I.   Background

Following the eruption of hostilities in most parts of South Sudan, on 15 December 2013, it was estimated that around 490,600[1] people were displaced in seven states including Eastern Equatorial, Unity, Upper Nile, Central Equatorial, Jonglei, Warrap and Lakes. Although the most well-known IDP locations are those located in the UNMISS Bases, commonly known as the Protection of Civilians Center (POC), significant number of displaced persons reportedly settled in collective centers, spontaneous settlements and with host families. Given the need to coordinate the provision of protection, assistance and management of the POC and other displacement sites, the HCT activated the CCCM Cluster on 25 December 2013 with UNHCR and IOM taking co-leadership roles and serving as providers of last resort, as part of their global cluster mandate. In line with the Cluster Approach Structures in South Sudan, the NGO Forum is represented in each cluster as a co-lead to support the coordination and represent the interest of NGOs but does not have the provider of last resort commitment. Hence, ACTED is the designated NGO Co-Lead representative for the CCCM Cluster. In addition to the leadership structures, other structures including an Information Management Cell and an Inter-cluster Technical Site Planning Working Group are formed, while the establishment of a Strategic Advisory Group is underway.

II.   Objective

The objective of the CCCM Cluster is to ensure a multi-sectoral response to assist and protect populations residing in displacement sites and to make all efforts to find durable solutions.

For overall accountability and predictability of a humanitarian response within displacement sites, and for the response to be in line with the collaborative effort, the cluster must work together to respond in a predictable and timely manner. The sheer size of the responsibilities of coordination requires the commitment and participation of several organizations/agencies. The co-lead agencies should act as a guide to ensure that capacity and standards are developed within the CCCM response.

III.   Responsibilities/ Scope of work

As the focal point for the cluster, the CCCM Coordinators are accountable for the CCCM response to the humanitarian crisis. The cluster coordinators must ensure the inclusion of key humanitarian partners within the sector, respecting their mandates and programme priorities. Together, the cluster members will identify the overall requirements in responding to displacement sites and augment their capacity to meet this threshold while bearing in mind that **the establishment of formal camps is the option of last resort,** following a comprehensive review in coordination with the Protection Cluster.

Specific Responsibilities:

1.   Programme Capacity

Planning and strategy development
- Involve all relevant partners in site needs assessment and analysis;
- Identify gaps – assess, verify, and map emerging assistance needs and protection issue; conduct regular 'gap analyses' based on verified need
- Map and track "who is doing what, where, when"
- Provide maps and matrices showing distribution densities and coverage by item, member and geographic area
- Develop and update agreed response strategies, including "exit"/transition strategy for site closures and action plans for the cluster and ensuring that these are adequately reflected in overall country strategies, such as the Consolidated Appeal Process (CAP) and Response Plans;
- Collaborate with the relevant actors in the (participatory) planning, development of sites; Ensuring that site designs support protection and assistance of men, women, boys and girls;

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[1] OCHA 17 Jan. 2014 Humanitarian Crisis Snapshot

- Conduct registration of site populations, paying particular attention to gender, age and diversity dimensions; updating of population registry; and secure storage of population data
- Ensure that strategies are developed to support and strengthen the site residents' livelihoods;
- Conduct contingency planning based on worst-case and most likely scenarios in terms of population movements;
- Collaborate with relevant actors to mitigate negative impacts on environmental protection and ecological habitat;
- Where possible, support the national government/authorities in implementing their activities and upholding them to their obligations that meet the identified priority needs;
- Ensure integration of agreed priority cross-cutting issues in sectoral needs assessment, analysis, planning, monitoring and response (e.g. age, diversity, environment, gender, HIV/AIDS and human rights); contribute to the development of appropriate strategies to address these issues; ensure gender sensitive programming and promote gender equality; ensure that the needs, contributions and capacities of women and girls as well as men and boys are addressed and encourage a community based approach;
- Map out the operational requirements for the response within displacement sites, and identify and establish (where necessary) standards and guidelines that facilitate interoperability to ensure that activities are carried out;
- Maintain site infrastructure (road, distribution points, drainage, etc.) in coordination with relevant Clusters and/or service providers.

