

## Briefing Session on Site Management and Coordination

**Venue:** Taj Sheba Hotel, Sana'a

**Date/Time:** 27<sup>th</sup> November 2018 at 8:00 – 5:00 PM

Discussion Topics:	Reference
<p><b><u>Welcome participants – Set the stage for discussions</u></b></p> <p>Senior National Shelter/NFI/CCCM Cluster Coordinator opened the session and presented the following:</p> <ol style="list-style-type: none"> <li>1. Briefing session on Site Management and Coordination (SMC),</li> <li>2. Briefing session on Integrated Multi-sectoral Response.</li> </ol>	
<p><b><u>Site Management and Coordination (SMC) in Yemen</u></b></p> <p>SMC Focal Point requested participants to provide an indication of their expectations for the session;</p> <p><b><u>Expectations:</u></b></p> <p>Participants highlighted the following:</p> <ol style="list-style-type: none"> <li>1. Learn the roles and responsibilities in SMC.</li> <li>2. Strong engagement of IDPs in providing services.</li> <li>3. Get a clear idea on how to tackle proper implementation of SMC.</li> <li>4. Learn how to improve the living conditions of IDPs.</li> <li>5. Learn how to coordinate SMC activities within the site to avoid duplication and to work as a team for the benefit of IDPs.</li> </ol> <p><b>SMC FP summarized the objectives of the training as follows:</b></p> <ol style="list-style-type: none"> <li>1) To enhance participants' understanding of the SMC and to contribute to the development of Yemen IDPs SMC Strategy.</li> <li>2) To build on participants, knowledge and understanding of roles and responsibilities while providing services within the IDPs hosting sites.</li> <li>3) To get a better understanding of coordination and improve the living, standards of the affected population.</li> <li>4) To build on the participants understanding of the importance of strengthening communities' self-governing structures.</li> </ol>	
<p><b><u>Linking CCCM to SMC:</u></b></p> <p>The link between CCCM and SMC was explained:</p> <ul style="list-style-type: none"> <li>- The humanitarian reform process was introduced in 2005, when the Emergency Relief Coordinator (ERC) tasked a humanitarian's response review team to assess the way services were being provided by UN agencies, NGOs and other organizations to identify gaps and come out with recommendations.</li> <li>- The humanitarian reform process led to the path of the Cluster Approach, which is the approach being used in Yemen. It led to enhance partnership, accountability and credibility.</li> <li>- This approach led to the division of roles and responsibilities among different agencies.</li> </ul>	

