Camp Coordination and Camp Management Cluster in Northwest Syria

Member Induction Package

CCCM CLUSTER
SUPPORTING DISPLACED COMMUNITIES

Contents

Introduction

The CCCM cluster is activated in north-west Syria (NWS) only through a remote, cross-border operation. UNHCR is leading the cluster with co-leading support from NGOs (currently Global Communities). CCCM coordinates the response in 1,302 IDP sites, including 1,180 self-settled camps, 103 planned camps, 13 collective centers, and 6 reception centers. These sites in NWS, regularly monitored through the IDP Sites Integrated Monitoring Matrix (ISIMM) and host 1.6 million people (as of December 2020). Compared to 2019, this represents a 76 percent increase. Basic multi-sectoral life-saving assistance is provided to IDPs living in these sites through humanitarian actors. However, significant gaps exist in the response across all sites in north-west Syria.

Photo credit: Alresala, Almanara IDP Site, 2020

Context in NWS

The ongoing conflict has resulted in a complex pattern of internal displacement NWS. The main areas where IDPs are concentrated are Idleb and Aleppo governorates, with an estimated population reaching well over 2.6 million. Renewed violence since December 2019 has resulted in new waves of displacement, provoking secondary displacement of existing IDPs, and uprooting whole communities from their homes, and forcing them into flight.

These "new" IDP populations have settled in a variety of settlements, which differ across zones. Communities receiving and hosting IDPs are saturated, with their capacity overstretch, leaving new IDP arrivals to search for alternative solutions that are increasingly limited.

Continuous displacement has led to a decrease in areas available to accommodate the newly displaced population. Over-populated sites and lack of camp management continue to be prevalent concerns, especially in the context of the COVI-19 pandemic where the application of preventive, response, and mitigation guidance is essential.

Furthermore, the severe currency fluctuation of the Syrian pound further compounds vulnerabilities as access to basic needs and services is increasingly challenging. In terms of priority needs, the CCCM Cluster found through its monthly displacement updates that the top three needs and concerns reported by people who were newly displaced in July 2020 were safety and security (22%), shelter (21%), health (17%) and cash/voucher assistance (17%).

CCCM Cluster Membership

The ultimate objective of the CCCM Cluster is to provide a conductive coordination environment to the member organizations to assist the persons in need in the accessible areas in NWS. This coordination must be in line with the humanitarian principles, other IASC developed standards and the CCCM developed policies and its guidance. As per its terms of reference (ToR), the CCCM Cluster has specific commitments towards its membership, in return, the cluster members have specific commitments towards the cluster. This document is developed to define the different cluster membership criteria and the accessibly for each criterion to the cluster services. For more information about the membership categories and definition and requirements to be active member, please see the "CCCM cluster requirements for membership" document.

CCCM Strategy and Response Plan

The overall goal of the CCCM is to enable a liveable environment for IDPs in the most vulnerable temporary settlements. This goal highlights traditional CCCM responsibilities of ensuring equitable access to services and protection for displaced persons but with a

greater emphasis on promoting the health, safety, and environment of both planned and self-settled sites.

As outlined in the 2020 Humanitarian Response Plan (HRP) for Syria, CCCM's response strategy focuses on four critical and inter-related sectoral objectives:

1) Monitoring the provision of streamlined lifesaving, multi-sectoral assistance in IDP sites
   - Examining multi-sector responses in IDP sites.
   - Analysing the gaps and preparing monthly needs assessments in IDP sites.
   - Improving services monitoring tools and ensuring members' capacity on monitoring.
   - Utilising IM tools such as the IDP Sites Integrated Monitoring Matrix (ISIMM) which is updated on a monthly basis, for camp profile monitoring, providing updated information about multi-cluster/sector services in settlements as well as IDP's specific needs, and about the services providers.
   - Ensuring up to date information on IDP sites through IM tools like the IDP Sites Integrated Monitoring Matrix Plus (ISIMM+) which is a more in-depth tool that is updated whenever possible on a quarterly basis and provides the outputs of the IDP Site Profiles and Multi-Sectoral Service Monitoring factsheet.
   - Developing and building the capacity of humanitarian actors operating in planned, self-settled sites, and Collective Centers.
   - In addition to managing Reception Centers to provide first response, temporary shelter; and referrals to longer-term shelter solutions, including improving linkages between RCs and planned camps.
   - Supporting in HLP document review process to ensure equitable access to assistance and protection in IDP sites.