Application of standards
- Adapt relevant policies, guidelines and technical standards to the context of the crisis
- Cluster members need to be aware of relevant policy guidelines and technical standards, including gender marker;
- Ensure that the responses is in line with existing policy guidance, technical standards and relevant government human rights legal obligations;

Monitoring and reporting
- The cluster will put in place adequate monitoring mechanisms to review the impact of the cluster and the progress against implementation plans;
- The cluster will adequately report and share effective information including disaggregating age and sex data amongst all partners including site managers, other sector leads and OCHA as appropriate;

2.   National/local authorities, State institutions, local civil society and other relevant actors
- Ensure that humanitarian responses build on local capacities;
- Establish appropriate links with national and local authorities, State institutions, local civil society and other relevant actors (e.g. peacekeeping forces) to maintain appropriate coordination and information exchange with them;
- Promote the capacity building of relevant authorities, where deemed necessary;

3.   Protection Capacity
- Facilitate the provision of security and law enforcement by the national authorities and other relevant actors such as civilian police components of peacekeeping missions, as well as through the establishment of site watch teams (if necessary in cooperation with the national sector lead for protection);
- Organize and facilitate the participation of the affected population in site governance and community mobilization, with particular emphasis on women's decision-making role and on persons with specific needs (such as the elderly and the physically-challenged);
- Ensure transparent site governance and effective access to justice for site residents that conforms to relevant human rights standards;

4.   Advocacy & Resource Mobilization
- With the assistance of the Humanitarian Coordinator, advocate for the mobilization of resources;
- In close coordination with the sector lead agency at the global level, assist the Humanitarian Coordinator in the establishment of a resource mobilization strategy vis-à-vis donors;
- Promote strategies to build up and strengthen confidence within displacement sites and between displacement site residents and surrounding communities;
- Identify core advocacy concerns at the national level and contribute key messages to broader, multi-sectoral advocacy initiatives;
- Maintain donor relations and facilitate donor missions;

- Advocate with authorities to ensure that humanitarian partners are able to conduct their work independently and in an environment that allows for confidentiality of sensitive information;
- Represent the interests of the cluster in discussions with the Humanitarian Coordinator on prioritization, resource mobilization and advocacy;
- Advocate for donors to fund cluster members to carry out priority activities, while at the same time encouraging cluster members to mobilize resources for their activities through their usual channels;

5. Preparedness and Training Capacity
- Promote and support relevant trainings in site management for NGOs, UN agencies, local government officials and members of displaced and host communities;
- Support efforts to strengthen the capacity of the national authorities, civil society and beneficiary population where relevant;

- In coordination with other clusters, government, host and affected communities, appropriate preparedness measures will be put in place to mitigate impact of flooding in sites as well as respond to displacement caused by flood and conflict

6. Phase-out and Rehabilitation Capacity
- Consolidate and down-size sites as needed;
- Site closure and rehabilitation of areas formerly occupied by sites, including the development of appropriate site closure guidance and policies addressing relevant issues including questions of compensation to private landowners and disposal of assets such as water pumps, shelter materials etc.;
- Integrate CCCM response elements into transition and early recovery Frameworks;

7. Coordination
- Establish and maintain appropriate coordination with all humanitarian partners (including national and international NGOs, the Red Cross/Red Crescent Movement, UN agencies and other international organizations), as well as with national authorities and local structures;
- Establish/maintain appropriate sectoral coordination mechanisms, including working groups at the national and, if necessary, local level;
- Define nature and extent of overlap and coordination between site management and other clusters particularly shelter, protection and WASH;
- The cluster is activated at the National level and as appropriate, will be rolled out at the sub-national levels (State or County)

IV. Membership:
The Cluster is open to any organization or entity that is active in the camp coordination and camp management sector and expressing willingness and demonstrating a commitment to carry out their accepted responsibilities within the Cluster. Membership will be as inclusive as possible, on a voluntary and self-nominated basis,

V. Cluster Leadership
UNHCR and IOM are the cluster co-lead supported by ACTED as NGO co-lead agency.

VI. Frequency of meetings
The Cluster shall meet regularly every week or as the need arises. The Cluster Co-leads could call for emergency meetings as necessary. The meeting will be held in a language favorable to the group or with a translator. This arrangement should be replicated at the State and County level as needed.

VI. Relationship with Inter-Cluster Working Group (ICWG) and Reporting
The Cluster is to provide Situation reports (Sitrep) and other reports to OCHA, head of the ICWG and global cluster as per the agreed schedules through the Cluster Coordinators. The Cluster Coordinators are to participate in the ICWG meetings. The frequency of the ICWG meetings may depend on the circumstances (emergency/non-emergency situation).

IX. Amendments to the Terms of Reference
The Terms of Reference will be annually reviewed, or earlier, in the event that there is a change in the situation that necessitates its modification.