



Sudan Site Management Sector

Terms of Reference

16 July 2023

I. Background

As of 05 July 2023, over 2.4 million people are estimated to be internally displaced with an average daily displacement rate of over 27,700 mostly to Northern and the Eastern part of the country and within the Darfur states¹. While 75.8% of the displaced live in host communities and 10.5% live in rented accommodation, the remaining 13.7% live in camps, collective centres (often utilizing public buildings, such as schools), informal sites and collective settings. Some of these sites are called 'gathering sites'. As displacements continue, the number of such gathering sites continues to increase. There is no information available on the number of sites, their location, HLP situation in the site, number and profile of the population, their needs and priorities, as well as on assistance and services provided, and respective gaps. Such information is essential to enable an effective humanitarian response in displacement sites.

The sector in Sudan was activated in 2008, with UNHCR as the lead agency, but it was actually falling under Common Services and Coordination sector led by OCHA and the Resident Coordinator Officer (RCO). With its reactivation in 2023, the Sector will become a standalone Sector as part of the IASC arrangement.

II. Objective

The objective of the Site Management Sector is to enable a multi-sectoral humanitarian response in displacement sites. This includes the promotion of out of camp approaches to reduce risks of protracted displacement and humanitarian dependencies, bearing in mind that camps are only options of last resort and should be avoided whenever possible. This necessitates close collaboration with the other Sectors. In particular, the Sector envisions a close collaboration with the Protection Sector to effectively mainstream protection across site management activities and support durable solutions from the start.

The specific objectives of the sector include:

- Coordination of Site Management sector partners and area-based interventions to ensure the timely, quality, and effective provision of basic humanitarian assistance in line with Site Management Standards and Sphere Standards.
- Support establishment of consolidated and standardised approaches to the gathering/displacement sites profiles and Information Management.
- Collaborate with the Protection Sector and its operational actors to strengthen the protective environment for survivors of violence as well as women, children, elderly at risk and others with specific needs.
- Ensure that IDPs are at the centre of decision making about service delivery modalities, site management structures and processes, and durable solutions efforts.

¹ Displacement tracking matrix, Sudan situation report 12.

- Support collaborative advocacy efforts for strengthened coordination, protection, humanitarian access and resource mobilization/fundraising for Site Management sector partners.
- Work with the Accountability to Affected People (AAP) working group to ensure that service provision is equitable and harmonised across displacement site settings and that partners apply participatory and community-based approaches.

III. Guiding Principles

The work of the Site Management Sector will be in line with the humanitarian principles and pursue a do no harm approach at all times. The Sector will be coordinated in an inclusive and transparent manner, enabling maximum participation of national and international humanitarian actors, while making proactive efforts toward localizations. The Sector endeavors to build on local capacities and enables the participation of the communities themselves in Site Management coordination efforts, thereby considering age, gender and diversity among the displaced communities. In its coordination efforts, the Sector will be accountable to the affected populations (AAP), including through effective complaints and feedback mechanisms (CFM), and supports all efforts to prevent and protect against sexual exploitation and abuse (PSEA).

IV. Functions and Responsibilities:

The Site Management Sector will implement the following six core functions of a Sector:

1. **Supporting service delivery** by providing a platform for agreement on approaches and elimination of duplication
2. **Informing strategic decision-making** for the humanitarian response through coordination of needs assessment, gap analysis and prioritization
3. **Planning and strategy development** including sectoral plans, adherence to standards and funding needs
4. **Advocacy** to address identified concerns on behalf of sector participants and the affected population
5. **Monitoring and reporting** on the sector strategy and results; recommending corrective action where necessary
6. **Contingency planning/preparedness/ capacity building** where needed

1. Supporting service delivery at site-level

- Establish and maintain effective coordination and adequate coordination platforms at national and sub-national level as required with participating national and international humanitarian partners, as well as with national authorities and local structures.
- Map sites and develop site profiles to inform the multi-sectoral response at the site.
- Conduct enumeration of site-based populations, paying particular attention to gender, age and diversity dimensions, while abiding by data protection standards.
- Conduct and maintain service mappings and referral pathways at sites and in reachable vicinity of sites, as well as ensure effective complaints and feedback mechanisms are in place at sites.
- Maintain site-level infrastructure (road, distribution points, drainage, etc.) in coordination with relevant sectors and/or service providers.
- Consolidate sites and responsibly disengage from site management and coordination and exit through site closure procedures, as needed. In such endeavors that result in site closure and/or relocation, Site Management and Protection Sectors will ensure close collaboration.

Jointly with the Protection Sector, the Site Management Sector will also:

- Organize and facilitate the participation of the affected population in site governance and community mobilization, including through existing community-based structures. Particular attention will be given to the participation of youth, women and groups of persons with specific needs.
- Put in place measures and adjust site designs wherever possible to improve the protection of the displaced populations, considering age, gender and diversity and specific needs of inhabitants. This includes activities to promote peaceful co-existence with host communities living in the vicinity of sites.
- Ensure transparent site governance and effective access to justice for site residents that conforms to relevant protection standards.

