

Site Management Support Sector Working Group
Terms of Reference
12th May 2016

Background

On 30 June 2015, UNHCR internally declared a level-two emergency in response to the deteriorating humanitarian situation and reception conditions in Greece, the Former Yugoslav Republic of Macedonia and Serbia. Since the emergency declaration, the humanitarian situation in Greece has deteriorated further with over 120,000 refugees and migrants arriving by sea since January 2016. Since fall 2015, humanitarian agencies and volunteer organizations have been supporting Government authorities in the management of the reception centers on the Greek Islands located along the Turkish coast.

However, in March 2016, the closure of the Greece-FYROM border followed by the implementation of the EU/Turkey agreement significantly changed the situation and operational environment, with estimated 35,000 thousands of refugees and migrants currently stranded in more than 30 new formal sites scattered across the mainland and a number of informal ones mostly in Attica and Central Macedonia. Such a situation put further strain on the Authorities' already overstretched capacity to cater for refugees and migrants' basic needs.

Hence, the Government of Greece requested humanitarian actors and volunteers to extend services to sites on the mainland where refugees and migrants are accommodated while waiting for their asylum application to be processed. Site Management Support (SMS) agencies have ever since stepped up their engagement with Government appointed site managers in various locations, filling gaps mostly in terms of infrastructure rehabilitation, information sharing and community engagement.

In order to improve humanitarian coordination and more effectively cope with growing needs, in early 2016 UNHCR has set up the Refugee Coordination Model (RCM), establishing a number of sector-based coordination bodies (Sector Working Groups) operating under UNHCR's overall coordination and leadership. The SMS Sector Working Group (SMS SWG) has recently established itself as the coordination mechanism for humanitarian actors providing Site Management Support in the various sites.

A. Working Group's Objective

In line with the Refugee Coordination Model (RCM) and the RRM RP, and in support of the Government, the objective of the Site Management Support Sector Working Group (SMS SWG) is to ensure protection of and assistance to refugees and migrants living in formal settlements, as well as to monitor informal settlements and advocate on behalf of their residents to ensure assistance.

B. Site categorization:

The SMS SWG distinguishes between "formal" and "informal" settlements, as well as urban displacement.

Formal settlements are space that have been designated by the hosting government authorities to accommodate refugees and migrants. Formal settlements include sites, collective centers, reception/transit centers and closed facilities.

- Sites:
 - Spaces planned and developed to accommodate refugees and migrants;
 - Authorities are responsible for their management and administration;
 - Authorities, volunteers and humanitarian actors provide basic services as appropriate to the context.

- Collective Centers:
 - Architectural structures initially built for another use and subsequently repurposed and adapted to accommodate refugees and migrants (e.g. stadiums, schools, airports, religious buildings, etc.);
 - Authorities are responsible for their management and administration;
 - Authorities, volunteers and humanitarian actors provide basic services as appropriate to the context.

- Transit/Reception Centers:
 - Spaces established to accommodate refugees and migrants for a short and set period of time until they gain access to longer-term accommodation;
 - Authorities are responsible for their management and administration;
 - Authorities, volunteers and humanitarian actors provide basic services as appropriate to the context.

- Closed facilities:
 - Following 20 March agreement between the European Union and the Government of Turkey, spaces established or repurposed by the Greek of Government to detain refugees and migrants present on the Greek Islands while waiting for either forced repatriation or forced for transfer to reception facilities back in Turkey.
 - Authorities are responsible for their management and administration;
 - Authorities provide basic services. Due to the nature of these centers and the restrictions on refugees and migrants' freedom of movement kept in these centers, the involvement of humanitarian actors in service provision is generally very limited.

Informal settlements include a wide range of sites but adhere to the following criteria:

- Places not developed or designated by the hosting government authorities to accommodate refugees and migrants but *de facto* serving that purpose.
- As informal settlements are not formally recognized by the authorities, these have not established any formal site management structure. However, in their capacity as sovereign entity, they are still responsible for overall administration;
- Assistance may be available but the extent of services available is generally more limited and/or they are provided more sporadically;
- There are at least twenty displaced households or fifty individuals living or looking for services in the site.

