

<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 & communal infrastructure upgrades in Malakal UNMISS 'Protection of Civilians' site.				
<b>Allocation Type Category :</b>					
<b>OPS Details</b>					
<b>Project Code :</b>	SSD-17/CSS/103934	<b>Fund Project Code :</b>	SSD-17/HSS10/SA1/CCCM/INGO/5080		
<b>Cluster :</b>	Camp Coordination and Management	<b>Project Budget in US\$ :</b>	403,400.00		
<b>Planned project duration :</b>	9 months	<b>Priority:</b>			
<b>Planned Start Date :</b>	01/04/2017	<b>Planned End Date :</b>	31/12/2017		
<b>Actual Start Date:</b>	01/04/2017	<b>Actual End Date:</b>	31/12/2017		
<b>Project Summary :</b>	The project focuses on the provision of core Camp Coordination and Camp Management (CCCM) services to IDPs in Malakal PoC, ensuring dignified access to humanitarian services. Particular emphasis will be on the strengthening humanitarian service delivery through coordination & information management, community self-reliance mechanisms are promoted through capacity building of the IDP leadership, community groups and service providers, maintenance and repair of site infrastructure, and support to the IDP community to ensure dignified burials.				
<b>Direct beneficiaries :</b>					
	<b>Men</b>	<b>Women</b>	<b>Boys</b>	<b>Girls</b>	<b>Total</b>
	5,621	8,042	8,462	8,434	30,559
<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	5,621	8,042	8,462	8,434	30,559
<b>Indirect Beneficiaries :</b>					
<b>Catchment Population:</b>					
<b>Link with allocation strategy :</b>					
The project links with the SSHF allocation priorities and strategy across several areas. The target location of the project is located in one of the priority locations where the SSHF has deemed the funding should be channeled to (Malakal), and is a front-line activity that requires no core pipeline support. In line with the CERF Life Saving Criteria, the proposed activities fall under the Camp Co-ordination and Camp Management sector, ensuring the support of essential life saving services by supporting camp management service, monitoring and coordination mechanisms within Malakal PoC. Working with communities to establish participatory management systems through capacity building and community group support; Working with protection partners on the ground to ensure that common systems are set up to ensure equitable and common standards of protection and assistance.					
<b>Sub-Grants to Implementing Partners :</b>					
<b>Partner Name</b>	<b>Partner Type</b>			<b>Budget in US\$</b>	
<b>Other funding secured for the same project (to date) :</b>					
<b>Other Funding Source</b>				<b>Other Funding Amount</b>	

**Organization focal point :**

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**BACKGROUND****1. Humanitarian context analysis**

The situation in South Sudan is characterized by ongoing civil war, with continuous conflict in numerous parts of the country of varying intensity, and a very fragile and conflict ridden political establishment. DRC is anticipating that since the dramatic setback to the peace process in July 2016, the South Sudan context is set to be characterized by conflict, economic decline and uncertainty. With the unraveling of the Transitional Government of National Unity (TGoNU), the guarded optimism that was evident in the second quarter of 2016 was replaced by high insecurity and violence, weak governance and rule of law, lack of access to justice, collapsed economic situation, food insecurity in majority of the population, increase of displacement, very limited return of South Sudanese refugees back in country. Inter communal tension has reached such alarming levels that the UN Special Advisor on Genocide has raised the spectre of ethnic cleansing, a fear shared by other analysts and observers. The attack on Malakal PoC, UN House PoC in Juba, and Bentiu PoC shows an increasing brazenness in attacks on civilians even while they are inside spaces designated by the UN to guaranty their safety. Malakal (PoC)

**2. Needs assessment**

Being inside a PoC is supposed to give the population a sense of safety and security. In Malakal, however, whatever sense was existing was shattered during the attack inside the PoC in late February. Previous to that, there had been other incidents where the residents inside were attacked from the outside. In addition, the population particularly women and young men risked abduction, rape, physical beatings, and execution soon as they leave the premises of the PoC, at times within just a 100 meters of the gate and within eyesight of UNMISS personnel. Therefore, the first need of the population inside is security.

In addition, the congestion inside the PoC has made life for its residents far below standard, even for displaced populations. In such an environment, social tensions tend to easily escalate. Housing congestion, particularly in areas with communal shelters in parts of Sector 2, Sector 3 and Sector 4 are leading to heightened tensions between both within and between households, as multiple families often with no prior connection, or relationship having had to come together in a single space. Persons with Specific Needs (PSN) find themselves facing even greater challenges in accessing services as their displacement and the conditions inside the PoC exacerbate pre-existing vulnerabilities.

The DRC's study in February 2017, identifies uneven service delivery, with sector 2, which is much better planned compared to the other three having most of the services concentrated in. IDPs from other sectors, particularly the most vulnerable such as PSN expressed considerable difficulty in accessing services such as health, safe access to shelter and as well as children accessing education. Dignity and privacy and a critical need. IDPs concentrated in communal shelters, all plastic sheeting feel like, 'animals being put together in a cage'. Lack of space has a close connection to myriads of issues adversely affecting IDPs.

