

Creating Community Leadership Structures in Lovua Settlement Protection Working Group – Dundo

I – Background

As of 15th of September 2017, Dundo counted some 31,370 refugees including 7,469 men; 6,965 women (or 22% of total population) and 16,936 children (or 53% of the total population). Lovua settlement already counts some 2,313 refugees as well as ten agencies and partners delivering services of WASH, shelter, protection, health and material assistance. The current population in Lovua and Cacanda reception center (corresponding to the first and second phases of the relocation) present the following breakdown in terms of age, gender and diversity:

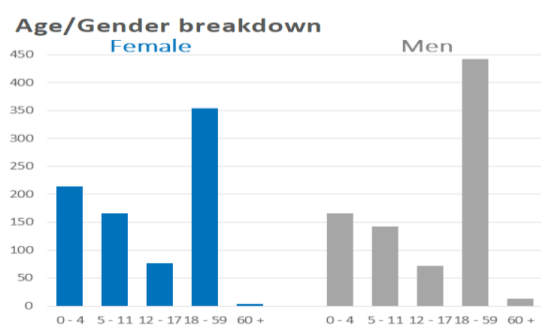


Figure 1 Cacanda Age/gender breakdown as of 15 sept 2017

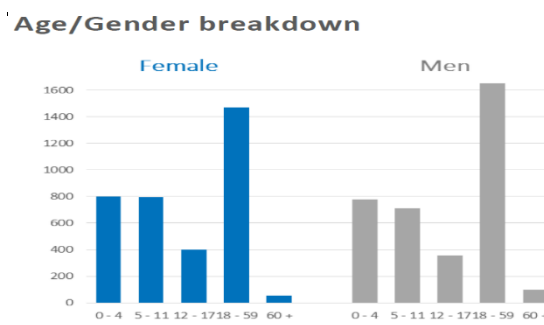


Figure 2 Lovua Age/gender breakdown as of 15 Sept 2017

In order to move forward with the development of activities and services in the settlement, it is essential to create the first refugee leadership structures with and for the refugee community, and to support further the refugees in creating their channels of communication with all actors on site, including Government counterparts and law enforcement actors. The need to urgently create community leadership structure has been identified and agreed upon by members of the Protection Working Group (PWG) established at FO Dundo and composed of UNHCR, JRS, MDM, CARITAS, UNICEF, and under the guidance of MINARS representatives. It is also agreed that as the relocation process will last for another couple of weeks more, the leadership structure should already be defined in Lovua and should not wait for the end of the relocation that may end only towards the end of the year and would thus paralyze community-based interventions in the settlement.

The following process has thus been elaborated jointly and endorsed by all members of the PWG for immediate implementation. As coordinating agency for Protection, UNHCR will lead the process of organizing election of community representation leadership under the guidance of MINARS. The

process is intended to be consultative, not only of the refugee community obviously, but also of all partners present on site that will directly benefit from the existence of the leadership structure.

The process intends to be based on the inputs and feedback of the refugee community before all, to respond to their needs and expectations, but also with the view of creating harmonized and transparent leadership.

II - Process:

a) Community Consultation

The process of creating leadership structures in the settlement will have for starting point consultation with the refugee community in order to collect their inputs and suggestions upon which the system will be built. The consultations will be organized through focus group discussions with women, men, and adolescent boys and girls throughout the entire settlement (currently villages of Zones A and B) in order to allow everyone to share their views and ideas.

Thus it was agreed within the PWG that UNHCR and JRS teams will be organizing several rounds of discussion with the above profiles at the village level. All information collected will be entered into a data matrix (see attached Annex 1) that will allow further analysis and assist in the design of the next steps of the process.

The same will take place at Cacanda reception center as refugees currently staying in the reception center are also directly concerned and will be the future population of Lovua settlement in the next coming weeks. Consultation will be conducted on the same basis under the leadership of UNHCR and its partner JRS.

In terms of methodology, the group discussions will be built upon three open questions in order to facilitate the exchange of ideas within the community:

- 1) What type of community representation structures do you wish to have in your village?
- 2) What will be the terms of reference of the community leaders?
- 3) What should be the election process and how can we assist you in putting it in place?

The objective of the consultation process is to determine what refugees see as legitimate, accountable and representative leadership and how they suggest this be translated into the process of selection and concrete TORs (what is expected in terms of constituency, composition and roles, consultations with population and feedback mechanisms, working hours, etc.).

The consultation process will also allow to clarify from the community what will be expected from their leaders: are they to act as agents of protection by identifying vulnerable refugees, coordinating with service providers to deliver an appropriate response, or are they to take on a more clear-cut representative role, receiving and channelling messages to and from their constituency whereas outreaching tasks and link up with services etc. will be undertaken by other committee members. Clarifying the roles needed should also link to a discussion with the community on the skills and capacities of the refugee representatives in order to support the upcoming election process.