<p>- The team came out with the concept of the CCCM Global approach (i.e. Camp Coordination &amp; Camp Management) applied in all camps and camp like situations. SMC (i.e. Site Management &amp; Coordination) is the term used in Yemen which encompass collective centers and spontaneous settlements since no official camps in the country.</p>	
<p><b>The Vision</b></p> <p><b>The vision is to improve living conditions in IDP hosting sites and to promote durable solution with full participation of the displaced and host communities.</b></p> <p>One of the main elements of the vision is to ensure the participation of IDPs and Host community.</p> <p><b>SMC goals in Yemen are:</b></p> <ol style="list-style-type: none"> <li>1) To promote an integrated – multi-sector approach to service delivery in IDP hosting sites.</li> <li>2) To ensure displaced communities have access to protection and assistance in a dignified manner, and in accordance with humanitarian principles.</li> </ol> <p><b>SMC Objectives were explained as follows:</b></p> <ul style="list-style-type: none"> <li>▪ To ensure that all stakeholders are fully consulted, and appropriately involved during assessments and humanitarian response.</li> <li>▪ To improve response through strengthening information management and coordination with the IDPs hosting sites.</li> <li>▪ To enhance capacity of national and local authorities and service providers in SMC in order to improve standards within the IDP hosting sites.</li> <li>▪ To promote community participation in SMC by strengthening IDP self-governing structures for accountability and responsive decision making.</li> </ul>	
<p><b>Roles and Responsibilities:</b></p> <p><b>SMC FP highlighted:</b></p> <ol style="list-style-type: none"> <li>A. Roles and responsibilities of key stakeholders within SMC are a bit different from CCCM Global Roles &amp; Responsibilities, which are generic.</li> <li>B. In Yemen there are 3 levels of coordination, <ul style="list-style-type: none"> <li>➤ <b>First level:</b> Site Coordination Support Team (SCST) within the site level: This structure of coordination comprises: the Site Focal Point (SFP), the SFP is the national authority or local authority, UN or NGO Partner and representatives of IDPs community leaders. This team is responsible for ensuring that governance structures are established at the site level by helping to establish committees within the site.</li> </ul> <p>The critical role of the SCST at the site level, is ensuring maintenance of IDP hosting site infrastructure, referring coordination and monitoring services provided by different agencies, referring gaps or issues that have been captured within the site, coordinating and monitoring services provided at the site, collecting information and maintain data to ensure that gaps within IDP hosting sites are identified in order to provide protection and assistance, and avoid duplication.</p> <ul style="list-style-type: none"> <li>➤ <b>The Second level</b> is the Shelter/NFI/CCCM Cluster Sub-National level, in charge of ensuring the implementation of polices and guidelines at the hub or governorate level and at the site level. They should: <ul style="list-style-type: none"> <li>• Set up and maintain information management systems that allow all partners and service providers to have access to and share operational data at the IDP hosting sites.</li> <li>• Coordinate the monitoring of protection and response programs to promote protection principles, implementation and harmonization of standards.</li> </ul> </li> <li>➤ <b>The Third level</b> is the Shelter/NFI/CCCM Cluster at the national level, in charge of formulation of policies and guidelines and provision of technical support and guidance.</li> </ul> </li> </ol>	

<p>C. NAMCHA is responsible for opening new IDP hosting sites, provide security, issuing of documentation, protecting all human rights, resolving land disputes, communicate with human community, and liaise with site management team and then responsible for facilitating access to IDP hosting sites by the humanitarian community.</p>	
<p><b><u>Integrated response in Yemen:</u></b></p> <p><b>The NSC Coordinator</b> presented the integrated response as follows:</p> <ul style="list-style-type: none"> <li>- The integrated response is the collaborative, coordinated and timely response to the varied needs of IDPs in Hosting sites to ensure their needs are met holistically.</li> <li>- The advantage of an integrated response is the provision of assistance in a collaborative and synchronized manner at the time that it is necessary, so that the needs are holistically met rather than individually.</li> </ul>	
<p><b><u>Integrated Response Methodology:</u></b></p> <p>The NSC Coordinator highlighted:</p> <p>The integrated response methodology was agreed to be piloted in 45 Sites in 2018 to test the methodology.</p> <p>The methodology involved:</p> <ul style="list-style-type: none"> <li>- A baseline assessment to identify the locations for implementation</li> <li>- Collaboration between partners on the identification of needs</li> <li>- Targeting sites with high populations</li> <li>- Flexibility in choosing the sites so that sites could be replaced</li> <li>- A reporting system to be held accountable.</li> </ul>	
<p><b><u>What have we done so far?</u></b></p> <p><b>The NSC Coordinator explained that:</b></p> <ul style="list-style-type: none"> <li>- Fixed or mobile teams are functional in 81 sites (from 1,175 sites) in seven governorates.</li> <li>- 22 sites out of 45 have been covered with integrated response.</li> <li>- There are still close to 900 IDP hosting sites with no SMC partner.</li> </ul> <p><b>Two fundamental tools were used:</b></p> <ul style="list-style-type: none"> <li>- The guidelines on IDPs hosting sites.</li> <li>- The National Policy for Internal Displacement.</li> </ul>	
<p><b><u>Integrated Response Methodology:</u></b></p> <p><b>The NSC Coordinator</b> explained that:</p> <p>There are three levels of coordination:</p> <ol style="list-style-type: none"> <li>1. The first level is at the site level and that is where it is most important. The team comprises the information manager, the protection focal point, the site focal point (Local Authority) and the SMC team leader. They are the direct link with the IDPs. They are responsible for liaising and coordinating with Partners at the site. They are responsible for ensuring that the response is provided and for doing the follow-up.</li> <li>2. The second level is the Sub-National Cluster in the Hub as explained previously</li> <li>3. The third level is the National Cluster as explained previously</li> </ol>	
<p><b><u>The International Standards:</u></b></p> <p><b>The NSC Coordinator highlighted:</b></p>	