IDPs living in the Malakal POC have limited alternatives outside of a POC context. Though the west bank may have initially provided a potential option for relocation, recent fighting in the area in and around Wau Shilluk has demonstrated the need to think critically about improving the living situation, protection, including safety and security and coordination of service delivery for those residing in the POC as the restrictions on freedom of movement and threats remain exceedingly high.

**3. Description Of Beneficiaries**

The activities described here will target the approximately 30,559 IDPs residing in Malakal UNMISS 'Protection of Civilians' site 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 voices within decision-making processes. The proposed intervention is designed around increasing women's access to humanitarian actors and their role in influencing developments on site. The activities with community engagement and community support networks are designed specifically to promote the voices of women in community decision making, with the development of Women's Leadership committees, the provision of spaces for meetings and forums to take place, and the advocacy for transparent, gender balanced elections within the camp. Thus, although the intervention targets the whole of the in-camp population in terms of improved CwC, two (2) way population feedback, and the implementation of community-driven camp improvement works, women will be prioritised in all new interventions to ensure their sufficient representation and access to humanitarian actors.

**4. Grant Request Justification**

DRC has been working as Camp Management agency in Malakal PoC since January 2014. As the character and environment of the POC site continues to change as the result of on-going conflict, population influxes, increased congestion levels and inter-communal tension, DRC play a vital role in coordinating humanitarian service delivery, community engagement and support activities as well as upgrading vital communal infrastructure during the care & maintenance phase of the camp life cycle.

The proposed intervention builds on previous allocations for camp management activities within Malakal POC, ensuring diversified voices from the beneficiary community play a vital role in the humanitarian response, improving the delivery of services and attempting to quell the tensions that arise between have two different ethnic groups with the camp, that currently have a perception of unequal treatment towards each other from the humanitarian community.

In line with the best practices of the care and maintenance phase, mobilisation and collective camp management activities are proposed, with the objective being increased population 'buy in' to humanitarian programming, understanding of constraints & limitations of humanitarian response, and involvement in community self-management initiatives. With the overarching assumption being one of continued protracted displacement within the POC, DRC is attempting to ensure that services can be accessed with dignity, focused on the community engagement, camp resident participation/ownership, and collective camp management factors that affect this dignity criteria of the 2016 HRP. The proposed intervention is cost-effective, feasible in the current contexts, and imminently scalable

DRC's team in Malakal is one of the largest on site, carrying out a wide range of activities such as entry/exit tracking, reception of new arrivals, creating and supporting community groups and capacity building of governance structures within Malakal POC, as well as ensuring access to humanitarian services through coordination feedback mechanisms and physical infrastructure. DRC's staff also conduct on the ground information collection, providing site updates as well as ongoing assessments and analysis of gaps in service provision. DRC's protection programme also complements the CCCM activities carried out, ensuring synergy between the two pillars of camp management - protection and assistance.

With the current population standing at an estimated 30,559 individuals, contingency plans and advocacy needs to be developed to not only redevelop the current site, but to plan for any future influx or increase in population, and in anticipation of the protracted displacement of a majority of those currently sheltering within the POC site, it is essential DRC continues its operations and lead role - both enhancing the quality of all interventions provided while also helping humanitarian service providers adapt to the ever changing context.

#### **5. Complementarity**

### **LOGICAL FRAMEWORK**

#### **Overall project objective**

The overall project objective is that IDPs in Malakal PoC are provided with dignified humanitarian services through the provision of essential camp management activities, and community self-management is built up and supported in order to better inform the humanitarian response through feedback and capacity building initiatives.

## CAMP COORDINATION AND CAMP MANAGEMENT

Cluster objectives	Strategic Response Plan (SRP) objectives	Percentage of activities
Improve living standards and strengthen accountable service delivery for IDPs in camps and camp-like settings	SO1: Save lives and alleviate the suffering of those most in need of assistance and protection	60
Support information-based decision-making by affected populations and humanitarian responders	SO1: Save lives and alleviate the suffering of those most in need of assistance and protection	25
Equip humanitarians, local actors, and authorities with the tools and knowledge to apply CCCM concepts and best practices.	SO3: Support at-risk communities to sustain their capacity to cope with significant threats	15

**Contribution to Cluster/Sector Objectives :** In line with the CCCM Cluster priorities, this project will allow DRC to respond to the caseload of IDPs sheltering within the Malakal UNMISS POC site. Fundamental to all of the project's activities will be the goal of contributing to the improvement of living conditions within the POC site by coordinating access to humanitarian services, advocating for adequate space and decongestion within the site, improving and expanding essential communal infrastructures and identifying and responding to gaps in life-saving service provision, as well as supporting community groups, committees, leadership, and playing a critical role in the provision of dignified burials. The proposed intervention contributes to the following CCCM Cluster objectives:

**CO1** Improving living standards and strengthen accountable service delivery for IDPs in camp and camp like settings: Through the upgrade of vital communal and access infrastructure across the site the protection risks and challenges facing IDPs in an overly congested site with unequal spread of humanitarian infrastructure ensures access to vital services within the POC site. Monitoring of multi sector standards across the site also ensure that humanitarian service delivery is held accountable to international humanitarian guidelines, and camp management coordination functions will ensure that solutions or mitigating actions are taken to ensure the standards within the site are kept to the highest possible within the constraints of a POC context.