During consultations, the team will highlight the importance of diversity in representation (and how to ensure diversity in representation) and share key messages of peaceful coexistence.

b) Analysis and determination of applicable model

The information collected by UNHCR/JRS team for each group discussion will be compiled into a general data collection matrix and discussed at the PWG level in order to design a comprehensive representation model that must reflect all inputs provided by the community. The designated model will then be presented to all partners at the inter-agency level.

c) Feedback to the Refugee Community

In parallel, the model will be presented back to the community through simplified channels (single group discussion at village level) in order to ensure that all inputs were understood and properly reflected into the applicable model, as well as to discuss the next steps of the process.

d) Drafting of terms of reference for community leaders

Based on the information collected, the PWG will be elaborating terms of reference of the refugee leadership, which will go through the same approval and confirmation process than above described. The document will also be translated into all local languages and will be used as a key reference document for the training and monitoring of the activities of the refugee leadership in Lovua settlement – including it may be revised as deemed necessary by the community.

e) Election for refugee community leaders

The final process of the creation of leadership structures in the settlement will be the election of their members. While again the process should be designed by the community itself, it is the duty of the protection partners to ensure that the process takes place in peace, respect confidentiality of the vote, fairness and access to all community members. One of the suggestions of the PWG so far has been the use of color tokens and ballots as an example of practices that have taken place in the past and as MINARS representative mentioned.

f) Training and awareness of community leaders and refugee population

Once elected, it will be of primary importance that refugee leaders receive training on

- Basic protection considerations including refugee rights and obligations, child protection and SGBV standards as well as on referral pathways existing in the settlement
- Peaceful existence and leadership skills

Meetings with relevant actors on the ground including implementing and operating partners, and police forces will be organized.

g) Continuous monitoring

There should be continuous monitoring of the leadership structure in the camp and complains mechanisms created. Both will be further discussed at second stage and elaborated among all partners with the inputs from the refugee community especially regarding the complaint avenues. PWG members will take the lead on creating the necessary tools.

h) Peaceful coexistence

The PWG lengthy discussed the implication of such a process in terms of peaceful coexistence in Lovua settlement and in view of the needs to ensure balance of interests between the different ethnicities represented in the refugee population. While the leadership structure in place must ensure that interest of all is represented, included of minorities in each village; it should not become an instrument of divides between the different communities. Thus it is agreed not to impose any criterion of ethnicity on the leadership; instead there will be intensive efforts on peaceful coexistence and training on leadership skills to ensure that whomever is elected as leader of the community at the village level keeps representing the interest of the community as a whole and maintains peaceful relationships between all families.

i) Other considerations

As the relocation process continues, each new village will have election organized through a similar process, reason why the process of consultation will take place in Cacanda reception center as well. It is a constraint that the urban population will not be consulted as they represent a big portion of the general population however (1) their outreach is difficult (2) many of them are actually already residing in Cacanda as per our observations (3) their relocation to the site may happen only towards end of the year and therefore continuation of activity cannot be paralyzed until then. Should there be a strong disagreement from the urban community on the process in place, further community discussion and mediation will be organized.

j) Tentative Timeline

Focus Group discussions in Lovua and Cacanda	Week 18 th September
Analysis of applicable model /presentation to partners	Week 25 th September
Feedback to Community / Drafting of TORs	Week 25 th September
Elections in Lovua settlement	Week 2 nd October
Training of selected community leaders	Week 9 th October

First Draft – 17th September 2017, Dundo



Annex 1

Reporting Template

Focus Group Discussion on Creation of Leadership structure in Lovua Settlement

<i>Zone / Village</i>	
<i>Group targeted</i>	
<i>Date of FGD</i>	
<i>Nbr of participants</i>	
<i>Staff conducting the FGD</i>	

4) What type of community representation structures do you wish to have in your village?

<i>Answers provided</i>	
<i>Points of disagreement</i>	
<i>Consensus reached</i>	

5) What will be the terms of reference of the community leaders?

What refugees see as legitimate, accountable and representative leadership and how they suggest this be translated into the process of selection and concrete TORs (what is expected in terms of constituency, composition and roles, consultations with population and feedback mechanisms, working hours, etc.). What will be expected from their leaders: are they to act as agents of protection by identifying vulnerable refugees, coordinating with service providers to deliver an appropriate response, or are they to take on a more clear-cut representative role, receiving and channelling messages to and from their constituency whereas outreaching tasks and link up with services etc. will be undertaken by other committee members.

<i>Answers provided</i>	
<i>Points of disagreement</i>	
<i>Consensus reached</i>	

6) What should be the election process and how can we assist you in putting it in place?

<i>Answers provided</i>	
<i>Points of disagreement</i>	
<i>Consensus reached</i>	

Annex 2

Focus Group discussions (*group two villages to gain time)

Village 1		Date / focal point
	Women	
	Men	
	Adolescents	
Village 2		
	Women	
	Men	
	Adolescents	
Village 3		
	Women	
	Men	
	Adolescents	
Village 4		
	Women	
	Men	
	Adolescents	
Village 5		
	Women	
	Men	
	Adolescents	

Village 6		
	Women	
	Men	
	Adolescents	
Cacanda		
	Women	
	Men	
	Adolescents	