2) Improving the camp management quality and accountability in IDP sites
   - Promoting participatory management structures, including active participation by women.
   - Training for humanitarian actors on camp governance and protection mainstreaming.
   - Capacity building of camp management and related personnel such as community leaders where possible.
   - Promoting equal access to goods and services in IDP sites for all residents, considering in particular access for vulnerable groups.

3) Strengthening household and communal coping strategies in IDP sites and develop exit strategies
   - Equipping and training emergency responders and IDP committees in IDP sites (including first aid and fire response).
   - Implementing tailored livelihood activities, for example, agricultural activities, designed to enable households to restore their assets and leave IDP sites for better solutions.
   - Conducting self-reliance promotion activities in IDPs sites, e.g. vocational trainings.

4) Disseminating operational information on IDP figures and movements on a timely basis
   - Tracking, analysing, and sharing IDP movements and displacement trends, with CCCM Cluster members, other Clusters, and operational actors.
   - Utilising IM tools such as the IDP Tracking Tool to track the movement of IDPs during displacement and determine the destination, receiving data from multiple sources (IOM, ACTED-REACH, and Mezon); cleaning and triangulating data to ensure data quality.
   - Developing reporting tools to enable members in the field to report flood, fire, storms, shelling, and airstrike incidents, as well as the number of affected people and their urgent humanitarian needs.

Seeking durable solutions and developing and implementing camp closure guidance remains part of the CCCM Cluster's overall core objectives. However, given the complex context where the conflict and subsequent is ongoing without a peaceful resolution in site, the Cluster did not include these priorities in its strategy for 2020/2021.

Photo credit: IYD, Dier Hassan IDP Site,

IDP Camps, Collective & Reception Centers

CCCM members provide multi-sectoral services to wide variety of different IDP sites. Therefore, it is important to maintain consistency to have the same terminology across all members. In its monthly gap analyses through the IDP Sites Integrated Monitoring Matrix (ISIMM), CCCM classifies each IDP Site according to the following categories:

1) Planned Camps:
   - CCCM Cluster partners may provide management services.
   - Planned and built to accommodate IDPs in either urban or rural locations.

- Stakeholders and partners provide basic services and infrastructure as per international standards.
- Use of these sites is typically exclusively for the population of the site.

2) **Self-Settled Camps:**
- Open air, spontaneous or self-settled camp in urban or rural areas, also called informal sites or random camps.
- Often consists of tents or improvised shelters.
- Often situated on state-owned, private, or communal land, usually after limited or no negotiations with the local population or private owners and are prone to over-use.
- At least five families sharing common services and leadership.
- Self-managed by IDP representatives or local authorities, with or without presence/support of cluster members.
- Typically, independent of assistance and exist without receiving adequate/planned humanitarian interventions as per the international standards.

3) **Collective Centers:**
- Accommodation found in pre-existing public buildings and community facilities, (e.g. in schools, factories, unfinished buildings etc). Buildings and structures can be privately owner or public buildings.
- Can have private but not necessarily structured management, e.g. religious, owner. Collective centre management can have a strong role to play here in coordinating services.
- Often categorized as critical shelter arrangements in unfinished/abandoned buildings. As with camps, intended only as a temporary or transit accommodation.
- Structures may be unstable, unsound, and unsafe for both IDPs and response teams.
- Structures not built to accommodate the displaced but can be modified to do so.
- At least five families sharing common services and leadership.
- Often used when displacement occurs in an urban setting or when there are significant flows of displaced people into a city or town.
- Levels of assistance may vary from full assistance to varying levels of self-reliance.

4) **Transit/Reception Centers:**
- Dedicated to accommodating the displaced for a short and usually set period.

- Provide temporary accommodation for those waiting for places in planned camps.
- Provide temporary accommodation for returnees.
- Stakeholders and partners provide basic services as deemed appropriate.