**CO2** Support information-based decision making by affected populations and humanitarian responders: Community camp self-management structures will be supported, developed and capacity built up to be able to make inputs into humanitarian coordination architecture on improving their living conditions, and link in to sectoral interventions within the camp through a two way complaints response mechanism, input into service delivery monitoring across the site, and representation of a larger demographic representation of the beneficiaries for humanitarian actors to access for programme design. Development and capacity building of community groups also ensures improved access to information as well as making inputs to the development of stronger camp management structures, it feeds into a longer programmatic goal of IDPs taking increased, accountable leadership in the camp and are better prepared to cope with the challenges they encounter in Malakal POC.

**CO3** Equip humanitarians, local actors, and authorities with the tools and knowledge to apply CCCM knowledge and best concepts: Through a consistent training programme on CCCM run within Malakal POC, both various community groups and humanitarian service providers, and UNMISS counterparts will better understand the concept of CCCM, and ensure further buy in to camp management mechanisms which will strengthen the overall coordination of the response, as well as ensuring that timely, accurate information is fed into the system to better inform humanitarian programming.

### Outcome 1

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

### Output 1.1

#### Description

Humanitarian and UN decision-making and prioritization will be enhanced through access to up-to-date information and high quality data

#### Assumptions & Risks

Direct implementation of CCCM activities in Malakal POC is contingent on safe and secure access to the POC.

#### Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Number of Camp Coordination and Camp Management meetings organized					18
<b>Means of Verification :</b> Minutes distributed, signed attendance sheets							
Indicator 1.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	Number of self-management committees formed / supported					27
<b>Means of Verification :</b> Minutes, signed attendance sheets							
Indicator 1.1.3	CAMP COORDINATION AND CAMP MANAGEMENT	Population of the POC which has access to Camp Management services & mechanisms					30,559

#### Means of Verification :

#### Activities

##### Activity 1.1.1

Chair bi-weekly Camp Management POC Coordination meetings, including feedback from IDP communities through the various community groups formed within the POC and share minutes with all humanitarian service providers and CCCM cluster at national level

##### Activity 1.1.2

Collaborate with humanitarian service providers to establish/strengthen referral pathways for IDPs in Malakal PoC-- these pathways will be used in the community group self-management training sessions, disseminated to all humanitarian partners and community leadership structures, and will form the basis of DRC's referrals through its CRM activities. DRC will update and share 3W 'Who, what where' matrix and service mapping with humanitarian partners on a monthly basis. DRC's outreach worker team will be strengthened in order to better ensure a robust service delivery monitoring mechanism, of which data will feed into humanitarian service delivery decision making

#### Activity 1.1.3

Work with the protection cluster to develop/share joint systems and tools for protection monitoring, reporting procedures and follow up mechanisms, linking with with DRC's complaint response/referral activities and train partner staff on use of these tools and systems.

#### Output 1.2

##### Description

IDPs in Malakal PoC are better informed on the availability of humanitarian services available to them, and humanitarian staff from organisations have a better understanding of CCCM

##### Assumptions & Risks

Working with camp committees & communities is contingent on the committees being organized around peaceful and constructive objectives. Any indication of intent to commit violent acts (including hate speech) or block humanitarian access will render it impossible to maintain support to said group(s).

Maintaining formal complaint and feedback mechanisms is contingent on community buy-in. There are many factors that might mitigate buy-in including inability to resolve large numbers of common complaints (i.e. "WFP won't register me for food distribution").

##### Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 1.2.1	CAMP COORDINATION AND CAMP MANAGEMENT	% of complaints and feedback received or feedback mechanisms responded to					80

**Means of Verification** : # of CCCM trainings held with community leadership

Indicator 1.2.2	CAMP COORDINATION AND CAMP MANAGEMENT	Number of CCCM trainings held with community leadership					15
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**Means of Verification** : Agenda, training materials, attendance lists, photos

Indicator 1.2.3	CAMP COORDINATION AND CAMP MANAGEMENT	Number of information/awareness campaigns conducted					6
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**Means of Verification** : Planning meeting minutes, photos

##### Activities

#### Activity 1.2.1

DRC will operate a two way Complaints Response Mechanism with the Malakal PoC, ensuring that IDPs complaints are received in an accountable manner, and are updated with the status of the complaint/referral through various mechanisms, including through the Internews CwC programme

#### Activity 1.2.2

Conduct 15 camp management training for community leaders over the project cycle in order for them understand the role and function of CCCM with Malakal PoC, and lay out their roles and responsibilities, as well as accountability within CCCM to the beneficiary population.

