

# South Sudan

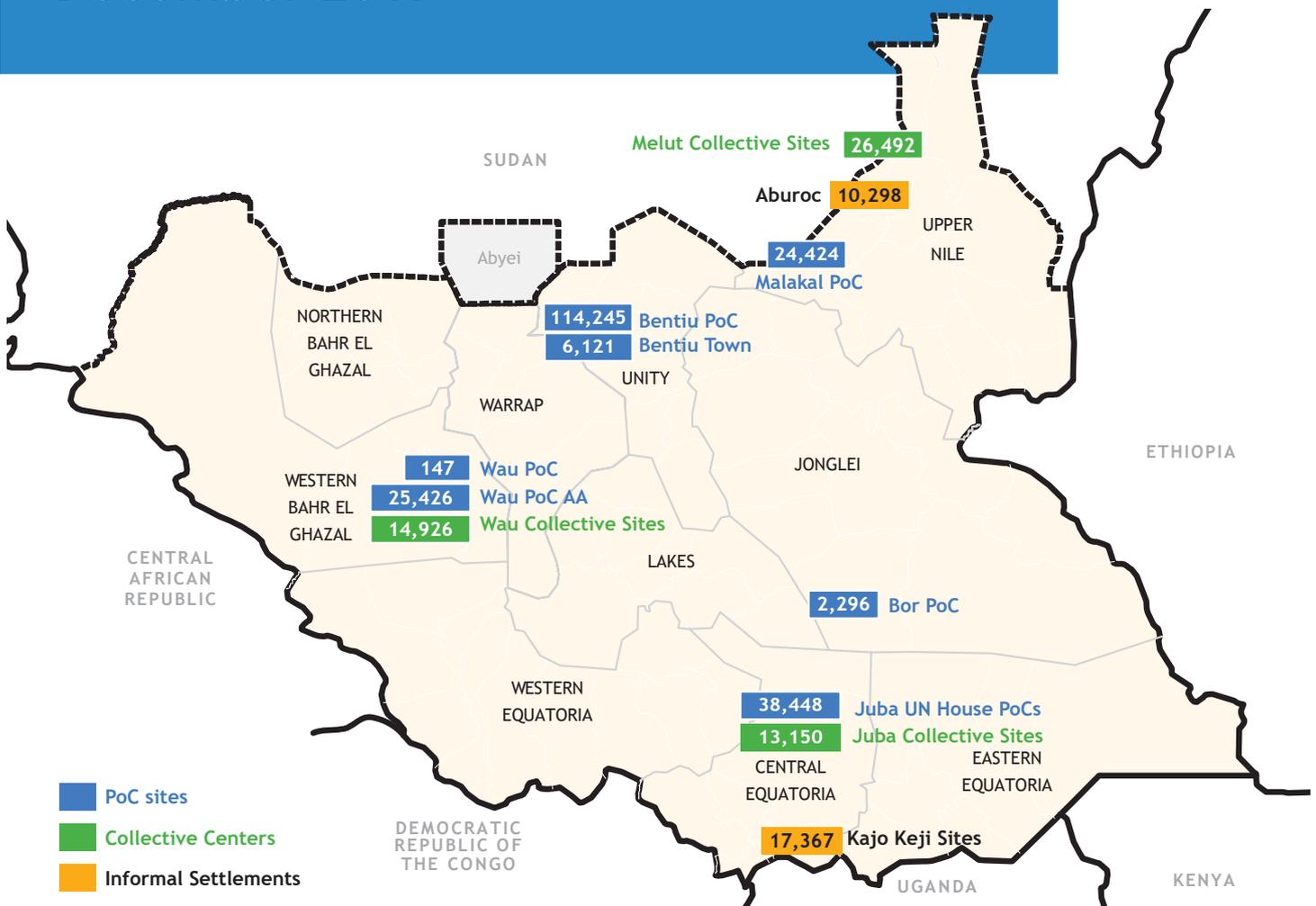
## Camp Coordination and Camp Management Cluster

### 2017 CCCM Cluster Member Satisfaction Survey

December 2017



CAMP COORDINATION AND CAMP MANAGEMENT



## Introduction

Since its inception in 2013, the CCCM Cluster has been coordinating critical humanitarian services in camps and camp-like settings in Unity, Upper Nile, Jonglei, Western Bar el Ghazal and Central Equatoria States. In 2017, a total of approximately 300,000 IDPs remained the direct responsibility of the Cluster, the majority of whom live inside of the UN Mission in South Sudan (UNMISS) Protection of Civilian (PoC) sites.

The Cluster delivered on its mandate through the eight Cluster partner organizations led by co-lead agencies International Organization for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR), and Agency for Technical Cooperation and Development (ACTED). Members include: REACH, Danish Refugee Council (DRC), and national NGO partners Health Link, Action for Development (AFOD), and Internews.

