

<b>Requesting Organization :</b>	Danish Refugee Council				
<b>Allocation Type :</b>	1st Round Standard Allocation				
<b>Primary Cluster</b>	<b>Sub Cluster</b>	<b>Percentage</b>			
CAMP COORDINATION AND CAMP MANAGEMENT		100.00			
		<b>100</b>			
<b>Project Title :</b>	Provision of essential Camp Coordination and Camp Management services and promotion of transitional solutions for the displaced populations in Malakal and Melut counties				
<b>Allocation Type Category :</b>					
<b>OPS Details</b>					
<b>Project Code :</b>		<b>Fund Project Code :</b>	SSD-16/HSS10/SA1/CCCM/INGO/881		
<b>Cluster :</b>		<b>Project Budget in US\$ :</b>	499,998.74		
<b>Planned project duration :</b>	9 months	<b>Priority:</b>			
<b>Planned Start Date :</b>	01/04/2016	<b>Planned End Date :</b>	31/12/2016		
<b>Actual Start Date:</b>	01/04/2016	<b>Actual End Date:</b>	31/12/2016		
<b>Project Summary :</b>	<p>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.</p> <p>Firstly, DRC will continue to perform a coordination function at site level by coordinating a number of multi-stakeholder exercises, such as the relocation to Sector 5 in Malakal PoC and the PoC depopulation exercise in Melut, should the situation permit. As Camp Management agency, DRC will also continue monitoring service provision in the sites by using Cluster-designed tools and facilitate regular information sharing aimed at strengthening the CCCM Cluster's advocacy ad all levels.</p> <p>Secondly, DRC will boost its information management capacity in Western Upper Nile State and develop a number of information management products on population movements in the framework of the Solutions Working Group initiative spearheaded by the CCCM and Protection Clusters. This should inform humanitarian's decision-making process when it comes to promoting transitional solutions for the communities living in displacement sites in Upper Nile State.</p> <p>Thirdly, following the 17th – 18th February incident in Malakal PoC, DRC will re-establish communal facilities – including communication centers, meeting halls, wooden bridges and solar lights – which were destroyed in the areas affected by fire and looting, as well as construct additional ones in Sector 5, whenever the site is developed.</p> <p>Lastly, in Melut 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 in handling the transition and very close engagement with the communities to promote ownership. As part of its Camp Management prerogatives, DRC will promote the gradual transfer of Camp Management concepts to the various stakeholders involved in the community empowerment process at site level, including humanitarian agencies, local authorities (where applicable) and community representatives through a number of capacity building events.</p>				
<b>Direct beneficiaries :</b>					
	<b>Men</b>	<b>Women</b>	<b>Boys</b>	<b>Girls</b>	<b>Total</b>
	18,760	27,086	26,914	27,939	100,699
<b>Other Beneficiaries :</b>					
<b>Beneficiary name</b>	<b>Men</b>	<b>Women</b>	<b>Boys</b>	<b>Girls</b>	<b>Total</b>
Internally Displaced People	18,760	27,086	26,914	27,939	100,699
<b>Indirect Beneficiaries :</b>					
<p>In Malakal, given that the large majority of the population present in the area is currently displaced and living in the IDP settlements in Malakal County – PoC site or Wau Shilluk – it is particularly challenging to identify what the caseload of indirect beneficiaries of the project will be.</p> <p>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.</p>					

**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 Western Upper Nile. Although most IDPs' pre-displacement location was Malakal town, some of the displaced population also comes from nearby counties, such as Fashoda, Manyo and Panyikang.

As for Melut County, most IDPs living in the informal settlements used to live in Baliet 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, Baliet, 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 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
CHF SSD-16/HSS10/SA1/CCCM/INGO/722	495,048.13
CHF SSD-15/HSS10/RA3/CCCM/INGO/659 (2 months: Jan – Feb 2016)	300,080.00
DANIDA 2016 Framework funding	222,935.61
	<b>1,018,063.74</b>

**Organization focal point :**

Name	Title	Email	Phone
Rickard Hartmann	Country Director	drc.ssudan@drc.dk	+211 (0) 914835510
Hilde Bergsma	Deputy Country Director	head.programme@drc-ssudan.org	+211 (0) 914122714
Chaungo Barasa	Programme Coordinator	emergency.coord@drc-ssudan.org	+211 (0) 927485863

**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 and displacement does not seem to be on the wane. With escalating inter and intra-communal violence dividing 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.