#### Activity 1.2.3

Working with humanitarian & sectoral partners, as well as Internews, DRC will decided on priority topics that necessitate a mass awareness campaign (for instance, congestion, safety, and fire risk messaging, and coordinate information & awareness campaigns within the PoC)

#### Activity 1.2.4

Conduct camp management training with humanitarian service providers within Malakal POC

#### Outcome 2

Community self-reliance is promoted through capacity building of the IDP leadership, community groups and service providers

#### Output 2.1

##### Description

Community groups are better equipped to self manage and play an active role in humanitarian assistance provided within the PoC

##### Assumptions & Risks

##### Indicators

Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 2.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Number of Camp Self-Management Committees formed or supported					15

**Means of Verification** : ToRs of groups, minutes of meetings, signed attendance sheets, photos

Indicator 2.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	Percentage of female representation in leadership structures							50	
<b>Means of Verification</b> : Signed ToRs of community groups, disaggregated by gender										
Indicator 2.1.3	CAMP COORDINATION AND CAMP MANAGEMENT	Number of referral pathways developed and/or updated							2	
<b>Means of Verification</b> :										
Indicator 2.1.4	CAMP COORDINATION AND CAMP MANAGEMENT	Number of recreational activities conducted							12	
<b>Means of Verification</b> : Photos, attendance lists										
<b>Activities</b>										
<b>Activity 2.1.1</b>										
Community groups will be identified for coaching and mentoring sessions regarding self management and community participation within the PoC - with clear development plans and outputs, facilitated and support by DRC. These will also include the groups formed in 2016 - namely the camp management committee groups and the communications group within the POC - these will be targeted for further development, with the aim of self-referral of non-sensitive cases.										
<b>Activity 2.1.2</b>										
Promote and facilitate women representation in decision making processes among IDP populations through the development of a Women's Leadership Committee, and appropriate and proportional representation within other community self management, social, cultural or governance groups										
<b>Activity 2.1.3</b>										
DRC will form community based groups around demographic, vulnerability, youth, social, cultural and recreational activities within the camp										
<b>Activity 2.1.4</b>										
Number of recreational activities conducted										
<b>Activity 2.1.5</b>										
A process of community feedback will take place, in the form of FGDs with community groups on the types of recreational, social, or cultural activities that they would like to hold and that are possible within a POC context. DRC will then facilitate those activities through procuring materials, community mobilisation and organisation.										
<b>Output 2.2</b>										
<b>Description</b>										
Community groups have the capacity and the accessibility to inform humanitarian service providers of their specific needs										
<b>Assumptions &amp; Risks</b>										
<b>Indicators</b>										
			<b>End cycle beneficiaries</b>				<b>End cycle</b>			
<b>Code</b>	<b>Cluster</b>	<b>Indicator</b>	<b>Men</b>	<b>Women</b>	<b>Boys</b>	<b>Girls</b>	<b>Target</b>			
Indicator 2.2.1	CAMP COORDINATION AND CAMP MANAGEMENT	Number of individuals from camp management agencies, humanitarian agencies, community leadership, local actors, local authorities receiving training on CCCM	50	50			100			
<b>Means of Verification</b> :										
<b>Activities</b>										
<b>Activity 2.2.1</b>										
Using the establish referral pathways, DRC will conduct training to the community groups and community leadership on complaints response/referral mechanisms available within the PoC										
<b>Activity 2.2.2</b>										
Sensitization/ awareness sessions will be conducted with community groups on community participation in every camp life										
<b>Activity 2.2.3</b>										
Community groups that are focused on self-governance and leadership, and are part of DRC's training and coaching programme, DRC will hold monthly meetings with those groups, inviting humanitarian service providers to attend, ensuring agenda's are stipulated by the community groups beforehand										
<b>Outcome 3</b>										
Essential communal infrastructure is accessible to all IDPs sheltering in the IDP sites in Malakal PoC, contributing to safety and wellbeing of the displaced populations.										
<b>Output 3.1</b>										
<b>Description</b>										
IDPs in Malakal have access to humanitarian services, community & recreational spaces, including women's and youth centers										
<b>Assumptions &amp; Risks</b>										
Direct implementation of CCCM activities in Malakal is contingent on safe and secure access to the POC.										