Urban displacement generally refers to the specific challenges related to urban scenarios where displaced populations often mix with the urban poor or migrants and are not supported through the traditional communal setting approach. In the context of Greece, it specifically refers to those refugees and migrants present on the mainland that are living in non-camp-like settings and have identified alternative housing solutions within larger urban centers (e.g. hotel rooms, rented apartments, squats, etc.)

C. Geographical coverage and coordination structure

National

- National humanitarian coordination mechanisms for the overall response are concentrated at capital level, therefore the SMS SWG national coordination (coordinator and co-coordinator) is based in Athens.
- The national SMS SWG coordination provides overall guidance and strategic orientation for SMS interventions across Greece, and acts as an advocacy platform for SMS SWG partners on issues falling within the SMS scope of action.

Sub-national

Coordination at sub-national level is ensured by two sub-national SWGs, respectively responsible for Attica and Central Macedonia, and a number of SMS focal point agencies responsible for the following areas:

Mainland:

- Western Greece and Epirus
- Thessaly and Central Greece
- Eastern Macedonia and Thrace

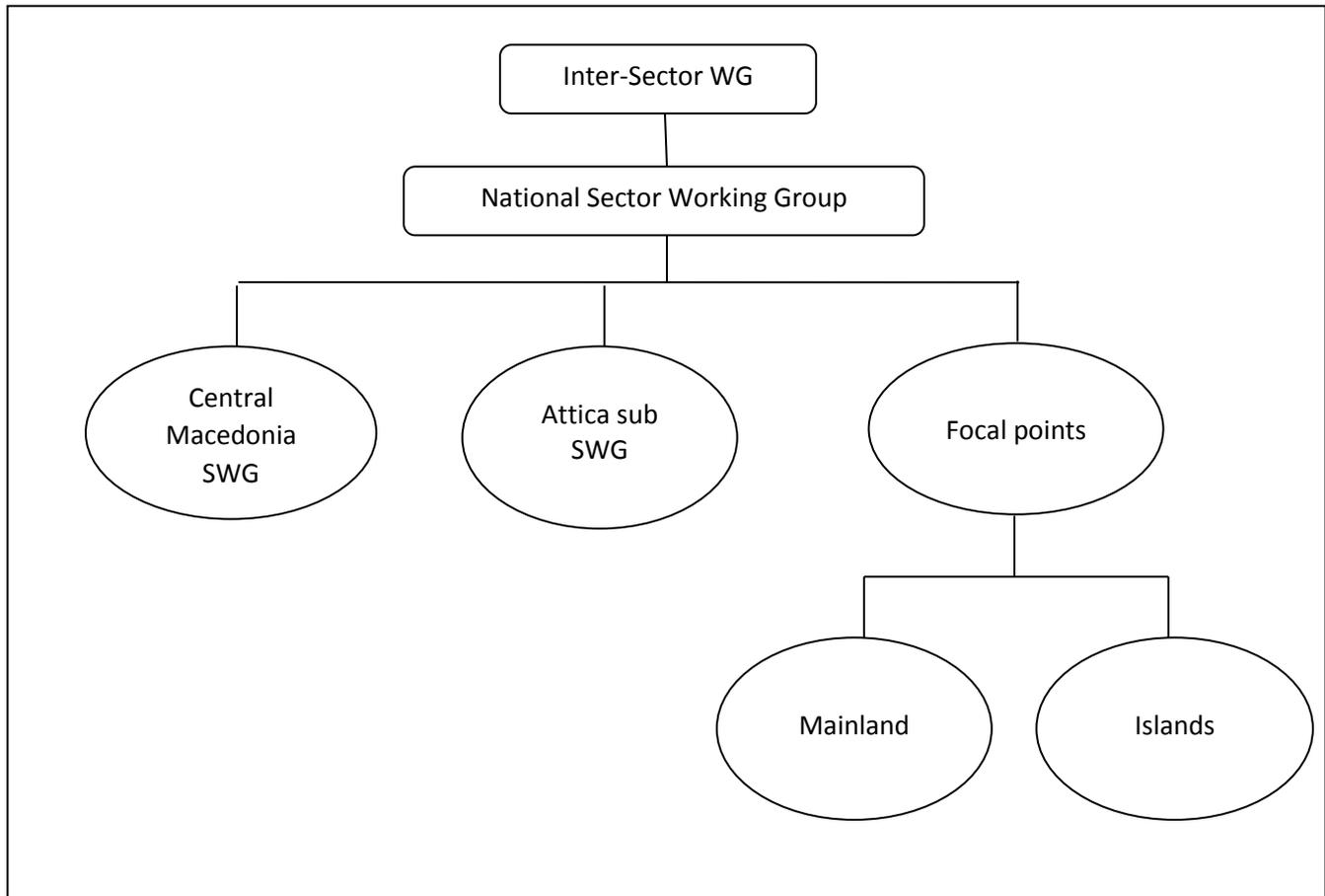
Islands:

