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Case Study

CCCM Mobile Intervention in South Sudan

Case Study Information

Project location	Year of implementation
South Sudan in Twic, Leer, Mayendit, Panyijiar and Pibor	1st November 2022- 30th October 2023
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Mobile Response Interventions – Roving Response – Hard to Reach Locations – South Sudan – CCCM - IOM	

Context

In 2022, despite the signature of the Revitalized Agreement for the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) and its agreed extensions, more than two thirds of the people in South Sudan (8.9 million) were estimated to be in need of humanitarian assistance (HNO, 2022). At the start of the year, in the Abyei Administrative Area (AAA) and Twic County of South Sudan's Warrap State, violent inter-communal conflict driven by territorial disputes, inter-tribal tensions and revenge-seeking displaced more than 129,000 people from both locations. In February 2022, an Inter-Agency Rapid Needs Assessment (IRNA) was conducted to confirm the reported humanitarian needs. A few months later, on 17 April 2022, an IRNA conducted in Leer County of Unity State confirmed massive displacement of more than 26,000 people due to clashes between Leer and Mayendit communities, and between the Sudan People's Liberation Army-In Opposition (SPLA-IO) and the youth from Koch and Mayendit. In addition to displacement due to conflict in early 2022,

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an assessment from the CCCM Cluster in Unity State confirmed that the southern parts of the State were hit by unprecedented flooding because of heavy rainfall in the month of August 2022, causing displacement of residents from their locations of origin, particularly in Leer County – with the estimated affected population standing at 49,854 individuals. In Mayendit County (Unity State), heavily affected by the floods, the CCCM Cluster estimated the affected population to be 21,265 individuals. In Panyijar (Unity State), the total estimate stood at 17,648 people affected by flooding. In these counties, based on organizational assessments, IRNAs and DTM event tracking reports, acute needs fell within CCCM, FSL, SNFI, WASH, Health, Nutrition, Protection and Education. It is worth nothing that in the first half of 2022, IOM DTM conducted multiple assessments in Warrap, Jonglei and Unity States tracking the displacement of 156,605 people across 41 different payams, noting the severe need for SNFI, Health, WASH, and protection support. About 52% of the population were living in displacement sites, informal settlements and collective centers, indicating the dire need for CCCM support to engage communities.

Implementation: steps, achievements, and tools

Following an emergency allocation by the South Sudan Humanitarian Fund (SSHF) in July 2022, Priority 2 focused on the scale up of the multi-sectoral responses in Warrap, Jonglei and Unity States in order to maximize the impact of the humanitarian response in a number of counties. IOM CCCM received funding to conduct emergency mobile and roving responses in Twic County of Warrap State, Pibor Town in Jonglei State (in the Greater Pibor Administrative Area – or GPAA), as well as Leer, Mayendit and Panyijar Counties of Southern Unity State. The CCCM Mobile Responses were to focus on a number core CCCM activities in those locations, including coordination, service monitoring, support to governance structures through inclusive community engagement, communications with communities (CwC), the set-up of accessible and effective complaints and feedback mechanisms, as well as community-led site upkeep, care and maintenance – focusing on community-led flood mitigation works – in the relevant camp-like settings.

The exact composition of the mobile teams was critical for the success of the response. Based on the anticipated nature of the interventions in each specific site, the holistic CCCM team included technical experts in community engagement, operations and coordination, as well as field engineers. Where possible, the teams were bolstered by Protection, Shelter and Non-Food Items (SNFI) as well as Displacement Tracking Matrix (DTM) colleagues, adopting a multi-sectoral approach in assessments and associated responses. After the set-up of mobile response teams, the teams deployed from IOM operational bases in order to conduct a CCCM Scoping Report – identifying key gaps and needs, meeting with

service providers and establishing initial engagement mechanisms with existing elected/appointed community leadership structures. These initial engagement exercises were critical in managing expectations on the upcoming response, emphasizing its short-term, area-based and short-term natures. It was understood from the start that activities were to be handed over to the affected communities and the authorities upon departure. Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) were conducted in order to paint an accurate picture of the needs from the viewpoint of the affected communities. Where representation was not yet achieved, the CCCM Mobile Teams worked to establish representative structures, with the inclusion of women, persons with disabilities as well as the elderly. At this stage, community mobilizers from the displaced population were hired and trained to support the responses. Based on the findings of the Scoping Reports, priority

sites for intervention were identified based on severity of needs and accessibility – hence the team opting to adopt a roving area-based approach in our responses (6 sites in Twic, 3 sites in Panyijar, 2 in Leer, 2 in Mayendit and 1 in Pibor)[1]. The procurement plan was finalized in the first 14 days of the finalization of the findings – from where procurement processes for the next round of responses in all locations were started.