Due to its strategic nature, Malakal County 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.

The Malakal PoC site is unique as the only multi-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 Nuer and Dinka individuals. 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. As of now, inter-ethnic tensions in the areas remain extremely high, as showed by the recent incident which struck the PoC site on 17th – 18th February, which resulted in the arson of large areas of the PoC site, the spontaneous relocation of the PoC population into the UNMISS log base out of fear and the hasty departure of Dinka IDPs from Sector 2.

In Melut County humanitarian agencies have been delivering services to support approximately 30,000 IDPs in different sites 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' increasing humanitarian needs. Since mid-2015, the county has seen new displacement, with additional IDPs from areas in Upper Nile and returnees mostly from Ethiopia settling in the informal settlements in Melut. 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 over 36,000 individuals, of which around 1, 200 are registered in the PoC site, while over 35,000 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 1.69 million people within South Sudan (OCHA Humanitarian Bulletin – 10 Feb 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 303,204 are displaced in locations throughout Upper Nile State – (OCHA Humanitarian Snapshot – as of 31 December 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.

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). A window of opportunity for voluntary depopulation of this small caseload might open up during dry season.

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

### **a. Decongestion through Malakal PoC extension**

The living conditions in the Malakal PoC remain below basic international standards, due to the high level of congestion. Poor living conditions pose a serious threat to the health and well-being of the population and do generally not allow the population to thrive, develop, or even access basic services in a dignified manner. 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.

### **b. Promoting transitional solutions**

The recent incident in Malakal PoC site provided a strong indication of the simmering inter-ethnic tension which is still present in the Greater Malakal area. However, should the security situation gradually improve, IDPs currently living in the various displacement sites in Melut might decide to return to their pre-displacement locations, especially Baliet County. Should that be the case, a focal point agency will be needed to gather sound information and provide solid contextual analysis to support the Solutions Working Group's work, jointly coordinated by the CCCM and Protection Clusters at site, state and national levels.

### **c. Site care and maintenance and community ownership**

Almost two years into the crisis, both the Melut settlements and the Malakal PoC – albeit to a lesser degree following the 17th – 18th February violence – are gradually transitioning out of the site setup phase. The upcoming care and maintenance phase presents a different range of challenges. In the foreseeable future, funding shortage and the protracted nature of POC encampment in the UNS sites will impose a gradual handover of responsibility for the care of the site infrastructure and the monitoring of service provision. Such a handover will require communities to gain a broader understanding of humanitarian processes and the roles IDP representatives are supposed to play in their interaction with the various stakeholders operating in the site.

## **3. Description Of Beneficiaries**

The activities described here within will target the approximately 100,000 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.

#### 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 side, in Malakal PoC DRC as Camp Management and Shelter agency, will be at the forefront of the relocation process aimed at restoring acceptable living conditions and resume services in the site after the February incident.

In addition to the aforementioned activities, DRC will step up information management within and outside the sites in Western Upper Nile, 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 current IDP 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 that DRC continue its operations and lead role, by both enhancing the organization's capacity to scale-up and rapidly respond to the ever-changing context, and extending its geographical coverage to Malakal town, should conditions enable return to town 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 ensure efficient delivery of services. DRC regularly collects data on multi-sectorial indicators based on the feedback and inputs from other partners and clusters with the aim to benefit the wider humanitarian community. At site level DRC work closely with other partners, especially Protection, WASH, Shelter/NFI and Health actors.

Along 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.

In Malakal PoC, 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. 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 and offer adequate housing solutions to the IDPs affected by the 17th – 18th February incident.

#### 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, 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	60
CO2: Support IDPs towards attaining transitional or durable solutions	HRP 2016 SO1: Save lives and alleviate suffering through safe access to services and resources with dignity	20
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

**Contribution to Cluster/Sector Objectives :** This project will contribute to the above-mentioned objectives by ensuring a continued provision of harmonized and coordinated camp management and coordinating services in the respective areas, thereby improving the delivery of services to the beneficiaries. It will furthermore strengthen the communities empowerment, better enabling them to prepare for eventually taking over responsibility themselves.