- Lesvos
- Chios
- Samos
- Kos/Leros/Kalymnos

Sub-national SWGs and focal point agencies act as the liaison between SMS SWG partners at field level and the national coordination. As the response evolves, the SMS coordination structure shall flexibly adapt; should it be required, additional working groups or focal points shall be established in other areas of the country

Once formed, sub-national SWGs in Attica and Central Macedonia will also draft their respective ToR, which will be annexed to the present document. The National SWG will draft and endorse ToR for the SMS focal points in the other locations.

SWG structure chart



D. Sector tasks and responsibilities:

While fully recognizing that the Government of Greece is the primary duty bearer vis-à-vis refugees and migrants living on Greek soil and is therefore responsible for leading and coordinating relief operations across the country, the SMS SWG's mandate and responsibilities the following:

- **Facilitate and strengthen humanitarian coordination**
 - Establish and maintain appropriate SMS coordination mechanisms at all levels as per needs (national SWG and sub-national SWGs)
 - Liaise with other humanitarian coordination bodies (including other SWGs, ISWG, etc.), as well as with government authorities at both national and sub-national levels to ensure adequate response capacity
 - Facilitate interaction and cooperation between SMS partners and government authorities at various levels and help define roles and responsibilities in sites and site-like settings.
 - Establish information management and reporting systems to facilitate information sharing between SWG members and between national and sub-national levels, including mapping and tracking “who is doing what where”

- **Develop SMS sector strategies and contribute to inform multi-sector humanitarian response and planning**
 - In consultation with SMS SWG members design national and sub-national SMS strategies
 - In coordination with government authorities and other sectors, contribute to inform the overall multi-sector response strategy, as well as contingency planning based on worst-case and most-likely scenarios.
 - Assess, verify and map emerging assistance needs and protection issues in the various settlements and identify gaps and duplications in service provision by conducting regular “gap analysis” based on verified needs;
 - Promote strategies to build up and strengthen community participation mechanisms within formal settlements;
 - Promote strategies to build up and strengthen mutual confidence between formal settlements residents and surrounding communities;
 - Ensure mainstreaming of crosscutting issues (e.g. age, diversity, environmental considerations, gender, HIV/AIDS and human rights) into SMS needs assessments, analysis, planning, monitoring and response.

- **Support government authorities and local civil society groups and contribute to the development of local response capacity in sites and site-like settings.**
 - Ensure that the humanitarian response builds on local capacities;
 - Establish appropriate links with national and local authorities, and local civil society groups, in an effort to create and maintain appropriate coordination and information sharing mechanisms.
 - Promote capacity building of relevant authorities and local civil society groups at national and sub-national levels, when deemed necessary.

- **Advocacy and resource mobilization**
 - Advocate for the mobilization of resources for SMS interventions in close coordination with the inter-Agency Coordinator;
 - Monitor and advocate for the application of relevant policies, guidelines, and technical standards in site-like-settings;
 - Identify core advocacy concerns and contribute key messages to broader, multi-sector advocacy initiatives;
 - Advocate with authorities to ensure that humanitarian partners have access to target beneficiaries and conduct their work independently in a safe environment that allows for confidentiality of sensitive information;
 - Represent the SMS SWG’s perspective at the ISWG and in discussions on prioritization, resource mobilization and advocacy with the authorities, Refugee Coordinator and Inter-Agency Coordinator.