In an effort to continuously improve service coordination, the national Cluster conducts an annual satisfaction survey with member organizations. The purpose of this survey is to identify the strengths and weaknesses of Cluster activities, set priorities for improvement of Cluster services and operations, and improve service and engagement by co-lead agencies. This survey represents the first phase of Cluster self-evaluation, as further CCCM Cluster satisfaction surveys are under development and will be carried out in 2018.

## Methodology

The 2017 National Cluster Member Satisfaction Survey was conducted in November and December of 2017 and featured 9 compound survey questions covering 29 parameters of CCCM Cluster core activities including: operations, tools, and coordination mechanisms (See Annex 1: CCCM Cluster Satisfaction Survey). The survey was completed via the online survey platform SurveyMonkey.com. Participants were emailed a survey link and responses were collected anonymously. Of the 14 members sent the survey, 11 responded, giving a 79% response rate.

Potential respondents included the 8 Cluster member organizations with staff including Cluster Co-Coordinators, State Focal Points (SFP), Camp Managers, Program Coordinators, and Cluster support staff. This list represents those individuals who are most closely associated with and informed of national Cluster activities and those who attend monthly meetings and provide direct inputs into Cluster information products, strategy, and advocacy. Final respondents included 6 staff from UN agencies, 4 from international NGOs, and 1 from the 3 national NGO members.

# Results

## Overall/General Satisfaction

The survey found high levels of satisfaction with Cluster activities, with 80% of respondents reporting high or very high levels of overall satisfaction with CCCM Cluster coordination. Most core Cluster activities received over 70% satisfaction, information products over 80%, and more than 70% of respondents reported feeling well represented in Cluster strategy development. Additionally, between 70 and 90% of respondents found the CCCM Cluster effective in meeting each of its core objectives. (For additional details, see the 2017 CCCM Cluster Response Strategy)

## Core Cluster Activities

For individual coordination mechanisms, most received over 70% satisfaction, including: National-level coordination (ICWG, HCT); State-level coordination (SFP); Advocacy (overall); Support to partners through Cluster Support Missions; CCCM Cluster Meetings; Responsiveness to Urgent; Needs/Crisis.

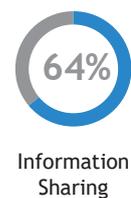
Figure 1: Percent of Cluster Members Reporting “Satisfaction”



## Cluster Information Sharing

Information sharing received only 63% satisfaction, being the lowest rated of all CCCM Cluster activities. However, given the high levels of satisfaction with Cluster information products such as Situation Reports and Site Profiles, as seen below, this suggests “information sharing” may refer to “internal” and person-to-person Cluster matters such as decision-making processes, prioritization, and interagency communication. This conclusion is supported by the Fill in the Blank responses, with one respondent calling for “More transparency,” another for the inclusion of a stronger information sharing component in the quarterly meeting, and a third calling for the attendance of State Focal Points (SFP) at Cluster meetings to promote exchange.

Figure 2: Percent of Cluster Members Reporting “Satisfaction”



## Cluster Information Products

Information products were well-received, with over 80% approval for each of the three.

Figure 3: Percent of Cluster Members reporting “Satisfaction”

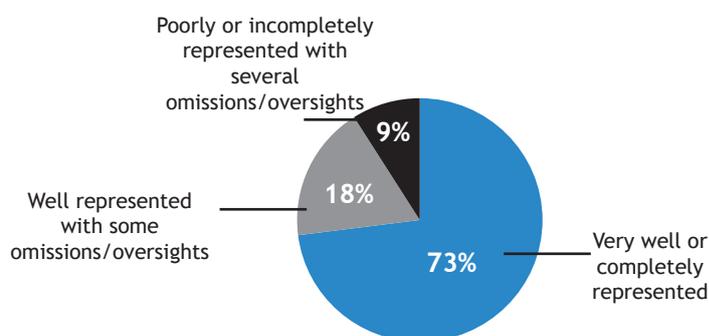


## 2018-2019 Cluster Strategy Development

The 2018-2019 Cluster Strategy Workshop was conducted in October 2017 with attendance from all Cluster members, UNMISS, S-NFI, Education and Protection Cluster partners. Of the 11 respondents to this survey, only one felt their organization or agencies views were poorly or incompletely represented. While this may be an acceptable deviation, further follow-up is recommended to solicit feedback on the process used to inform any such future engagements by the Cluster.

Figure 4: Agency Representation in Cluster Strategy

How well are your organizations/agency's views and priorities represented in the development of the CCCM Cluster response plan and strategic direction?



## Outputs and Outcomes

On core outcomes, members rated Cluster performance highly, with emergency preparedness, fulfillment of mandate, resource mobilization support, and reaching of target beneficiaries highly rated. National capacity building and the achievement of strategic outcomes were somewhat lower rated, but still regarded as effective by the majority of respondents. Given the low participation of national NGOs in this survey, investigating CCCM capacity building in more detail is warranted.