Indicators							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 3.1.1	CAMP COORDINATION AND CAMP MANAGEMENT	Number of PoC sites updating and sharing monthly site profiles with partners					10
<b>Means of Verification :</b>							
Indicator 3.1.2	CAMP COORDINATION AND CAMP MANAGEMENT	Number of community centers built (womens centre, CWG centre, youth centre)					3
<b>Means of Verification :</b> Completion certificates, photo's							
Indicator 3.1.3	CAMP COORDINATION AND CAMP MANAGEMENT	Number of recreational areas developed					1
<b>Means of Verification :</b> Completion certificate, photos							
Indicator 3.1.4	CAMP COORDINATION AND CAMP MANAGEMENT	Number of bridges repaired					60
<b>Means of Verification :</b> Completion certificates							
Indicator 3.1.5	CAMP COORDINATION AND CAMP MANAGEMENT	Number of community access points identified for repair and rehabilitated					4
<b>Means of Verification :</b>							
<b>Activities</b>							
<b>Activity 3.1.1</b>							
Upgrade and maintenance of the community centre							
<b>Activity 3.1.2</b>							
Upgrade and maintenance of a youth centre							
<b>Activity 3.1.3</b>							
Identification and development of a recreational sports area, with ownership of the space handed over and organised by sports and recreational based community support groups							
<b>Activity 3.1.4</b>							
Upgrade and maintenance of a Community Watch Group Centre - in order to further empower the group with the provision of a space for meetings and coordination with camp management and UNMISS stakeholders							
<b>Activity 3.1.5</b>							
A rolling process of identification, construction and upgrade of communal & access infrastructure such as bridges and pathways will continue throughout the project cycles, enabling DRC to better response to degrading/destroyed infrastructure, or any new access needs that arise							
<b>Activity 3.1.6</b>							
Provision of burial kits to the family (Gloves, Dead Body bags, spray, sugar and tea/coffee) and casual labour for burial							
<b>Output 3.2</b>							
<b>Description</b>							
Further space is available in the POC for humanitarian partners to construct vital infrastructure, such as WASH corridors and drainage lines ahead of the rainy season							
<b>Assumptions &amp; Risks</b>							
There is no mass influx in to the POC Security situation remains calm Partners have the capacity to construct and repair infrastructure as needed							
<b>Indicators</b>							
Code	Cluster	Indicator	End cycle beneficiaries				End cycle
			Men	Women	Boys	Girls	Target
Indicator 3.2.1	CAMP COORDINATION AND CAMP MANAGEMENT	Number of Camp Coordination and Camp Management meetings organized					6
<b>Means of Verification :</b> meeting minutes, attendance lists							
<b>Activities</b>							
<b>Activity 3.2.1</b>							
DRC will form a rainy season preparedness Technical Working Group, which will map out the flood-vulnerable areas in the POC, such as drainage lines and WASH corridors that will require repair, and come up with an action plan for decongesting/relocating structures or IDPs as necessary in order for the work to be completed							
<b>Activity 3.2.2</b>							

DRC will conduct regular mapping of each sector, marking empty shelters for deconstruction - primarily engaging with newly formed leadership structures to remove the shelter/structure, or if necessary liaising with UNMISS on potential solutions if there is community resistance

**Activity 3.2.3**

DRC will work with partners to list out what priority services are missing from the POC due to congestion, map out the space required for the structures/services to be installed and identify potential areas of the camp where IDPs can be relocated in order to provide the necessary space

**Activity 3.2.4**

DRC will continue to work with Shelter/NFI and WASH actors to advocate for further space and/or redevelopment of the POC, measuring impacts of the congestion as well as potential solutions

**Additional Targets :**



**M & R**

**Monitoring & Reporting plan**

As the proposed objectives and activities are integrated with DRC's broader programming as camp management agency in Malakal, DRC will integrate the monitoring and evaluation of the SSHF funded activities into the broader M&E strategy of DRC's South Sudan Programme. This includes regular monitoring visits from Juba-based senior management and CCCM Coordinator, monthly output tracking, activity and project evaluations as needed and ensuring that minimum standards are met with regards to information and data management systems.

- M&E Staff: DRC South Sudan's Programme Quality Advisor, based in Juba, will be responsible for ensuring appropriate monitoring and data management tools and approaches are employed in Malakal, and will oversee internal evaluations directly.
- Monitoring and Output Tracking: DRC field staff maintaining supporting or original documentation and databases in the field relevant to project activities, including complaints and feedback received database and files, burial database, CCCM minutes and site reports. Along with inter-agency and external matrices such as the Displacement Tracking Matrix, these information flows are collated into DRC's Output Tracking Matrix. The Output Tracking Matrix covers all projects in all sites. This tool is used to monitor progress toward results achieved, which are verified through, monitoring visits and evaluations. Monthly indicator progress reports will be produced and shared with teams in the field, and also inform narrative reports.
- Reporting: DRC will provide all reports in compliance with SSHF requirements and CCCM best practices comprised of findings from assessments, evaluation output tracking and other information sources accumulated during the life of this project.