- **Preparedness and contingency planning**
 - In coordination with the government, other SWGs, host and site populations, ensure appropriate preparedness measures and contingency planning to mitigate the impact of weather and other hazards at site level.

- **Promotion of alternative options to encampment and site closure**
 - Advocate with government authorities for the identification of alternative options to encampment for target beneficiaries waiting for refugee status determination in the form of more sustainable and dignifying non-site housing options and livelihood opportunities;
 - Advocate with and support government authorities in the development of appropriate formal settlement closure guidance addressing relevant issues, including decommissioning of site assets and environmental repercussions.

- **Internal monitoring and evaluation**
 - Establish adequate monitoring mechanisms to review the impact of the SWG's activities and its progress made/achievements against implementation plans;
 - Transparently share at national and global level lessons learned regarding the functioning and impact of the SWG.

- **Sector Working Group phase-out**
 - Regularly assess the need for SMS Coordination structures – national and sub-national SWGs and Focal Points – and facilitate the orderly phase-out of the SWG, should the circumstances no longer required its existence.

Membership & member responsibilities

The SMS SWG (both at national and sub-national levels) is open to any organization implementing or interested in implementing SMS programs in Greece. Moreover, the SWG not only welcomes and encourages the active participation of the designated national and local authorities responsible for leading the response to the ongoing refugee crisis.

At national level, SWG members' focal points from the different member organizations are expected to be Senior Staff members in their respective organizations, have national-level decision-making authority and preferably some understanding/knowledge of Camp Coordination and Camp Management key principles and concepts.

At sub-national level, SWG member's focal points are expected to be field based program staff with field based decision-making authority.

SWG Members' responsibilities include:

- Coordinate planning and assessments with all other members to avoid duplications and address gaps, including geographical and programmatic gaps;
- Regularly participate in meetings, share information about SMS activities and strategies, as well as contribute to the SWG's prioritization at national and sub-national level;
- Actively contribute and collaborate with the development of common tools and approaches, including proactive engagement in assuming responsibilities in the distribution of tasks and initiatives;
- Actively contribute to the identification of other humanitarian actors undertaking SMS activities in order to invite them to join the SMS SWG.

- Report on contextual developments at local level and on SMS activity progress and achievements in the sites where they operate and contribute to the SWG's analysis of evolving trends dynamics at national and sub-national levels.

Coordinator and co-coordinator Arrangement & responsibilities

The SMS SWG is chaired by UNHCR and co-chaired by NRC at national level. The chair and co-chair will divide tasks in an equal and collaborative manner, and will be responsible for:

- Representing the SMS SWG in other coordination bodies as needed;
- Facilitating regular SMS SWG meetings, including the preparation of agenda, circulation of meeting minutes, drafting of SWG documentation and follow up on action points;
- Coordinating the development of SMS SWG strategies, guidelines and tools, and facilitating their final endorsement and distribution.
- Identifying potential new SWG members interested in undertaking SMS activities within Greece and encourage their inclusion in coordination mechanisms;
- Ensuring that the strategic objectives of the SMS SWG are met and standard SWG indicators adequately monitored.
- Support SWG members' advocacy at national level.

The Co-coordinator position's term is six months. Every six months the SMS SWG will issue a call for expression of interest for the position of co-coordinator. Interested member organizations are encouraged to submit their application. The national SWG members will identify the co-coordinating agency through a transparent peer review of the applications.

Reporting Lines:

- The sub-national SWGs and Focal Points report technically to the national SMS SWG and operationally to the sub-national Inter-Sector Working Groups in their respective geographical areas.
- The national SMS SWG reports to the national Inter-Sector Working Group.

Terms of revision

The present Terms of Reference are subject to revision every six months or upon significant changes in the operational environment which might require unforeseen adjustments. Similarly to the drafting, the revision process will be spearheaded by the national SWG Coordination and subsequently discussed and endorsed by SMS SWG members.

For further information regarding the SMS SWG, please contact:

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