##### 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
- Sector 5 in Malakal PoC site is developed and perimeter security provided by UNMISS
- IDPs are willing to relocate into Sector 5
- Community acceptance remains unaltered

**Risks:**

- National, state or local level authorities obstruct DRC in the implementation of programming.
- Insecurity and hostilities directed towards the civilian population or towards humanitarian actors 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 and supplementing DTM-generated demographic information on IDP settlements in Melut County with regular population count exercises.

**Activity 1.1.3**

Informing transitional solutions planning in Upper Nile State by co-facilitating "Solutions Working Groups" in Malakal and Melut and by producing ad-hoc information products (e.g. assessment reports, situation reports and intention survey reports), focused mostly on displacement patterns and conditions for the promotion of return for IDPs living in displacement sites.

**Activity 1.1.4**

Facilitating the relocation of the IDP population to Sector 5 as part of the decongestion process in Malakal PoC site. 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					28
<b>Means of Verification</b> : Meeting agenda, meeting minutes and attendance sheets							
Indicator 1.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	# Population count exercises conducted in IDP settlements					6
<b>Means of Verification</b> : Population count reports disseminated to partners and cluster infographics							
Indicator 1.1.3	CAMP COORDINATION AND CAMP MANAGEMENT	# of ad-hoc information products on displacement-related issues in Upper Nile State disseminated					3
<b>Means of Verification</b> : Information products (e.g. assessment reports, intention survey reports and info-graphics disseminated							
Indicator 1.1.4	CAMP COORDINATION AND CAMP MANAGEMENT	# of relocation exercises completed					1
<b>Means of Verification</b> : Pre-registration list, meeting minutes, pictures, shelter allocation list							
Indicator 1.1.5	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of IDPs relocated (within PoCs) in efforts to decongest sites	1,170	1,430	1,700	1,700	6,000
<b>Means of Verification</b> : Pictures, shelter allocation list, meeting minutes, pre-registration list							

**Outcome 2**

Essential communal infrastructure is accessible to all IDPs sheltering in Malakal PoC, contributing to the safety and wellbeing of the displaced populations sheltering in the site.

**Output 2.1**

**Description**

Essential communal site infrastructure is constructed or maintained

**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.
- Community acceptance remains unaltered

**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.

<b>Activities</b>
<b>Activity 2.1.1</b>
Construction and/or rehabilitation of small-scale site infrastructure such as communication centers, meeting halls and wooden bridges following the 17th – 18th February incident in Malakal PoC site and the ensuing destruction or looting of communal facilities.
<b>Activity 2.1.2</b>
Installation of solar lights in the areas of the Malakal PoC most affected by the 17th – 18th February as a measure to promote a protective environment for women and other groups traditionally more exposed to protection risks.

<b>Indicators</b>							
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					20
<b>Means of Verification</b> : Work completion report, personnel request forms og pictures							
Indicator 2.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	# of solar lights installed					20
<b>Means of Verification</b> : Work completion report, personnel request forms, pictures							

**Outcome 3**

Community self-reliance is promoted through capacity building of the IDP leadership, government authorities and service providers and accountability to Affected Population (AAP) and community participation are promoted through information sharing and awareness raising

**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. Communication with Communities and awareness on a variety of issues related to services and large-scale exercises (e.g. food distribution, relocation, registration) is enhanced through the organization of information campaigns.

**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.
  - IDP community is willing to cooperate with DRC and other humanitarian actors
  - Community acceptance remains unaltered
- 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 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.
  - 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.

<b>Activities</b>
<b>Activity 3.1.1</b>
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.
<b>Activity 3.1.2</b>
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.
<b>Activity 3.1.3</b>
Dissemination of messages on CCCM-related issues through awareness campaigns in the IDP settlements in Melut County.

<b>Indicators</b>							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 3.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of trainings on CCCM issues conducted					8



<b>Means of Verification</b> : Learning needs assessment forms, attendance sheets, training evaluation forms, training material and pictures.						
Indicator 3.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	# of messages on CCCM-related issues disseminated through awareness campaigns				4
<b>Means of Verification</b> : Event reports, pictures and leaflets						
Indicator 3.1.3	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of local actors (IDP/community leaders) trained on CCCM issues (disaggregated by sex)	30	20		50
<b>Means of Verification</b> : Training reports, attendance lists, training evaluations						
Indicator 3.1.4	CAMP COORDINATION AND CAMP MANAGEMENT	Frontline # of humanitarians trained on CCCM issues (disaggregated by sex)	30	30		60
<b>Means of Verification</b> : Training reports, attendance lists, training evaluations						
Indicator 3.1.5	CAMP COORDINATION AND CAMP MANAGEMENT	# of IDPs reached through awareness campaigns				17,500
<b>Means of Verification</b> : leaflet distribution figures, radio broadcast records - if applicable, documentation of awareness events compiled by officers						
<b>Additional Targets :</b>						

