						
2.11	Capacity Building for local leaders, IDPs and IDPs leaders WS	D	3	627.00	1	100%	1,881.00
	<i>Refreshment and Stationeries</i>						
2.12	Casual Labor Malakal	D	1	9,160.00	1	100%	9,160.00
	<i>Casual labour to support the CCCM team in Malakal and Wau Shilluk</i>						
2.13	PoC depopulation exercise Melut	D	1	5,000.00	1	100%	5,000.00
	<i>Casual Labor, materials and tools</i>						
2.14	PoC decommissioning Melut	D	1	5,270.00	1	100%	5,270.00
	<i>Shelter decommissioning labor, digging bar, site cleanup labor, spade, duty gloves, face max, plastic pags.</i>						
2.15	Construction of essential camp facilities - registration points Melut	D	3	900.00	1	100%	2,700.00
	<i>Casual Labor, timber, woods, plastic sheet and tools</i>						
2.16	Maintenance of existing camp facilities Melut	D	2	1,000.00	1	100%	2,000.00
	<i>Maintenance of Community and Youth Centers in Dtoma1 and 2, casual labour and materials</i>						
2.17	Capacity Building for UN/NGO staff/Government officials Melut	D	1	1,267.00	1	100%	1,267.00
	<i>UNHAS Flight for trainer, refereshment, plactic folder, stationeries</i>						
2.18	Capacity Building for local leaders, IDPs and IDPs leaders	D	2	627.00	1	100%	1,254.00
	<i>Refreshment and Stationeries</i>						
2.19	Casual Labor Malakal	D	1	2,000.00	1	100%	2,000.00
	<i>Casual labour to support the CCCM team in Malakal and Wau Shilluk</i>						
	Section Total						93,843.80
Equipment							
3.1	VHF Radio - Malakal	D	2	700.00	1	100%	1,400.00
	<i>VHF radio for the Malakal CCCM field staff</i>						
3.2	Thuraya - Malakal	D	1	1,500.00	1	100%	1,500.00
	<i>Thuray for the CCCM outreach team</i>						
3.3	ITC Equipment - Melut	D	1	1,200.00	1	100%	1,200.00
	<i>A laptop for the Melut CCCM team</i>						
	Section Total						4,100.00
Travel							
5.1	In country flights - Malakal	D	15	200.00	1	100%	3,000.00
	<i>In country flights for the Malakal CCCM field staff</i>						
5.2	Vehicle Fuel & Running costs - Malakal	D	1100	2.10	1	100%	2,310.00
	<i>Vehicle Fuel & Running costs for Malakal CCCM vehicles</i>						
5.3	In country flights - Melut	D	8	200.00	1	100%	1,600.00
	<i>In country flights for the Melut CCCM field staff</i>						
5.4	Vehicle Fuel & Running costs - Melut	D	1000	2.10	1	100%	2,100.00

	Vehicle Fuel & Running costs for Melut CCCM vehicles								
	Section Total								9,010.00
General Operating and Other Direct Costs									
7.1	Local administration - Malakal	D	1	6,430.00	1	100%		6,430.00	
	<i>Detailed budget line breakdown is provided the attached full budget. Includes for example costs for ongoing repair and maintenance costs of the office, fuel, office supplies, office consumables, safety and security equipment</i>								
7.2	Local administration - Melut	D	1	5,297.00	1	100%		5,297.00	
	<i>Detailed budget line breakdown is provided the attached full budget. Includes for example costs for ongoing repair and maintenance costs of the office, fuel, office supplies, office consumables, safety and security equipment</i>								
7.3	Local administration - Juba	S	1	19,358.00	1	100%		19,358.00	
	<i>Detailed budget line breakdown is provided the attached full budget. Includes for example costs for ongoing repair and maintenance costs of the office, fuel, office supplies, office consumables, safety and security equipment</i>								
7.4	Bank charges	S	1	2,500.00	1	100%		2,500.00	
	Section Total								33,585.00
SubTotal			2,167.00					462,661.80	
Direct								407,729.80	
Support								54,932.00	
PSC Cost									
PSC Cost Percent								7%	
PSC Amount								32,386.33	
Total Cost								495,048.13	
Grand Total CHF Cost								495,048.13	
Project Locations									
Location	Estimated percentage of budget for each location	Estimated number of beneficiaries for each location					Activity Name		
		Men	Women	Boys	Girls	Total			
Upper Nile -> Malakal	70								
Upper Nile -> Melut	30								
Documents									
Category Name				Document Description					
Budget Documents				DRC CHF CCCM FA 2016 Full Budget Breakdown.xlsx					
Budget Documents				20012016.xlsx					