<ol style="list-style-type: none"> <li>1. Lack of resources and capacities hampered implementing services according to basic minimum package of assistance.</li> <li>2. The second line response build on first line activities to make IDPs living in more sustainable situation.</li> <li>3. The full Cluster response provides longer-term solutions to ensure sustainability.</li> </ol>	
<p><b>WASH Cluster presentation:</b></p> <p>WASH representative highlighted the following points:-</p> <ol style="list-style-type: none"> <li>1. IDPs should be supported in hosting sites or those living in private arrangement.</li> <li>2. WASH &amp; Shelter activities are connected in many areas and there are opportunities of collaboration to ensure population needs are met in a holistic way ensuring dignity and protection.</li> <li>3. Integrated = Joint Accountability between Partners and Clusters.</li> <li>4. Land issue - WASH Partners face significant challenges getting access to land for WASH services ;</li> <li>5. Ensure that the needs and gaps analysis of IDP Hosting Sites are kept updated.</li> </ol>	
<p><b>Protection Cluster Presentation:</b></p> <p><b>The Protection Cluster Coordinator:</b></p> <p>Highlighted the following:</p> <ol style="list-style-type: none"> <li>1) Overview of the protection Cluster strategy</li> <li>2) Protection mainstreaming, and protection integration.</li> </ol> <p>He explained the two different approaches:</p> <p><b>Protection mainstreaming</b></p> <ul style="list-style-type: none"> <li>- The process of incorporating protection principles and promoting meaningful access, safety and dignity in humanitarian aid. It is the responsibility of all humanitarian actors.</li> </ul> <p><b>Protection integration</b></p> <ul style="list-style-type: none"> <li>- The design of humanitarian activities to support both protection and assistance objectives, and to actively contribute to reduce the risk and exposure of the affected population. It requires sector specialists and protection specialist staff to work together. This may involve a joint risk analysis and incorporation of protection objectives into the cluster strategy.</li> <li>- Examples of how we could collaborate was also highlighted including incorporating a protection risk analysis to identify protection risks in the sites, a credible referral system, establishing a protection minimum checklist with basic minimum protection services and collaboration on community based protection where we jointly develop community committees including the use of CBPNs (Community Based Protection Networks). Collaboration Information awareness on relevant information for the IDPs.</li> </ul>	<p><b>See presentation for more details</b></p>
<p><b>Nutrition Cluster Presentation:</b></p> <p>The Nutrition Cluster Coordinator highlighted:</p> <ul style="list-style-type: none"> <li>- The Integrated Famine Risk Reduction implementation progress and the lessons learned that could be used for the Integrated multi sectoral response</li> <li>- The full nutrition intervention package is now considered a guideline</li> <li>- A methodology for the risk of famine is needed for Identification of gaps in the response.</li> <li>- Identification of partners for famine risk reduction activities.</li> <li>- Development of a common plan for famine risk reduction and to agree on the next steps.</li> </ul>	