## 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	X	X	X
Activity 1.1.2: Informing the humanitarian response and supplementing DTM-generated demographic information on IDP settlements in Melut County with regular population count exercises.	2016							X	X	X	X	X	X
Activity 1.1.3: Informing transitional solutions planning in Upper Nile State by co-facilitating "Solutions Working Groups" in Malakal and Melut and by producing ad-hoc information products (e.g. assessment reports, situation reports and intention survey reports), focused mostly on displacement patterns and conditions for the promotion of return for IDPs living in displacement sites.	2016							X	X	X	X	X	X
Activity 1.1.4: Facilitating the relocation of the IDP population to Sector 5 as part of the decongestion process in Malakal PoC site. 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: Construction and/or rehabilitation of small-scale site infrastructure such as communication centers, meeting halls and wooden bridges following the 17th – 18th February incident in Malakal PoC site and the ensuing destruction or looting of communal facilities.	2016					X	X	X	X	X			
Activity 2.1.2: Installation of solar lights in the areas of the Malakal PoC most affected by the 17th – 18th February 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		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		
Activity 3.1.3: Dissemination of messages on CCCM-related issues through awareness campaigns in the IDP settlements in Melut County.	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 b 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 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.

The 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
<b>Staff and Other Personnel Costs</b>							
1.1	Expat Program staff Malakal	D	1	53,847.30	1	10000.00 %	53,847.30
1.2	Expat Support staff Malakal	D	1	21,334.76	1	10000.00 %	21,334.76
1.3	Expat Program staff Melut	D	1	27,328.71	1	10000.00 %	27,328.71
1.4	Expat Support staff Melut	D	1	21,334.76	1	10000.00 %	21,334.76
1.5	Expat Support staff Juba	S	1	26,794.61	1	10000.00 %	26,794.61
1.6	National Program staff Malakal	D	1	37,776.00	1	10000.00 %	37,776.00
1.7	National Support staff Malakal	D	1	19,143.00	1	10000.00 %	19,143.00
1.8	National Program staff Melut	D	1	13,784.00	1	10000.00 %	13,784.00
1.9	National Support staff Melut	D	1	21,515.00	1	10000.00 %	21,515.00
1.10	National Support staff Juba	S	1	8,089.00	1	10000.00 %	8,089.00
<b>Section Total</b>							<b>250,947.14</b>
<b>Supplies, Commodities, Materials</b>							
2.1	Relocation exercise (MLK)	D	1	20,938.00	1	10000.00 %	20,938.00

2.2	Information products - Upper Nile State (MLK)	D	1	5,786.00	1	10000.00%	5,786.00
2.3	Construction of essential camp facilities (MLK)	D	1	18,709.40	1	10000.00%	18,709.40
2.4	Temporary fencing material - Procurement (MLK)	D	1	3,000.00	1	10000.00%	3,000.00
2.5	Solar lights - Procurement (MLK)	D	1	49,000.00	1	10000.00%	49,000.00
2.6	Solar lights - installation (MLK)	D	1	13,000.00	1	10000.00%	13,000.00
2.7	Cargo for Items shipment (MLK)	D	1	12,000.00	1	10000.00%	12,000.00
2.8	Communication centers (MLK)	D	1	1,000.00	1	10000.00%	1,000.00
2.9	Dead body management (MLK)	D	1	6,300.00	1	10000.00%	6,300.00
2.10	Capacity Building for UN/NGO staff/Government officials (MLK)	D	1	1,267.00	1	10000.00%	1,267.00
2.11	Capacity Building for local leaders, IDPs and IDP leaders (MLK)	D	2	627.00	1	10000.00%	1,254.00
2.12	Capacity Building for local leaders, IDPs and IDP leaders - Wau Shilluk	D	2	627.00	1	10000.00%	1,254.00
2.13	CCCM Operations - Casuals, Materials (Based on Need) (MLK)	D	1	2,000.00	1	10000.00%	2,000.00
2.14	Head-count exercise (MLT)	D	1	4,465.00	1	10000.00%	4,465.00
2.15	Awareness Campaigns (MLT)	D	1	1,200.00	1	10000.00%	1,200.00
2.16	Capacity Building for UN/NGO staff/Government officials (MLT)	D	2	1,267.00	1	10000.00%	2,534.00
2.17	Capacity Building for local leaders, IDPs and IDPs leaders (MLT)	D	1	627.00	1	10000.00%	627.00
2.18	CCCM Operations - Casuals, Materials (Based on Need) (MLT)	D	1	2,000.00	1	10000.00%	2,000.00
<b>Section Total</b>							<b>146,334.40</b>