**Workplan**

Activitydescription	Year	1	2	3	4	5	6	7	8	9	10	11	12
Activity 1.1.1: Chair bi-weekly Camp Management POC Coordination meetings, including feedback from IDP communities through the various community groups formed within the POC and share minutes with all humanitarian service providers and CCCM cluster at national level	2017				X	X	X	X	X	X	X	X	X
Activity 1.1.2: Collaborate with humanitarian service providers to establish/strengthen referral pathways for IDPs in Malakal PoC-- these pathways will be used in the community group self-management training sessions, disseminated to all humanitarian partners and community leadership structures, and will form the basis of DRC's referrals through its CRM activities.DRC will update and share 3W 'Who, what where' matrix and service mapping with humanitarian partners on a monthly basis. DRC's outreach worker team will be strengthened in order to better ensure a robust service delivery monitoring mechanism, of which data will feed into humanitarian service delivery decision making	2017					X	X						
Activity 1.1.3: Work with the protection cluster to develop/share joint systems and tools for protection monitoring, reporting procedures and follow up mechanisms, linking with with DRC's complaint response/referral activities and train partner staff on use of these tools and systems.	2017					X	X						
Activity 1.2.1: DRC will operate a two way Complaints Response Mechanism with the Malakal PoC, ensuring that IDPs complaints are received in an accountable manner, and are updated with the status of the complaint/referral through various mechanisms, including through the Internews CwC programme	2017					X	X	X	X	X	X	X	X
Activity 1.2.2: Conduct 15 camp management training for community leaders over the project cycle in order for them understand the role and function of CCCM with Malakal PoC, and lay out their roles and responsibilities, as well as accountability within CCCM to the beneficiary population.	2017				X	X	X	X	X	X	X	X	X
Activity 1.2.3: Working with humanitarian & sectoral partners, as well as Internews, DRC will decided on priority topics that necessitate a mass awareness campaign (for instance, congestion, safety, and fire risk messaging, and coordinate information & awareness campaigns within the PoC)	2017					X	X	X	X		X		X
Activity 2.1.1: Community groups will be identified for coaching and mentoring sessions regarding self management and community participation within the PoC - with clear development plans and outputs, facilitated and support by DRC. These will also include the groups formed in 2016 - namely the camp management committee groups and the communications group within the POC - these will be targeted for further development, with the aim of self-referral of non-sensitive cases.	2017					X	X	X	X	X	X	X	X
Activity 2.1.2: Promote and facilitate women representation in decision making processes among IDP populations through the development of a Women's Leadership Committee, and appropriate and proportional representation within other community self management, social, cultural or governance groups	2017				X	X	X	X	X	X			
Activity 2.1.3: DRC will form community based groups around demographic, vulnerability, youth, social, cultural and recreational activities within the camp	2017				X	X	X	X	X	X	X	X	X
Activity 2.2.1: Using the establish referral pathways, DRC will conduct training to the community groups and community leadership on complaints response/referral mechanisms available within the PoC	2017						X		X		X		
Activity 2.2.2: Sensitization/ awareness sessions will be conducted with community groups on community participation in every camp life	2017					X	X	X	X	X	X	X	X

Activity 2.2.3: Community groups that are focused on self-governance and leadership, and are part of DRC's training and coaching programme, DRC will hold monthly meetings with those groups, inviting humanitarian service providers to attend, ensuring agenda's are stipulated by the community groups beforehand	2017				X	X	X	X	X	X	X	X	X	X
Activity 3.1.1: Upgrade and maintenance of the community centre	2017					X	X							
Activity 3.1.2: Upgrade and maintenance of a youth centre	2017					X	X							
Activity 3.1.3: Identification and development of a recreational sports area, with ownership of the space handed over and organised by sports and recreational based community support groups	2017				X	X	X							
Activity 3.1.4: Upgrade and maintenance of a Community Watch Group Centre - in order to further empower the group with the provision of a space for meetings and coordination with camp management and UNMISS stakeholders	2017					X	X							
Activity 3.1.5: A rolling process of identification, construction and upgrade of communal & access infrastructure such as bridges and pathways will continue throughout the project cycles, enabling DRC to better response to degrading/destroyed infrastructure, or any new access needs that arise	2017				X	X	X	X	X	X	X	X	X	X
Activity 3.2.1: DRC will form a rainy season preparedness Technical Working Group, which will map out the flood-vulnerable areas in the POC, such as drainage lines and WASH corridors that will require repair, and come up with an action plan for decongesting/relocating structures or IDPs as necessary in order for the work to be completed	2017				X	X	X	X	X					
Activity 3.2.2: DRC will conduct regular mapping of each sector, marking empty shelters for deconstruction - primarily engaging with newly formed leadership structures to remove the shelter/structure, or if necessary liaising with UNMISS on potential solutions if there is community resistance	2017				X	X	X	X	X					
Activity 3.2.3: DRC will work with partners to list out what priority services are missing from the POC due to congestion, map out the space required for the structures/services to be installed and identify potential areas of the camp where IDPs can be relocated in order to provide the necessary space	2017				X	X	X	X	X	X	X	X	X	X
Activity 3.2.4: DRC will continue to work with Shelter/NFI and WASH actors to advocate for further space and/or redevelopment of the POC, measuring impacts of the congestion as well as potential solutions	2017				X	X	X	X						

#### OTHER INFO

##### Accountability to Affected Populations

DRC-DDG 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-DDG 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-DDG 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-DDG also 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-DDG 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-DDG 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-DDG 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. These capabilities will be significantly boosted during the implementation of the project as it directly addresses needs experienced during previous programming, and therefor stands to make significant positive impacts on DRC-DDG's Accountability to Affected Populations.

##### Implementation Plan

Direct Implementation: DRC implements all its projects in Malakal directly and does not work through implementation partners. However, in some cases of camp operations it is necessary to work with contractors, who DRC hires locally to the greatest extent possible. Acknowledging the tension resulting from a lack of livelihood options for youth, DRC will strive to source both skilled and unskilled labor from the POC to the greatest extent possible.

Coordination with Other Actors: DRC works in close coordination with NGO and UN partners who have a presence in Malakal both bilaterally as well as through various cluster coordination meetings. This includes, but is not limited to, the CCCM cluster, where DRC is the camp management agency and co-chairs weekly CCCM Cluster meetings with IOM. Coordination mechanisms enable standardization and quality of service provision and will ensure that DRC, as the camp management agency, is able to maintain and disseminate up-to-date contingency and rainy-weather preparedness plans in collaboration with other partners. At the national level, DRC coordinates with other actors through a variety of platforms including cluster meetings where pressing issues concerning Malakal POC may be raised.