Reporting New IDP Sites

As IDP sites are a measure of last resort, most residents of these IDP sites are in need of a wide range of humanitarian assistance spanning across several sectors. As many humanitarian organizations are specialized, it is imperative that IDP sites are reported so that consistent life-saving services can be provided to the IDPs in those locations.

How to Report IDP Sites?
The CCCM cluster is monitoring the IDP sites in NWS, by issuing periodic reports on the sites including the provided services, needs, and the population in the sites.

For reporting unlisted sites, members can use the ISIMM plus tool. Before reporting, members need to check if the sites already exists in ISIMM by the same, alternative or old name. If the sites do not already exist, then members should report the sites using ISIMM Plus taking into consideration the following important points:
- The site has it is own management (not part of other camps).
- Identify the type of the site according to the CCCM IDP typology (planned camp, self-settled camp, collective centre, or reception centre).
- Provide the available HLP documents if any. Kindly find the HLP due diligence in the link: https://www.humanitarianresponse.info/en/operations/stima/document/hlp-sensitive-interventions-idp-sites-nw-syria-guidance-humanitarian
- Make sure to provide accurate GPS coordinates.
- Answer the multi-sectoral questions that show the response and the needs in the site.

Importance of Reporting and Verifying IDP Sites:
CCCM recommends reporting sites to the Cluster to be included in the database prior to interventions to the extent possible, so that the Cluster can verify the sites to ensure any risks are mitigated and international standards are upheld.

As outlined in the Camp Management Toolkit, 'The civilian and humanitarian character of camps in an important protection standard which is critical to ensuring the safety and security of refugees and IDPs'. There are number of reasons behind this guidance:

1) **Pull/Push Factor & Do No Harm:** The biggest concern is that an IDP settlement could be in an unsafe location. In the Syrian context this is of particular concern, given that tented settlements are extremely visible by air-forces and can be easily targeted. Discussing the matter amongst the CCCM members is a way for the cluster to mitigate this danger and ensure that they are not providing an incentive for IDPs to stay in an area where their lives are at risk.

2) **Overlap & Interference:** In naming IDP sites, CCCM recommends avoiding problematic names that may lead to any type of classification or discrimination against the site and impact of the IDPs and the assistance provided, such as:
   o Using distinctive names such as orphans, widows, or sons of martyrs...etc.
   o Naming the site with the name of the NGO that established or managed the site, which may lead to the reluctance of other NGOs to serve the camp, because they believe that the services are already provided.

In case the reported site's name is duplicated; CCCM distinguishes it by adding the town's name. CCCM uses unique P-CODES for each site to avoid the issues of naming IDP sites.

The location of the site including GPS and geographic location (according to four administrative levels) is a very important part of the site's information in order to map the sites and support stakeholders to access the sites. The GPS coordinates should be checked before listing a new site to avoid duplicate reporting the same sites under the same or different name.

3) **Centralization & Economies of Scale:** Given the scarce resources allocated to camp management and multi-sectoral responses in IDP sites, it can be more economical to provide these services in a centralized location. This is particularly true for water and health services.

4) **Prevent the Proliferation of Business-Oriented Camps:** Business oriented camps (which can house IDPs in need) have been an issue for this response. Some owners/site-managers can create an effective allusion of an occupied camp, in hopes of procuring a steady stream of humanitarian services that can be diverted. It is important that the CCCM members confirm that any new settlement is not a business-oriented camp to ensure that the maximum amount of resources is spent supporting people in need.

Inter-sectoral Approach

The CCCM Cluster coordinates critical information which is shared with other sectors to facilitate a multi-sectoral response, as well as with donors to advocate for timely support in response to a dynamic and sensitive context. Multi-sectoral services are provided to all displaced people in IDP sites, including shelter, WASH, NFI kits, protection, Education, Nutrition, food, and health services.
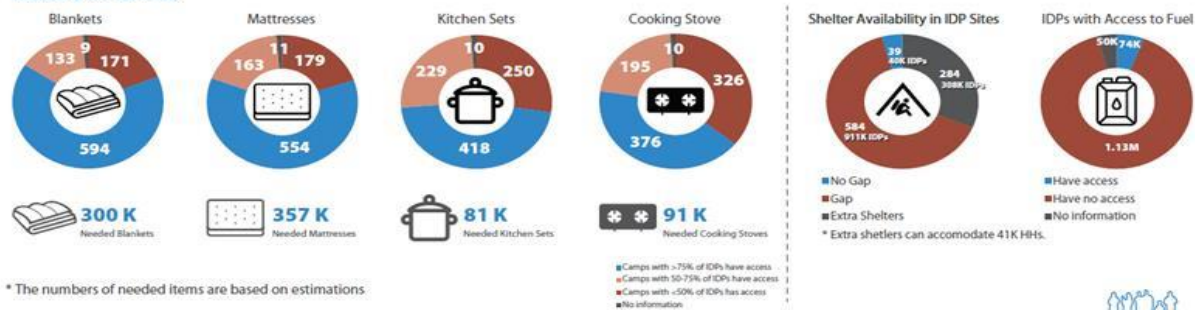
CCCM plays a key role in recording and monitoring IDP movements and coordinating a response in IDP sites. As part of CCCM's multi-sectoral response/approach in IDP sites, sector members provided humanitarian life-saving assistance to IDPs.

The CCCM Cluster also works closely with other clusters to strengthen the multi-sectoral response to address the multi-faceted nature of needs in Syria, attain common outcomes and avoid duplication.

IDP Tracking

Operational Uses:
The IDP Tracking Tool was designed to be operationally relevant for the CCCM membership. Its primary purposes is to facilitate the CCCM members to respond with their own interventions and the Tracking Table will continue to be adapted to better suit the operational needs of its members.

Strategic Uses:
Given the large number of CCCM members reporting displacements, and the wide geographical coverage in NWS; the CCCM figures on displacement have become the official figures on IDPs for the Cross-Border Operation from Turkey, and are used by other clusters, donors, and humanitarian actors.

CCCM Members & Other Implementing Partners:
Some of the many reported uses of this tool include:
- Directing members to known IDP sites, expediting rapid assessments.
- Highlighting areas with the highest IDP concentrations to help prioritize the response.
- Directing members to locations that have not been assessed.
- Establishing a set frame of reference for coordination with other members, clusters, and humanitarian actors.
- Enabling members to scale up the response in the near future with reliable figures.

Clusters:
These figures are operationally used by the WASH, FSL, and SNFI Clusters and their members:
- Coordinating an immediate response in areas with increased IDPs and monitoring if the IDP's needs are being met.
- Selecting the best modality for the current location.
- Scaling up existing responses to meet new needs (both in the short and medium terms).
- Conducting gaps analysis.
- Calculating if existing infrastructure is able to meet the needs of the increased population.

CCCM Members & Operational Partners:

Plus, these figures are useful for the following purposes:

- Designing programs (% of IDP in an area, new figures in a set timeframe).
- Advocating (members can use standardized and updated figures instead of several different figures, which can have a great influence in enforcing advocacy efforts).
- Updating People-In-Need figures.
- Re-prioritizing different geographical areas and modalities based on new needs.

Visualizations:

To aid the membership, CCCM and some of its members have helped to visualize the data captured in the IDP Tracking Sheet and ISIMM tools.
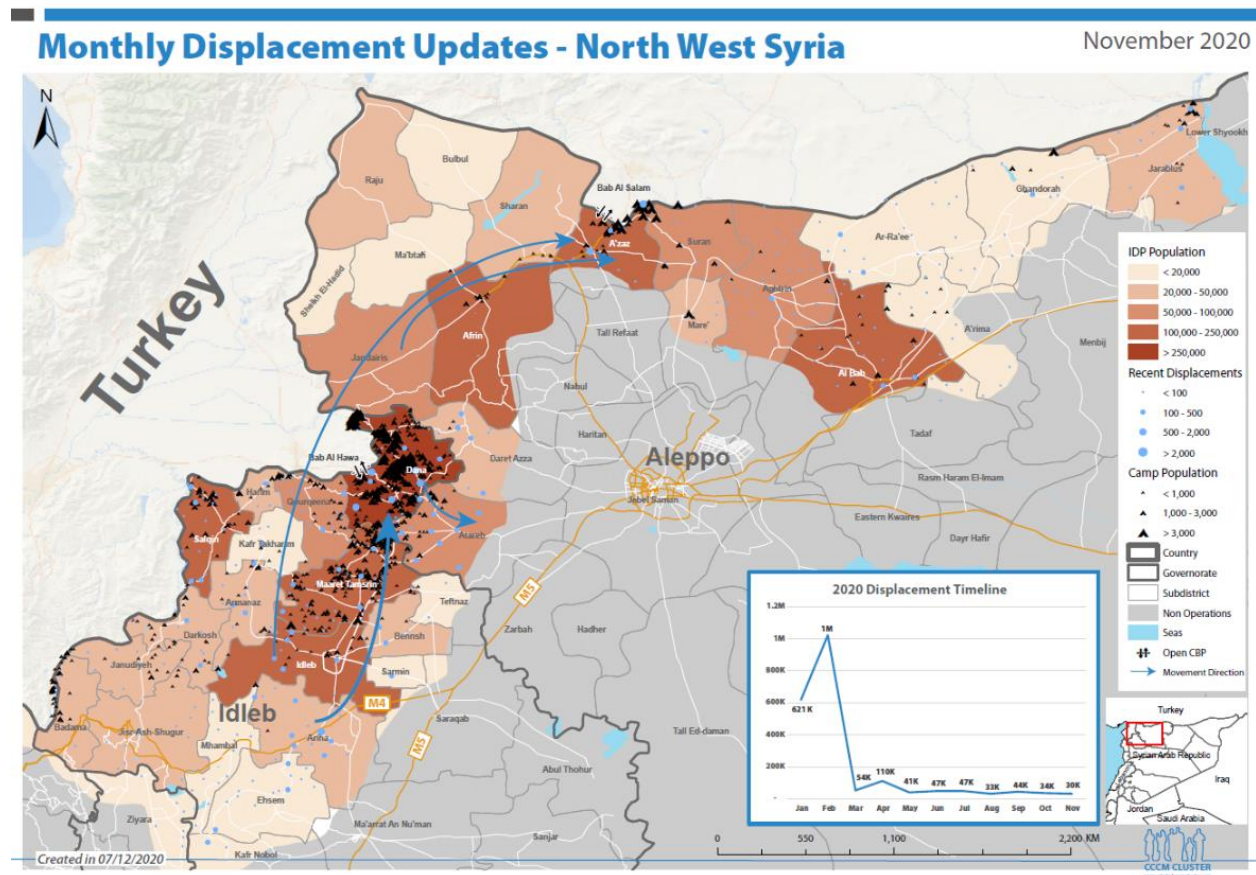
CCCM Monthly Displacement Update, November 2020

CCCM Community Maps:

Together with REACH, the CCCM is also producing Community Maps, shows a heat map of current IDP populations (over a specified time period) in their current locations. It

allows members to quickly reference the areas with the greatest population densities of known IDPs to see if they can access the area. Furthermore, by mapping the villages with IDPs alongside villages in which the CCCM has no data, members can assess if additional displacements would be likely, and can send out a team to physically assess the areas and report into the CCCM. It is produced by the REACH with CCCM data.

CCCM Movement Monitoring:

This is an interactive map which displays the population movements that CCCM has tracked. The website is updated on a monthly basis, and displays total population, IDP populations, changes since the HNO, and changes in the last month. All information is downloadable for use by the CCCM members.

CCCM Dashboards:

On a periodic basis, the CCCM produces maps for the public humanitarian dashboard (run by OCHA), and SitReps. The maps show IDP concentrations at a sub-district level, and displays vectors of movement for the IDPs.

Incident Reports:

In response to incidents in IDPs, such as flood, fire, high-speed wind, or bombardments, CCCM monitors the situation, and provides rapid, ad-hoc reports to facilitate a speedy response, as well as more in-depth monthly summaries.

Monthly Incidents Summary

January 2021

General Overview:

Flood and fire incidents impacted 418 sites in January 2021 in north-west Syria (NWS), according to the CCCM Cluster's reporting tools. The top three affected sub-districts were Maaret Tamsrin (183 sites), Dana (80 sites) and A'zaz (31 sites); and the main urgent needs included tents, non-food items (NFI) and gravelling. As a result of these incidents, many IDPs lost NFI, furniture and personal belongings. Areas with concrete shelters were reported as being more resistant (for example Atma, Qah, Karama and Salam); while the least resistant areas were newly established or relocated IDP sites, or sites in flood-prone areas such as valleys or agricultural land.

Heavy rains and strong winds affected the roads to and within the sites. IDP families with the support of the civil defence, local authorities and/or NGOs were able to open rain drainage and remove water from the tents. Sewage systems were also flooded causing sewage water to enter and damage tents.

Dabiq IDP Site in Aleppo (Source: Global Communities)

Challenges and Constraints:

CCCM partners reported various challenges, such as some families refusing to be relocated to new sites, as they preferred to stay closer to work or income areas. Likewise, affected families often did not want to move to Reception Centers due to concerns about leaving behind tents and belongings, as well as some families having already paid rent in advance. Limited tents and NFIs were also observed as being a source of tension, and delays in tent replacement was a further cause of tension between IDPs who temporarily resorted to staying with neighbours/relatives. The floods in particular created **additional access problems for NGOs with damage to both the roads to and within sites**. The implementation of temporary solutions for rain drainage are also unlikely to be able to withstand further floods.

Response:

CCCM continued to closely cooperate with other clusters, including Shelter/NFI, WASH, Logistics and Early Recovery, as well as OCHA, on the response to floods and fires. CCCM also coordinated with actors on the ground, such as NGOs and Site Monitoring Teams, to monitor and follow up on the provision of assistance.

NFIs were provided in the form of single items, full kits, or multi-purpose cash, while the tent response at this stage focussed on the re-distribution and installation of destroyed tents. In response to the flood incidents, in January, Shelter/NFI Cluster members distributed 94 tents reaching 509 people and delivered 1,937 NFI kits reaching 10,335 people.

Wash IDP Site in Aleppo (Source: Global Communities)

15 Fire Affected Sites

403 Flood Affected Sites

2 Death Cases

18 Injury Cases

10,433 Destroyed Tents

15,060 Damaged Tents

CCCM Monthly Incident Summary, January

Coordinating the Establishment of Planned Camps

After exhausting all possible and available options for sheltering newly displaced people, humanitarian organizations (usually Camp Management Agencies) in coordination with the CCCM Cluster and the respective authority/stakeholders should coordinate the camp establishment process. The planning process of the camp establishment should start as soon as possible to avoid the establishment of self-settled/spontaneous camps which are often established by the IDP community with limited and non-comprehensive support from humanitarian organizations.

These camps are usually situated on poor and possibly hazardous sites or situated too close to areas of insecurity. Most of the self-settled camps in NWS are overcrowded and do not have proper HLP documents. It has been reported that most of the relocation efforts of IDPs from the self-settled camps to better shelter options faced a reluctance

from IDPs who usually invested in their shelters and have the opportunities to access to livelihood in the same location.

The role of the Camp Management Agency (CMA) includes ensuring that all stakeholders are involved and participating in the setup phase of the camp. It is highly recommended that CMA should start the establishment of camp management communities to ensure the participation of all IDPs groups and to act as an exit strategy of the organization. The CCCM Cluster has developed a **Camp and Collective Centre Establishment Guidance Note** to explain the most important points that CMA should take into consideration while planning for the establishment of planned camps.

Promoting Accountable Management Structures

Participation by the affected population is the first core SPHERE standard, and is one of the five commitments to accountability made by the IASC (Inter-Agency Standing Committee). Nowhere is this more important than in camp or camp-like settings. Promoting accountable management structures, with full participation by camp residents, can help ensure equal access for all groups within the camp, build trust amongst the camp population and service providers, spur volunteer efforts within the camp, and help resolve most issues within the camp.

Current Structures:
The majority of IDP sites in NWS are informal settlements. As such there are many challenges related to camp management, and a wide variety of structures. There is also a big difference in the camp dynamics between the Idleb and Aleppo governorates.

In Idleb, many of the informal settlements were established on private farmland. Landowners can sometimes consider themselves to be the de facto manager and insists that aid be delivered through them. Some landowners are reluctant to allow the construction of infrastructure without some sort of compensation (from either IDPs or members).

Another trend for self-settled camps, is that an IDP will gather funds, and rent an area of land to establish an informal settlement. Here the contract-owner often considers themselves to be the de facto manager. Local Councils have also been involved heavily with the establishment of informal settlements on public land, often giving specific IDPs the rights to set-up tents on the land. Local council involvement in the daily running of these settlements varies widely.

In Aleppo, many of the larger IDP sites have had a degree of site planning, were built on public land, and have had some input by a self-appointed camp authority. However, the day-to-day management of the camp is not done by this authority, including key tasks like IDP registration or service provision. Other informal settlements have been established in Aleppo; they are smaller and were not established in coordination with this authority or other NGOs.

IDP Committees:

When working well, IDP committees can help to ensure a high level of participation in camp management and that aid reaches those most in need. An effective IDP committee system should ideally provide access to local knowledge, facilitate the collection of accurate data for the provision of aid. Particularly on gaps in service, reporting new arrivals and finding adequate space, fostering community ownership and empowerment, enabling efficient programme delivery, and ensuring that programs are tailored to local needs and circumstances.

Committees Roles & Responsibilities:

It is important that each IDP committee design and set up their own roles and responsibilities, both as a collective and as individual members. Common core functions include:
- Following up and coordinating services provided by diverse agencies to the residents.
- Identifying the service gaps and seeking meaningful and relevant response accordingly.
- Ensuring the different needs of all groups (women, girls, boys, men, people with disabilities, elderly, etc.) are considered and responded to accordingly.
- Ensuring the before mentioned groups' voices are represented in the IDP committee.
- Performing and coordinating the necessary maintenance work in the camp.
- Maintaining and ensuring safety of records of resident households in the camp.
- Managing information and data related to the camp residents and services.
- Following up with all camp residents to ensure that they have adequate shelter, food, safe water, and essential goods. Reporting any gaps to service providers.
- Directly communicating with camp residents.
- Developing sound solutions for social problems the camp residents may face.

Photo credit: Saed, Community Engagement in an IDP Site, 2020

Direct Management:

Members are encouraged to directly manage a camp or at least empower the self-governance and participatory management in IDP camps. An important part of the CCCM Strategy is to empower camp committee establishment in IDP sites.

There are many benefits for IDPs living in a camp managed by a humanitarian actor, in comparison to an informal settlement. Upon arrival IDPs are normally registered, their exact needs clearly identified along with any information that might help them re-insert themselves into support networks (potentially including family reunification or skill registry for jobs).

IDPs are allocated sufficient space in a dignified and controlled manner, and given a level of support that (if not to international standards) is consistent throughout the camp. Other aid actors are able to fully access a humanitarian run camp, and provide tailored services, and mitigate against duplication or the waste of resources.

Manager's Roles & Responsibilities:

As a direct camp manager of camp, an NGO or other humanitarian actor will be in charged with the following tasks:

- Coordination of services (delivered by NGOs and others).
- Establishing governance and community participation/mobilization mechanisms.
- Ensuring maintenance of camp infrastructure.
- Data collection and sharing.
- Provision of defined services.
- Monitoring the service delivery of other providers in accordance with agreed standards.
- Identifying gaps in the provision of protection and assistance and avoiding the duplication of activities.
- Site planning and maintenance (including protection mainstreaming into the layout of the camp).
- Identifying the particular vulnerable demographics (disabled, elderly, pregnant & lactating women, children headed households) and advocating for their specific needs.
- Being a provider of last resort.

Useful Links:

- International Humanitarian Law and International Human Rights Law
- The UN Guiding Principles on Internal Displacement
- 2015 Camp Management Toolkit
- CCCM Cluster Urban Displacement and Out of Camp Review
- The Sphere Handbook – Humanitarian Charter and Minimum Standards in Humanitarian Response
- UNHCR Emergency Handbook
- Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action
- CCCM COVID-19 Guidance Note
- CCCM COVID-19 Guidance Note (Arabic)
- CCCM Camp and Collective Centre Establishment Guidance Note
- HLP Sensitive Interventions in IDP Sites
- IDP Sites Integrated Monitoring Matrix
- IDP Sites Integrated Monitoring Matrix Plus

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