<ul style="list-style-type: none"> <li>- Agreement on the set of interventions conducted at three levels: 1) at family level 2) at community level and 3) at the health facility.</li> <li>- The National Shelter/NFI/CCCM Cluster Coordinator reinforced the issue raised by WASH referring to access to land for providing WASH facilities as similar issues are encountered by Shelter Cluster. He emphasized that it could be a place for potential collaboration with the CBPN.</li> <li>- Dr. Abdullah Al-Zuhairy, Hudaydah Health Sub-National Cluster coordinator gave a presentation about the challenges that they faced during the implementation of IFRR (Integrated Programming for Famine Risk Reduction) on the ground.</li> </ul>	
<p><b><u>Group Work (1): Coordination</u></b></p> <p><b>Why it is important and how we do coordination in SMC?</b></p> <p>The participants did an exercise with the instruction of the SMC FP</p> <p>Purpose of the exercise is summarized in the following statement</p> <p><b><i>(Group work in SMC community and with the community)</i></b></p> <p><b><u>Group Work (2):</u></b></p> <p><b>SMC Practicality</b></p> <p>Participants played a silent play instructed and directed by the SMC FP.</p> <p>12 participants participated in the play.</p> <p><b>Purpose of the game is:</b></p> <ul style="list-style-type: none"> <li>▪ To make partners reflect and work in transparency</li> <li>▪ To cooperate and coordinate with others for the benefit of the IDPs.</li> <li>▪ To avoid any kind of discrimination.</li> </ul> <p><b><u>Group Work (3):</u></b></p> <p><b>Case Study – Your Commitment to SMC</b></p> <p>Participants were divided into 3 groups to do the exercise. They were asked to read the case study “<b>Make Amani IDP Collective Site habitable</b>” as a team. Each group shall answer one question only, but first they have to select a chair person and a secretary, who is going to present their answers written on the flow sheet.</p>	Annex 1
<p><b>Closing remarks – Wrap up and closing remarks:</b></p> <p>SMC FP requested the participants to stand in a circle and mention one thing they had learnt and one commitment they were willing to make to move SMC forward. Participants expressed their pleasure to attend the workshop and how they benefited from the sessions and are now very motivated to go and work at their sites.</p> <p>They thanked the facilitators for this session. SMC FP thanked them and closed the workshop by wishing everybody good luck.</p>	

## Annex 1

### GROUP WORK

#### *27 November 2018 Briefing Session*

#### Humanitarian Action Group (Q-A)

##### a) Challenges:

1. Outbreak of diseases and epidemics due to overcrowding.
2. Inhospitability of hosting community towards IDPs.
3. Lack of basic services; such as water, sanitation, shelter and food.
4. Lack of schools capacity to absorb IDPs children.

##### b) Active Participation:

- Engage IDPs in identifying needs through establishing committees that represent all age and gender groups in order to solve disputes, conduct awareness sessions and collection of solid waste.
- Conduct focus group discussion that comprises all age and gender groups to include (children – youth – elderly – women).
- Engage the host community in awareness campaigns.
- Targeting most vulnerable cases in the community with assistances.

#### Live Group (Q-B)

##### Description of the problem in Amani Collective Site:

1. Extremely congested rooms with hardly any space to live in.
2. Lack of shelter items, no mattresses, no blankets or heavy clothes to provide protection from the cold during winter season.
3. There are IDPs sleeping in open spaces in the site.
4. Lack of community acceptance (inhospitability) with disputes arising due to sharing of resources.
5. Lack of qualified authorized body.

##### Suggestion & Recommendation:

Provide advocacy to the Partners working in the sites to provide suitable shelter solutions and winterization support and other basic services. Provide facilities separated for female and male; engage the host community in the assistance and organize coordination meeting participated by Sub-National Cluster Partners to distribute the roles among them and to identify the available resources.

## Nameless Group (Q-C)

### A) Communication with local authorities:

- Organize a meeting between representatives of the host community, representatives of organizations and IDPs representatives in presence of the local authorities.
- Support most vulnerable host community living nearby the sites.

### B) Organize a meeting to assign roles and responsibilities:

- Distribution of roles among organizations (as per their specializations).
- Engage IDPs and host community in the identification of needs.