##### Coordination with other Organizations in project area

Name of the organization	Areas/activities of collaboration and rationale
IOM	CCCM State Focal Point - development of strategy, implementation methodology and planning

##### Environment Marker Of The Project

A: Neutral Impact on environment with No mitigation

### **Gender Marker Of The Project**

1-The project is designed to contribute in some limited way to gender equality

### **Justify Chosen Gender Marker Code**

DRC is responsive to the unique needs of and threats faced by women and children during conflict and displacement. DRC mainstreams protection considerations, including gender considerations, into all of the organization's activities, including this project's CCCM activities. Furthermore, all assessments, monitoring exercises and evaluations conducted during this project will gather information that takes into consideration the unique experiences of women and girls, and, to the extent possible, all data will be disaggregated by gender and age.

DRC will also promote the inclusion of women in camp management structures, including community-led camp management committees and women's, elderly and disabled people's committees. DRC will also take into consideration the unique needs and vulnerabilities of women and girls when site planning - ensuring adequate and safe space for communal structures used by women and girls to mitigate risks of SGBV. DRC's experience operating the communications centers have also showed that a high percentage of individuals using the centers are women, suggesting that the spaces are generally perceived by the communities as safe and a conduit through which women's voices are received, respected and acted upon.

### **Protection Mainstreaming**

Protection will be mainstreamed into all programming in line with DRC-DDG'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-DDG activities across the board. In regards to camp management and camp coordination DRC-DDG 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-DDG complaints mechanism, as well as regular interactions with communities through the outreach workers, which also feeds into the mainstreaming component of participation. Finally DRC-DDG actively promotes meaningful access through advocacy and on-the-site work with partners operating in all sectors. In its capacity as main protection actor in both Malakal and Melut counties, the DRC-DDG protection team provides protection mainstreaming training to all Camp Management staff in both locations as well as provides frequent guidance and consultation throughout the implementation of projects.

### **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. Recent economic difficulties across the country and record-level inflation has activated fears of armed robbery and similarly-motivated crime.

The DRC-DDG 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**

DRC-DDG currently enjoys extremely positive levels of access to all sites included in the implementation. Levels of community acceptance to DRC-DDG work remain high, and strategic interaction with local stakeholders at all sites have created a situation whereby DRC-DDG is permitted unobstructed access to persons of concern. This is a constant process that occurs throughout the implementation and has the potential the change rapidly, something experienced periodically at both sites, but up to the present there are no access concerns worth noting that will complicate the implementation of the proposed project.

That being said, creating and protecting humanitarian access and space remains is challenging in the Upper Nile State. For humanitarian actors, the dynamic nature of the violence and displacement, with territories changing 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. Reduced movement trends in the present period have led to more reliable access to some populations, particularly in established settlements that this project addresses directly.

Melut area remains heavily militarized. This contributes to a certain degree of potential for instability. Melut area is accessible by air, with Paloich town hosting an airstrip allowing landing and takeoff of both passenger and cargo planes. Melut is also accessible by road from Maban County during dry season, where DRC-DDG has an office, and is approximately 5 hour drive away depending on the weather conditions.

Malakal town is under government rule while the western side of the river is government opposition area, with DRC-DDG regularly accessing both locations. Malakal, like Melut, is accessible via flights to the airstrip located in Malakal. Some access restrictions do appear periodically in river-crossing, and certain staff profiles are not currently advised to access Malakal town, but generally-speaking Malakal access for DRC-DDG remains sufficient to successfully implement a diversity of programming in a variety of locations, including of course Malakal PoC.

## 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	CCCM Coordinator (int. staff)	D	1	6,500.00	2	100.00	13,000.00
	<i>Technical coordinator based in Juba, responsible for strategy CCCM direction, allocated two months @100%</i>						
1.2	Camp Manager (int staff)	D	1	6,050.00	4	100.00	24,200.00
	<i>Camp Manager allocated 4 months @ 100%</i>						
1.3	CCCM Outreach workers (nat staff)	D	7	410.00	9	100.00	25,830.00
	<i>Outreach staff - mobilisation, messaging, assessments - 7 @ 100% for 9 months</i>						
1.4	CCCM field assistants (nat staff)	D	2	640.00	9	100.00	11,520.00
	<i>Assistants to CCCM Officers - 2 @ 100% for 9 months</i>						
1.5	Area Manager (int. Staff)	D	1	6,500.00	2	100.00	13,000.00
	<i>Head of base position - covered for 2 months @ 100%</i>						
1.6	Logistics Manager (int. Staff)	D	1	6,050.00	2	100.00	12,100.00
	<i>Juba based logistics support - 2 month @ 100%</i>						
1.7	Malakal support national staff	d	1	15,968.00	1	100.00	15,968.00
	<i>HR, admin, drivers, cooks, cleaners etc based in Malakal</i>						
1.8	Juba support national staff	S	1	56,074.77	1	100.00	56,074.77
	<i>This cost will cover national support staff including; Finance manager, logistics manager, HR manager etc.</i>						
1.9	M&E Officer	D	1	1,280.00	6	100.00	7,680.00
	<i>Responsible for monitoring and reporting of project milestones progress at the field level.</i>						
	<b>Section Total</b>						<b>179,372.77</b>
<b>Supplies, Commodities, Materials</b>							
2.1	Casual Workers//Enumerators	D	1	16,000.00	1	100.00	16,000.00
	<i>based on monthly casual labour rate which is coordinated through OCHA - lumpsum for flexibility</i>						
2.2	Information products and items /Airtime	D	1	5,000.00	1	100.00	5,000.00