2. Informing strategic decision-making

- Prepare for and conduct for regular site-level needs assessment and analysis, including through preparation of regular information management products on the situation in a site (site profiles).
- Map and track “who is doing what, where, when” at the displacement sites to retain and overview of active partners and ongoing activities.
- Develop gap analysis at site-level to inform prioritization, considering both the identified needs and the prevalent assistance and services capacities.

3. Planning and strategy development

- Develop and update agreed humanitarian response strategies and action plans for the Sector and ensuring that these are aligned and integrated in applicable country-level plans, such as the Humanitarian Response Plan (HRP), and adhere to relevant global standards. As a multi-sectoral Sector, Site Management sector endeavors in its planning and strategy to promote integrated approaches with other sectors, notably Protection, Shelter and WASH.
- Develop tools for a consolidated site-level assessments, site profiling and services monitoring through a joint information management system, capturing multi-sectoral needs and response activities targeting displacement sites; and developing IM products to report to partners, sectors, and other stakeholders for an informed decision-making.
- Collaborate with the relevant actors in the (participatory) planning and development of sites considering the relevant standard and fire outbreak mitigation measures, recalling that out of camp solutions will be explored and camp and camp-like settings avoided and only used as last resort.
- Develop guidance on protection-sensitive site designs, giving due regard to the protection of women, girls, boys and men, and considerate of persons with specific needs.
- Collaborate with relevant actors to mitigate negative impacts on environmental protection and ecological habitat.
- Jointly with other relevant Sectors, ensure that strategies are developed to support and strengthen the site residents’ social protection, livelihoods, resilience building and enable durable solutions from the start, also with a view to help ensure the short-term nature of gathering sites and avoid the creation of long-term sites and camps.
- Plan for 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 site management response elements into transition and early recovery frameworks, as well as into area-based approaches and urban planning instruments as applicable.
- 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; 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, jointly with the Protection Sector.
- Adapt relevant policies, guidelines and technical standards to the context of the crisis, provide awareness raising to sector members and other humanitarian partners, and ensure the response is aligned with these standards and adhere to the do no harm principle and protection obligations.
- Map out the operational requirements for the response within displacement sites, identify and establish (where necessary) standards and guidelines that facilitate interoperability to ensure that activities are carried out.

4. Advocacy

- With the assistance of the Humanitarian Coordinator, the sector lead agency and the HCT, advocate for the mobilization of resources for site management interventions.
- In close coordination with the sector lead agency, 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.
- Discuss humanitarian access issues with Site Management Sector members regularly and advocate and support for solutions through the Humanitarian Access Working Group and other appropriate channels.
- 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 sector in discussions with the Humanitarian Coordinator on prioritization, resource mobilization and advocacy.
- Advocate for donors to fund sector members to carry out priority activities, while at the same time encouraging sector members to mobilize resources for their activities through their usual channels.

5. Monitoring and Reporting

- The sector will put in place adequate monitoring mechanisms to review the impact of the sector and the progress against implementation plans.
- The sector 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.

6. Contingency planning, preparedness and capacity building

- Promote and support relevant capacity building for NGOs, UN agencies, local authorities and members of displaced and host communities to implement site management activities including area-based approaches and develop contextualised guidelines and tools to ensure consultation with the affected population.
- Conduct contingency planning based on highest-risk scenarios as part of an ICCG-wide approach, both at national and sub-national level as deemed appropriate.
- In coordination with other sectors, government, host and affected communities, appropriate preparedness measures will be put in place to mitigate impact of environmental and seasonal

hazards such as flooding, fire outbreak and other disasters in sites as well as respond to displacement caused by flood and conflict.

V. Membership

The Sector is open to any humanitarian organization or entity that is active in the camp coordination and camp management sector, with current or planned humanitarian activities, and expressing willingness and demonstrating a commitment to carry out their accepted responsibilities within the Sector. Membership will be as inclusive as possible, on a voluntary and self-nominated basis. The Protection and Shelter sector coordinators are members of the Site Management Sector as well, due to the intrinsic linkages between the three sectors and to leverage joint dividends where possible. Other sector coordinators can also join the sector meetings.

It is expected that sector partners will identify a focal point and an alternate that will attend meetings in order to provide operational and strategic support and ensure continuity of participation.

Appropriate links with national and local authorities will be established to maintain relevant coordination and information exchange with them.

VI. Sector Leadership

UNHCR, as the designated global lead agency for CCCM Sector in conflict settings will be the lead agency of the Site Management Sector in Sudan as per the IASC agreement. The Sector will be co-chaired by an I/NNGO with demonstrated experience and capacity in the sector. The co-chairmanship of an I/NNGO is essential for the Sector's effectiveness and inclusivity.

VI. Frequency of meetings

The Sector shall meet regularly every two weeks or as the need arises. Ad hoc meetings can be called by the sector lead and co-chair, at their own initiative or at the request of a member, whenever the need arises. This arrangement should be replicated at the State level as needed in line with the ICCG arrangements.

VII. Amendments to the Terms of Reference

The Terms of Reference will be reviewed annually. Earlier reviews, amendments and changes to the ToR are possible upon request to adapt them to the evolving displacement realities in Sudan.