Equipment							
3.1	Thuraya - Malakal	D	1	1,500.00	1	10000.00 %	1,500.00
3.2	ITC Equipment - Malakal	D	1	1,200.00	1	10000.00 %	1,200.00
3.3	ITC Equipment - Melut	D	1	1,200.00	1	10000.00 %	1,200.00
<b>Section Total</b>							<b>3,900.00</b>
Travel							
5.1	In country flights - Malakal	D	13	250.00	1	10000.00 %	3,250.00
5.2	Vehicle Fuel & Running costs - Malakal	D	1000	3.00	1	10000.00 %	3,000.00
5.3	In country flights - Melut	D	13	250.00	1	10000.00 %	3,250.00
5.4	Vehicle Fuel & Running costs - Melut	D	1000	3.00	1	10000.00 %	3,000.00
<b>Section Total</b>							<b>12,500.00</b>
General Operating and Other Direct Costs							
7.1	Local administration - Malakal	D	1	20,030.00	1	10000.00 %	20,030.00
7.2	Local administration - Melut	D	1	17,957.00	1	10000.00 %	17,957.00
7.3	Local administration - Juba	S	1	13,200.00	1	10000.00 %	13,200.00
7.4	Bank charges	S	1	2,420.00	1	10000.00 %	2,420.00
<b>Section Total</b>							<b>53,607.00</b>
<b>SubTotal</b>			2,064.00				<b>467,288.54</b>
Direct							416,784.93
Support							50,503.61
PSC Cost							
PSC Cost Percent							7%
PSC Amount							32,710.20
<b>Total Cost</b>							<b>499,998.74</b>
<b>Grand Total CHF Cost</b>							<b>499,998.74</b>

**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	13,670	17,296	16,204	16,555	63,725	<p>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</p> <p>Activity 1.1.3 : Informing transitional solutions planning in Upper Nile State by co-facilitating “Solutions Working Groups” in Malakal and Melut and by producing ad-hoc information products (e.g. assessment reports, situation reports and intention survey reports), focused mostly on displacement patterns and conditions for the promotion of return for IDPs living in displacement sites.</p> <p>Activity 1.1.4 : Facilitating the relocation of the IDP population to Sector 5 as part of the decongestion process in Malakal PoC site. 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.</p> <p>Activity 2.1.1 : Construction and/or rehabilitation of small-scale site infrastructure such as communication centers, meeting halls and wooden bridges following the 17th – 18th February incident in Malakal PoC site and the ensuing destruction or looting of communal facilities.</p> <p>Activity 2.1.2 : Installation of solar lights in the areas of the Malakal PoC most affected by the 17th – 18th February as a measure to promote a protective environment for women and other groups traditionally more exposed to protection risks.</p> <p>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.</p> <p>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.</p>

Upper Nile -> Melut	30	5,090	9,790	10,710	11,384	36,974	<p>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</p> <p>Activity 1.1.2 : Informing the humanitarian response and supplementing DTM-generated demographic information on IDP settlements in Melut County with regular population count exercises.</p> <p>Activity 1.1.3 : Informing transitional solutions planning in Upper Nile State by co-facilitating "Solutions Working Groups" in Malakal and Melut and by producing ad-hoc information products (e.g. assessment reports, situation reports and intention survey reports), focused mostly on displacement patterns and conditions for the promotion of return for IDPs living in displacement sites.</p> <p>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.</p> <p>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.</p> <p>Activity 3.1.3 : Dissemination of messages on CCCM-related issues through awareness campaigns in the IDP settlements in Melut County.</p>
---------------------	----	-------	-------	--------	--------	--------	--

Documents	
Category Name	Document Description
Budget Documents	DRC CHF CCCM 2nd Installment - detailed budget.xlsx