	<i>phone credit, CwC posters. IEC materials etc</i>						
2.3	Materials for awareness campaigns	D	1	2,000.00	1	100.00	2,000.00
	<i>Banners, refreshments, event management costs</i>						
2.4	Solar Radios (To the women and young Girls)	D	100	100.00	1	100.00	10,000.00
	<i>Distribution of radios to help with CwC and link with internews messaging</i>						
2.5	Materials for the community leadership training	D	15	200.00	1	100.00	3,000.00
	<i>Training materials, lunch/refreshments, stationary etc</i>						
2.6	Materials for service providers trainings	D	8	500.00	1	100.00	4,000.00
	<i>Training materials, lunch/refreshments, stationary etc</i>						
2.7	Bicycles for community groups	D	40	125.00	1	100.00	5,000.00
	<i>Bicycles for community leaders</i>						
2.8	Burial Kits (Gloves, Dead Body Bag, Detergents, and Sugar/Coffe)	D	1	7,000.00	1	100.00	7,000.00
	<i>Standard kit as per current programme in malakal POC</i>						
2.9	Burial Team Casual Labour	D	1	5,000.00	1	100.00	5,000.00
2.10	Community group support items	D	1	2,000.00	1	100.00	2,000.00
	<i>Incentives - t-shirts, tea, coffee, stationary etc</i>						
2.11	Materials for training/coaching community support groups	D	1	1,000.00	1	100.00	1,000.00
	<i>Stationary items/materials for coaching items</i>						
2.12	Recreational activity materials	D	1	10,000.00	1	100.00	10,000.00
	<i>Sports equipment, uniforms etc</i>						
2.13	Upgrading of the - community offices /centers	D	1	8,000.00	1	100.00	8,000.00
	<i>Upgrade, repair &amp; maintenance of community centres in Sector 1 &amp; 2</i>						
2.14	Upgrading of the current - youth space (Library)	D	1	10,000.00	1	100.00	10,000.00
	<i>Upgrade, repair &amp; maintenance of current youth space in Malakal POC</i>						
2.15	Librarian Consultant	D	1	6,000.00	1	100.00	6,000.00
	<i>Consultant to design &amp; implement a community library project in the POC</i>						
2.16	Other Community Structures (construction of 1 women's centre)	D	1	7,000.00	1	100.00	7,000.00
	<i>Construction of a Women's Centre to provide a forum for Women Leaders</i>						
2.17	Essential in-camp facilities, constructed/Maintained	D	1	10,000.00	1	100.00	10,000.00
	<i>Flexible line for camp infrastructure/shelter removal/decongestion activities</i>						
2.18	Bridges (construction/rehabilitation)	D	1	10,000.00	1	100.00	10,000.00
	<i>Labour for repair of bridges post drainage rehabilitation in the POC</i>						
2.19	Procurement of the construction materials (Bridge construction and maintenance)	D	1	8,000.00	1	100.00	8,000.00
	<i>Materials for infrastructure within POC such as bridges, access pathways etc</i>						
2.20	Additional recreational space for the youths (Sports areas)	D	1	8,000.00	1	100.00	8,000.00

	Levelling of a sports field and crowd area in the POC								
	<b>Section Total</b>								<b>137,000.00</b>
<b>Travel</b>									
5.1	In country flights	D	6	275.00	9	100.00		14,850.00	
	<i>6 x UNHAS flights @ \$275</i>								
5.2	Vehicle Fuel & Running Costs	D	1	4,442.78	1	100.00		4,442.78	
	<i>Fuel &amp; other costs related to fleet maintenance</i>								
	<b>Section Total</b>								<b>19,292.78</b>
<b>General Operating and Other Direct Costs</b>									
7.1	Malakal Hub Rent and maintainance	D	1	10,000.00	3	100.00		30,000.00	
	<i>Rent paid to IOM for humanitarian hub</i>								
7.2	Bank and transfer fees	D	1	5,381.18	1	100.00		5,381.18	
	<i>costs associated with bank transfers and cash transfers</i>								
7.3	Local Administration	D	1	5,962.62	1	100.00		5,962.62	
	<i>Costs associated with printing, communications, and admin/HR functions</i>								
	<b>Section Total</b>								<b>41,343.80</b>
<b>SubTotal</b>			205.00					<b>377,009.35</b>	
Direct								320,934.58	
Support								56,074.77	
<b>PSC Cost</b>									
PSC Cost Percent								7.00	
PSC Amount								26,390.65	
<b>Total Cost</b>								<b>403,400.00</b>	
<b>Project Locations</b>									
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	100	5,621	8,042	8,462	8,434	30,559			
<b>Documents</b>									
Category Name				Document Description					