Taking into consideration the specificity of needs of each location, each deployment of the roving teams lasted periods varying between 3 to 5 weeks, where gaps were filled by static community mobilizers and effective partner coordination structures (including local authorities and community structures) in the absence of the mobile team. Between each roving intervention, no more than 4 weeks would pass

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[1]The prioritization criteria used included: prioritization of needs based on ISNA (intersectoral need assessment) and State-level ICCG (inter Cluster Coordination Group) reports; severity of needs based on the CCCM Scoping Reports conducted by the CCCM team; the number of displaced persons in the sites; accessibility; availability of services and presence of humanitarian partners; presence of other CCCM actors in the area (in that case, in order to avoid duplication, IOM CCCM did not consider a response); geographical area to be covered (for example in Pibor, taking into consideration the wide-geographical coverage of this response (and available HR capacity, IOM CCCM worked with a NNGO (Peace Corps Organization – South Sudan) for the implementation of the Mobile Response.

before the deployment of the next teams. Due to the nature of the displacement contexts, specific emphasis was placed on the formation, training and support of site care and maintenance committees. With the provision of key maintenance toolkits and cash-based interventions (cash-for-work)[2], these committees undertook critical site infrastructure maintenance and upkeep works, including the digging and rehabilitation of tertiary drainage channels, as well as the manual construction of critical dyke infrastructure in order to mitigate future risks of flooding. These site care and maintenance trainings emphasized resilience and community leadership. Other core CCCM activities were conducted in areas of operations, including support to governance structures, the establishment of effective and transparent coordination and referral mechanisms, the establishment of community-operated complaints and feedback mechanisms[3], as well as capacity building for staff, partners and local authorities. Post-implementation monitoring visits were then conducted in order to assess the effectiveness of the responses.

The CCCM Mobile Teams maintained a close coordination with local authorities, including local Relief and Rehabilitation Commission (RRC) and Payam Administrators, and ensured initial buy in from the State Government, which also regularly called for meetings from HC and other displaced communities to guarantee the acceptance of the local communities. Responding to the acute needs of the recently displaced IDPs ultimately reduced the possibility of tensions.

Challenges and Lessons Learnt

Continued violence and sub-national conflict created substantial humanitarian access issues, which had a negative impact on IOM teams' stable presence. Issues brought about by the unprecedented floods have also rendered road accessibility to certain areas close to nil. As such, transport by canoes were required and cargo flights for key materials to be delivered were costly. In general, low capacity of local authorities and disconnects between County-

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[2] IOM'S cash based response provide a lifeline for South Sudan displaced

[3] A CBCM is a Complaints and Feedback Mechanism (CFM) that recognizes and integrates the role of formal and informal governance structures in the reporting of feedback, complaints and misconduct during a humanitarian response – in a culturally, conflict, and gender-sensitive manner. In the South Sudan context, IOM CCCM implements CBCMs in mobile responses implemented in under-served and hard-to-reach areas of spontaneous displacement due to natural disasters and conflict.

Due to the nature of CCCM mobile responses, the CBCM implemented differs from the system currently operating in CCCM static responses. This is due to the fact that mobile responses are short-term (with a phase-out leading to self-governance), operate with limited number of staff and community mobilizers and exist in a location where access and connectivity are extremely sporadic. However, due to the increased need to harmonize the data that we receive in CFM systems throughout our operations, this SOP will propose a workflow in order to integrate the data received into the existing CFM database. This is for increased programmatic flexibility, improved analysis of trends for evidence-based advocacy and course correction as well as enhanced accountability to the affected population.

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level and State-level processes in humanitarian-authorities coordination negated initial intervention modalities, which were then solved by additional negotiations and advocacy. Lack of connectivity in a number of areas of intervention slightly hindered some aspects of the remote management systems put in place by the CCCM teams. In order to overcome these, where possible, daily communication and reporting channels were maintained with CCCM community mobilizers through mobile network when available. In addition, formed links between the CCCM community mobilizers and the static humanitarian responders, authorities, coordination fora and governance structures enabled that work could be maintained as much as feasible.

Adopting an Area-Based Approach in the Roving CCCM Responses allowed for a better management of CCCM interventions considering the issues outlined above. Building trust and meaningful working relationships with community leadership structures, local authorities and static service providers in our areas of operations allowed for appropriate monitoring and coordination of activities – especially when the CCCM teams were not present in the site (due to the roving nature of our responses). Appropriate capacity building of community mobilizers and working community committees in the modalities of the interventions, including clear standard operating procedures (SoPs) and scopes of work, was key in ensuring the success of this 1-year response. Moreover, ensuring that the affected communities were aware of the short-term nature of these responses were critical to ensure a relatively seamless transition of responsibilities. Emphasizing the empowerment and resilience-building components of these interventions was also crucial in ensuring that communities were supported in their ability to absorb repeated and multiple shocks: community-led disaster risk reduction projects, supported by the technical infrastructure teams, and associated cash based interventions, allowed for readiness in the face of potential upcoming climate shocks as well as injections of cash in local economies – ensuring participating families were able to cater to their immediate basic needs.