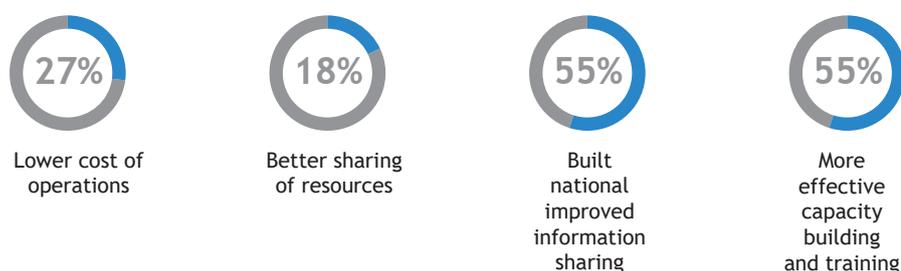
Figure 5: Percent of Cluster Members Rating CCCM "Effective" on Cluster Outcomes



## Direct Outcomes of Coordination Mechanisms

With regards to lower costs of operations and better sharing of resources, only one of the 11 respondents experienced these positive outcomes. With regards to improved information sharing and effective capacity building, only half of Cluster members experienced these outcomes.

Figure 6: Percent of Cluster Members Reporting Positive Outcomes



Given the fact that humanitarian operations in South Sudan are generally very costly due to several external factors including poor transport infrastructure, high prices of imported goods, and poorly developed local markets, the CCCM Cluster alone is not in position to make meaningful positive contribution to cost reductions for operations by its Cluster members. Thus, this limited result should not be considered a shortfall of the Cluster in 2017.

However, that only half of members experienced improved information sharing and more effective capacity building and training is worrying. Given that these are more closely related to core Cluster activities and are central to the Cluster's coordination role, further investigation is recommended to identify the particular shortfalls to guide future investments. For information sharing, the results discussed above regarding satisfaction with information products may provide one avenue. Additionally, the Cluster needs to be constantly mindful of the high staff turnover among its partner agencies and ensure continuous circulation of the Introduction Package to agency staff. For effective capacity building and training, the Cluster should explore alternative approaches to supplement ongoing activities.

## Recommendations

### Information Sharing

1. Explore further opportunities for internal and person-to-person Cluster information sharing;

### Cluster Strategy Workshop

2. For future workshops aimed at development of Cluster strategy, include all stakeholders in the planning of the agenda and workshop design;
3. Immediately following workshop implementation, conduct follow-up to document lessons learned for further improvement;

### Capacity Building

4. Further engage with Cluster members on the low rating for capacity building and training, including directly consulting national NGOs who did not take part in this survey exercise;
5. Ensure continuous circulation of Introduction Package to new agency staff.

## Annex 1 - CCCM Cluster Satisfaction Survey

**This survey will collect feedback from CCCM Cluster partners on the effectiveness of the CCCM Cluster's coordination mechanisms. The results will be used to inform coordination activities and areas for improvement. We value the feedback we receive, all answers remain confidential.**

\* 1. What type of organization/agency do you represent?

- National NGO
- International NGO
- UN Agency

Other (please specify)

2. Please rate how satisfied you are with CCCM Cluster Coordination overall:

- Very Satisfied
- Satisfied
- Unsatisfied
- Very Unsatisfied

3. Please rate your level of satisfaction with the following CCCM Cluster tools and information products:

	Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied
Site Profile	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cluster Situation Report (Bi-weekly Cluster Sitrep)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cluster Email Lists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Please rate your satisfaction with Cluster performance on the following activities:

	Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied
National-level coordination (ICWG, HCT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State-level coordination (SFP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy (overall)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support to partners through Cluster Support Missions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CCCM Cluster Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness to Urgent Needs/Crisis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. How well are your organization/agency's views and priorities represented in the development of the CCCM Cluster response plan and strategic direction?

- Very well or completely represented
- Well represented with some omissions/oversights
- Poorly or incompletely represented with several omissions/oversights
- Very poorly represented or marginalized with major omissions/oversights

6. Have you experienced any of the following positive outcomes from CCCM Cluster coordination mechanisms?

- Improved relations between organizations/agencies
- More effective advocacy work to support the needs of beneficiaries
- Enhanced communication and exchange of information between organizations/agencies at different sites
- Better planning for CCCM Cluster activities at the national level
- Better understanding of key issues affecting the CCCM Cluster at national, state and site level
- Improved capacity building and training for CCCM practitioners and partners
- Other (please specify)

7. Have CCCM Cluster coordination activities contributed to any of the following to improve cost-effectiveness or the use of resources in the humanitarian response in South Sudan?

- Lower cost of operations
- Better sharing of resources
- Improved information sharing
- More effective capacity building and training
- Other (please specify)

8. Please rate how effective the CCCM Cluster has been in achieving the following:

	Very Effective	Effective	Ineffective	Very Ineffectively/Counterproductive
Built national capacity through NNGOs and other local partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prepared for emergency and contingency events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fulfilled its Camp Coordination and Camp Management mandate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reached target beneficiaries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achieved strategic outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supported resource mobilization for your agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Please provide any additional comments and feedback on improving the overall coordination efforts of the CCCM Cluster at the national level: