
CCCM CASE STUDIES 2021-22

I. Updates from Camp management



CCCM CASE STUDIES 2022

Chapter I

Published 2022

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For comments, feedback or questions, please visit the Global CCCM Cluster website or contact globalsupport@cccmcluster.org

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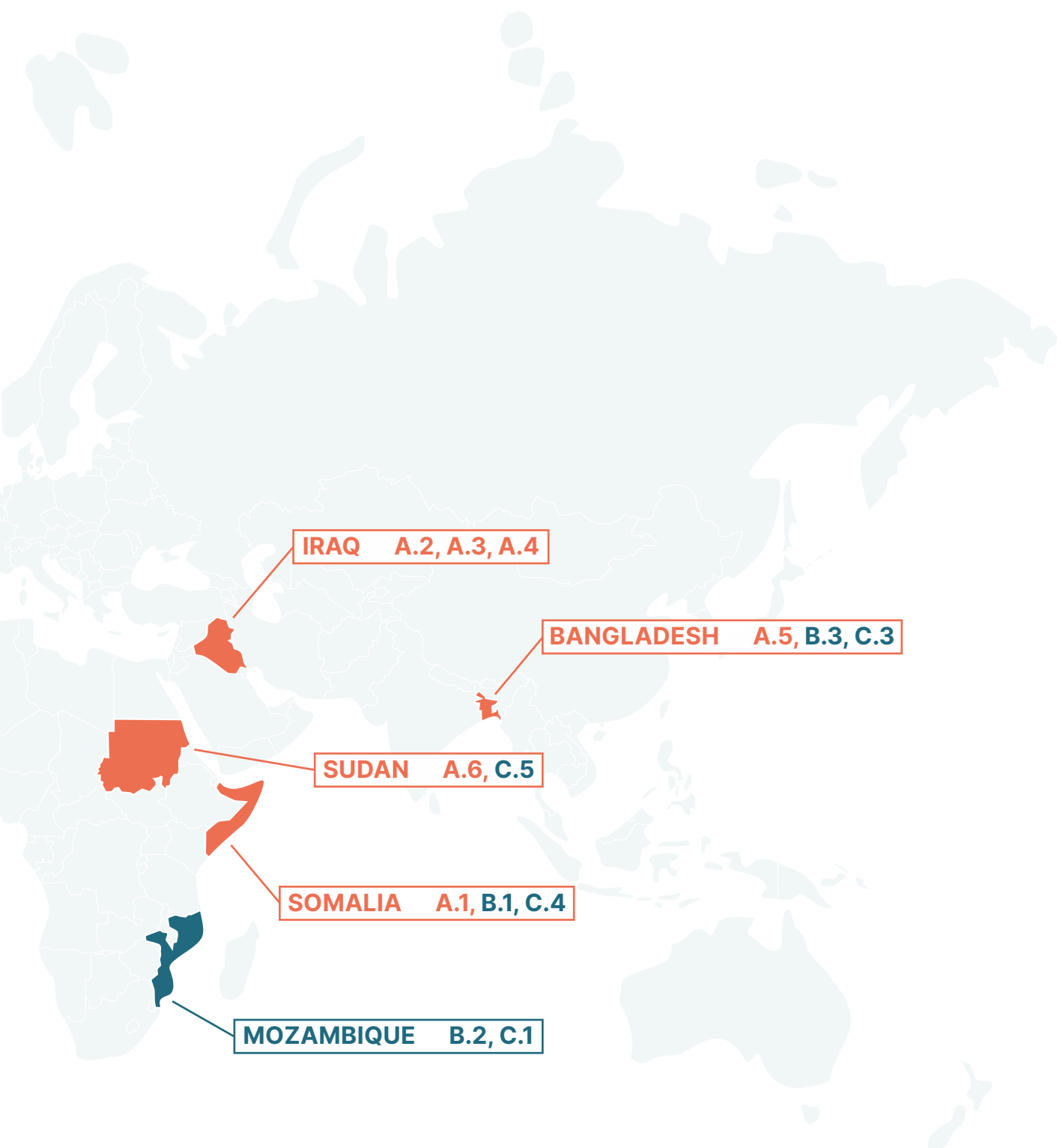
LIST OF ABBREVIATIONS

AAP	Accountability to affected populations
ABC	Area Based Coordination systems
ACTED	Agency for Technical Cooperation and Development
CAI	Integrated Assistance Centre
CBO	Community-based organization
CCCM	Camp Coordination and Camp Management
CFM	Complaint and Feedback Mechanism
CFP	Common Feedback Platform
CfW	Cash for Work
CLP	Community-Led Project
CSV	comma delimited
DRC	Danish Refugee Council
DRR	Disaster Risk Reduction
DSA	detailed site assessment
DSTWG	Durable Solutions Technical Working Group
DSWG	Durable Solutions Working Group
DTM	Displacement Tracking Matrix
ECHO	The European Commission's Humanitarian Aid and Civil Protection Department
FSL	Food Security and Livelihood
FU	Follow-Up
HDI	Human Development Index
HHs	households
HI	Humanity & Inclusion
HLP	their housing, land and property
IASC	Inter-Agency Standing Committee
ICCG	regional Inter-Cluster Coordination Group
IDP	Internally Displaced Person
IEC	Information, Education and Communication
IOM	International Organization for Migration
JRP	Joint Response Plan
KIIs	Key Informant Interviews
MHPSS	unique Mental Health and Psychosocial Support
MoHADM	Ministry of Humanitarian Affairs and Disaster Management
MPCA	Multi-Purpose Cash Assistance
NFIs	non-food items
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OPDs	Organizations for People with Disabilities
PSEA	protection against sexual exploitation and abuse
QIP	Quick-impact project
RCMC	Rohingya Cultural Memory Centre
RHUs	Refugee Housing Units
S/NFIs	Shelter and Non-Food Items
SD	Site Development
SM	Site Management
SMCs	Site Maintenance Committees
SMS	Site Management Support
SNBS	Somalia National Bureau of Statistics
SODEN	Somali Disability Empowerment Network
SSL	solar streetlights
ToR	Terms of Reference
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, sanitation and hygiene
WATSAN	Water and sanitation
WGQs	Washington Group Questions
WHO	World Health Organization

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CCCM CASE STUDIES 2022 - KEY WORD MATRIX

THEME/CHAPTER	COUNTRY	CASE STUDY	Displaced populations*				Location			Settlement options/ scenarios				Camp life-cycle		
			Refugees	Internally displaced	Returnees (refugees/IDPs)	Others of concern (e.g. migrants)	Rural	Peri-urban	Urban	Return	Relocation	Dispersed (rent/hosted/spontaneous)	Communal (collective centres/ planned sites / settlements /unplanned sites)	Set-up/ improvement	Care & Maintenance	Site Closure
CHAPTER A Camp Management and coordination	Introduction															
	Somalia	Durable Solutions		●			●	●		●	●	●				
	Iraq	Durable Solutions		●	●					●	●					●
	Iraq	Eviction		●	●					●	●					●
	Iraq	Camp Closure		●	●					●	●					●
	Bangladesh	Communication with Communities	●			●							●		●	
	Sudan	Community-led interventions	●			●							●		●	
CHAPTER B Inclusion of persons with disabilities	Introduction															
	Somalia	Inclusion of people with disabilities		●			●	●					●		●	
	Mozambique	Inclusion of people with disabilities		●			●	●					●		●	
	Bangladesh	Inclusion of people with disabilities	●			●	●						●		●	
CHAPTER C Site environment	Introduction															
	Mozambique	Capacity Development		●			●	●					●	●		
	Colombia	Covid-19 Response	●			●	●						●		●	
	Bangladesh	Site environment & inclusion	●			●							●		●	
	Somalia	Site Improvement		●	●								●		●	
	Sudan	Preparedness	●			●							●		●	

CCCM CASE STUDIES 2022 - KEY WORD MATRIX

[illegible]

CHAPTER A

Introduction

Camp Coordination and Camp Management (CCCM) aims to ensure equitable access to assistance, protection and services for persons living in displacement sites. It focuses on improving the living conditions of people during displacement, while seeking and advocating for durable solutions to end camp life and organise the closure and phase-out of camps. To ensure a timely and effective camp management response, the Global CCCM Cluster supports field operations with tools, guidance and capacity-building to effectively coordinate and manage displaced populations. Although CCCM methodologies are applied in all communal displacement settings such as collective centres, camps (spontaneous and planned), camp-like settings and communal settlements, camps and communal settlements should be established only as a last resort.

Against this backdrop, CCCM is charged with the coordination of roles and responsibilities directly related to developing and supporting national/regional plans in establishing and managing communal settlements. Under the Minimum Standards for Camp Management, “services are coordinated to meet the needs of the displaced and host populations.” Following this, a principal task of a Camp Management Agency is to work with key stakeholders such as the local government, host and displaced populations, service providers and humanitarian partners in the camp response. This coordination ensures the identification of durable solutions for the camp population and helps to assess the intentions of camp residents.

The case studies in this chapter show how CCCM agencies in Somalia, Iraq, Bangladesh and Sudan supported displaced populations in achieving meaningful camp management and coordination.

The project in Somalia focuses on the protracted situation for internally displaced persons (IDPs) that raised a discourse on the effectiveness of IDP-related definitions. To build consensus in the discussion, CCCM initiated consultative workshops at the federal level in collaboration with stakeholders. As a result, Somalia developed guiding principles on contextualised site definitions and provided guidance on IDP site characteristics to transition into viable permanent settlements.

Meanwhile, three case studies in Iraq highlight the CCCM Cluster’s effort to find durable solutions in the camp closure context. Despite the complex and lengthy response, a durable solution was considered throughout the camp lifecycle by involving multiple actors such as governments, international organisations and NGOs. However, most importantly, CCCM ensured involving all members of the displaced population, including women, children, persons with special needs and other vulnerable populations. The first Iraq case study aimed to develop meaningful linkages between CCCM information, community engagement and durable solutions response interventions. The second case study endeavoured to prevent eviction and supported communities under threat of eviction in an informal displacement site. The third case study depicts good practices of the coordinated operational response of CCCM and Protection actors to camp closure.

In Bangladesh, the CCCM team utilised community radios to broadcast Covid-19-related information and collected community feedback in Rohingya camps. By using three-wheeled vehicles with speakers attached, this project contributed to raising awareness of health issues with wider information coverage.

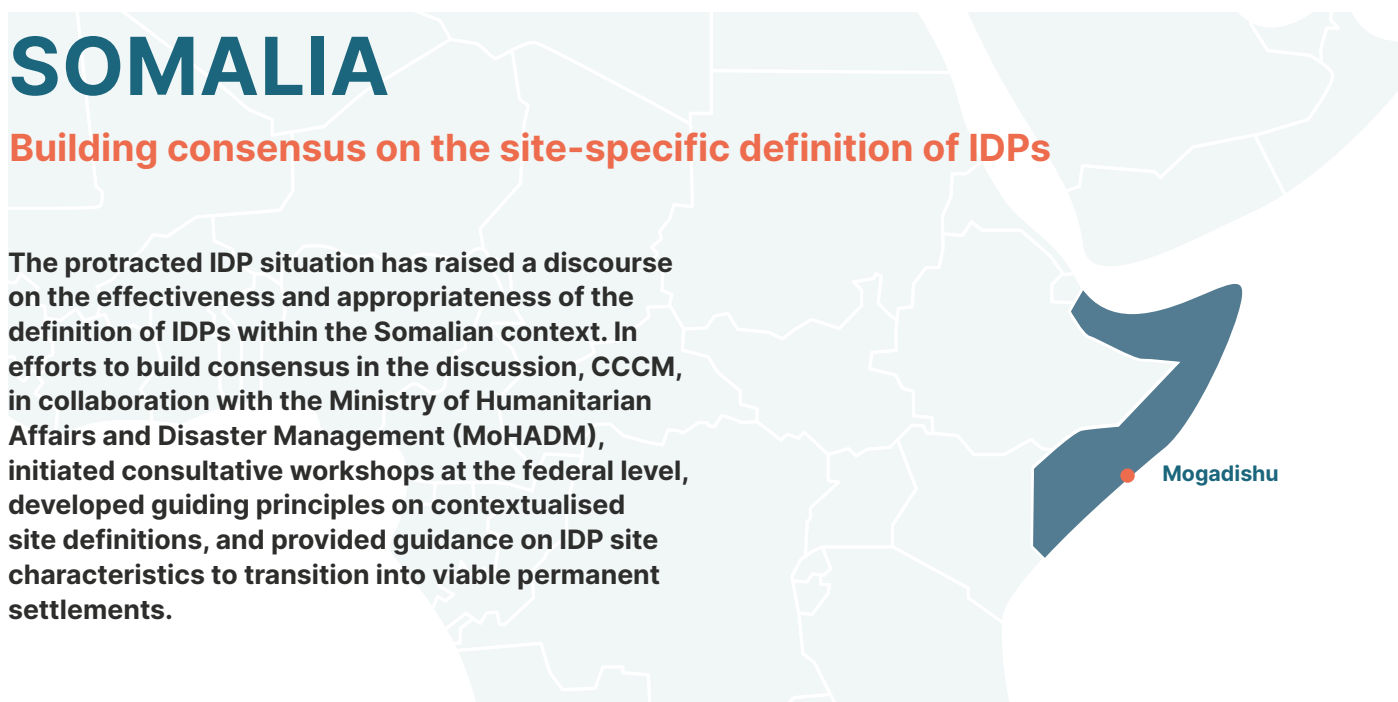
Lastly, in Sudan, the Site Management Support agency assisted in forming inclusive committees and supporting their activities, focusing on active community engagement, social cohesion, livelihood initiatives and ownership while increasing the site management capacity.

While each context is specific, these six projects highlight core CCCM activities: coordination of services, the effort to achieve durable solutions, data collection and sharing, building community governance structures, provision of defined services and monitoring the service delivery of other providers.

SOMALIA

Building consensus on the site-specific definition of IDPs

The protracted IDP situation has raised a discourse on the effectiveness and appropriateness of the definition of IDPs within the Somali context. In efforts to build consensus in the discussion, CCCM, in collaboration with the Ministry of Humanitarian Affairs and Disaster Management (MoHADM), initiated consultative workshops at the federal level, developed guiding principles on contextualised site definitions, and provided guidance on IDP site characteristics to transition into viable permanent settlements.



PROJECT LOCATION



South Central, Jubaaland, Somaliland, Hirshabelle, Galmudug, Puntland

PROJECT DURATION



Jan 2021 - Dec 2022 & beyond
(12 months – ongoing)

CCCM COORDINATION MECHANISM



Government line ministries; Regional, District, and local authorities; CCCM National and Sub-National Cluster; Inter-Cluster Collaboration and Coordination

KEYWORDS: Durable Solution, Site Management Support, Multi-stakeholder Coordination



CCCM government authorities and CCCM partners workshop in Kismayo, Somalia © UNHCR

Context

Due to decades of conflict, recurrent climate shocks, disease outbreaks and increasing poverty, the internal displacement trends in Somalia continue to rise, leaving the country with one of the highest numbers of IDPs in the world. 2.9 million IDPs live in Somalia, and the overall number of people in need has increased over the last three years from 5.2 million people in 2020 to 7.7 million in 2022.¹

Throughout 2021, the country saw heightened political tensions and continued military offensives. The resulting conflict and insecurity were the main drivers of internal displacement in 2021, forcing almost 540,000 people to flee their homes.

Most displaced people have self-settled in over 2,400 sub-standard and unplanned IDP sites on privately-owned land in urban, semi-urban and rural areas across the country. A large percentage of displaced persons have experienced perpetual cycles of displacement due to a combination of root causes. One root cause is a lack of land tenure policy, which causes high eviction risk for IDPs.

Based on the context, the need to revisit the IDP site definitions has become increasingly important. According to the Somalia National Bureau of Statistics,² more than 2,400 IDP sites exist, with 263 sites having less than 50 HHs (households). Clan tensions have driven larger IDP sites to split into smaller groups, resulting in a large number of small IDP sites. This stretches the available humanitarian resources and limits effective and equitable service provision, as well as empowers a 'gatekeeper economy' and inadvertently supports frequent movement of IDPs.

Protection Risk

The experience from Somalia highlights the protection risks created by a change in IDP site definitions. This is most notable for IDP sites with small populations of under fifteen HHs, which do not classify as IDP sites. Small sites with minority clan groups are especially affected by this definition, which cuts them off from humanitarian assistance and services.

Project Overview and Objectives

The project aims to build a common consensus on when IDP status ceases and under which criteria and conditions IDP site status phases out and ultimately closes or transitions into a permanent settlement.

To seek agreed standards, the Ministry of Humanitarian Affairs and Disaster Management (MOHADMD), in collaboration with the CCCM Cluster, organised a process of consultative workshops at the federal level with respective government ministries, NGOs and UN agencies. These forums aimed at reviewing existing site definitions, finding consensus on IDP site definition and drawing up guiding principles on a standard definition of IDPs.

Site-specific guidance principles were rolled out across different states and regions with directions for IDP sites viable for transitioning into permanent settlements or conditions for phase-out or closing of IDP sites.

Specifically, the project aimed to:

1. Provide clarification on IDP settlement definitions used by government bodies and humanitarian stakeholders when updating IDP site data for the country.
2. Be equipped with a 'Durable Solution lens' by establishing a longer-term perspective on if and how the definition of an IDP site should be used when the residents have obtained permanent land tenure.
3. Provide a platform for phasing out sites where durable solutions have been achieved and draft the processes and criteria to be followed.

¹ [Humanitarian Response Plan 2022](#)

² [Somalia National Bureau of Statistics](#)

CCCM activities

The project first sought to develop a federal-level consensus, bringing in eight ministries in addition to UN agencies, national NGOs and INGOs. While the federal-level workshop and subsequent site definitions were imperative in establishing a foundational framework on the subject, it became apparent that for such definitions to be operationalised, there would need to be more state-level consultations. Therefore, the CCCM Cluster held workshops in two of the seven federal members states in Somalia (with two additional workshops planned). This created state-level criteria put forward by local ministries and partners, allowing for more locally-specific implementation.

Consultative forum/workshops

The consultative workshops were held in November 2021, facilitated by MoHADM. These provided a comprehensive review of the current standard definition of an IDP site within Somalia.

While the definition varies by district according to their situation, some key policy-related definitions were derived from the “National Policy on Refugee-Returnees and IDPs³” as the foundational guidance document. The definitions are under three main categories: conflict, land and climatic shocks. IDPs are defined as:

1. Persons who have been forced or obliged to leave their places of habitual residence, in particular as a result of generalised violence and insecurity or violations of human rights due to natural or human-made disasters, and who have not crossed an internationally-recognised state border.
2. Persons who are evicted from their settlement and who have not received appropriate compensation that allows them to restore their lives in a sustainable manner.
3. Pastoralists who have lost access to their traditional nomadic living space through loss of livestock, access to grazing and water points or markets.

Site definitions from the consultative workshops

	Jubaaland	Galmudug	Puntland	South West State	
				Benadir, Mogadishu	Baidoa
Min. HH limit	Min. 30 HHs	Min. 50 HHs	Min. 80 HHs.	Min. 50 HHs or 300 ppl.	Min. 100 HHs.
IDP sites	1. Fixed area that shelters people with displaced status (meeting the above HH minimum limit) 2. Scattered shelters located within 75m from each other (meeting the above HH minimum limit)				
Informal Settlement	1. Groups of housing units built without legal rights 2. Areas built without compliance with planning/building regulations				
Household (HH)	1. Households include relationships (social, emotional, material dependency) beyond the nuclear family. 2. Households may include non-blood relatives. ⁴ 3. Households inhabit one unified homestead/compound, which may consist of one or more shelters. ⁵				

IDP Reclassification	Yes	No
Does IDP site meet the “min. HH limit”?		No longer IDP
Did IDPs voluntarily return?	No longer IDP	
Did IDPs settle permanently (land title, social service)?	No longer IDP	
Do IDPs have a permit for permanent land use?	No longer IDP	
Is the land owned by IDPs (community or HH)?	No longer IDP	
Do IDPs have a sustainable economic income?	No longer IDP	

³ Federal Government of Somalia, 2019. [National Policy on Refugee-Returnees and IDPs.](#)

⁴ UNHCR, 2007. [Handbook for the Protection of Internally Displaced Persons.](#)

⁵ Data for a Better Tomorrow. [Population Estimation Survey of Somalia 2014.](#)

Considering the unique dynamics and fluidity of movement of displaced populations, an IDP site was defined as: “Settlements recognised and reported by the respective authorities when 15 or more HHs are residing together and displaced from their original communities.” The November 2021 workshop at the federal level drew consensus from both government and humanitarian actors to increase that number to 50 HHs.

At the same time, measures to support the IDP sites with fewer than 50 HHs are being taken. With the Protection Cluster, the CCCM Cluster is working to ensure that small sites of minority clan groups that may no longer be viewed as IDP sites are still prioritised for protection-related activities. In addition, government-level systems will be activated when households from smaller IDP sites voluntarily decide to move into the designated area by providing plots and land.

Primarily, the state government remains available for continued collaboration towards protecting and finding durable solutions, including by providing land, land titles, and continuous efforts to local integration. For the following steps, government and humanitarian actors will launch the consultative guidelines from the federal level and across states to integrate the agreed-upon guidelines into government policies. Stakeholders will consolidate sites or relocate IDPs to established sites that meet the defined criteria, pending durable solutions. Assessment and further mapping of sites viable for durable solutions will be conducted, and work towards granting land titles for further integration is underway.

What impact did coordination have on this project?

This project included CCCM national-level coordination, CCCM sub-national coordination and coordination and engagement with all levels of government from federal, state and regional to local authorities. It also included inter-cluster coordination and collaboration, including work with the Durable Solutions Working Group (DSWG). In addition, the activity served to enrich coordination between the CCCM Cluster and key government authorities, which were challenging relationships to establish in the past.

“This initiative by the Cluster to build consensus and a harmonised understanding of IDP sites, when IDP status ends and hence how IDP sites should be defined, was not only timely but an important discussion in forging a way towards durable solutions for the IDPs.”

Quotation by state minister for Planning Investment and Economic Development during the opening remarks at the site definition stakeholders’ consultative workshop for South Central in Baidoa.

How were the Minimum Standards in Camp Management utilised in the programme?

The CCCM initiative presupposes the primary role of government as the lead in provision of protection to IDPs as part of their citizenry. Hence, support was provided to the respective government counterpart to lead the consultation workshops and endorsement of the site definition guidelines, with CCCM providing technical support where required. Furthermore, the CCCM Cluster continues to play an active role in advocating for durable solutions for IDPs to address the protracted IDP situation in Somalia, as informed by the CCCM standard on camps or sites as a “last resort.”

Key Achievements of Project

1. Federal-level consultative workshops between government, UN, NGO, and other stakeholders led by the Ministry of Humanitarian Affairs developed a guiding document on “Contextualised Site Definition within Somalia”, providing a common consensus in the ongoing IDP debate.
2. State-level consultative workshops established agreement on operationalisation and contextualisation of the site definition guidelines between state, regional and local authorities and reaffirmed the government’s commitment to provide permanent land to IDPs as a catalyst for durable solutions.

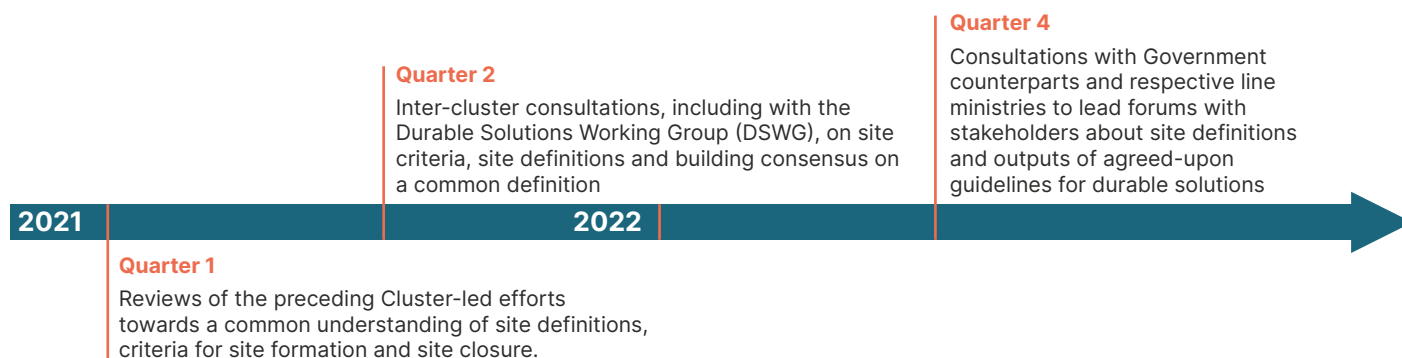
Challenges

1. For various reasons, including clan dynamics and perceptions of the provision of assistance, site splitting in already-formed sites was observed, challenging the needs-based assistance to IDPs.
2. Lack of community engagement during site-level activities fuelled intra-communal tensions, leading communities to fracture and fuelling site splitting to receive separate humanitarian services. This resulted in a proliferation of IDP sites across the country.
3. There was a lack of consensus between local authorities and humanitarian/durable solutions agencies about the definition of IDP sites and how this differs from traditional informal settlements in urban areas.

Lessons learned and Recommendations

1. CCCM plays a pivotal role in providing evidence-based data necessary to plan and programme according to IDPs' needs. Hence, mapping sites and fulfilling agreed-upon indicators while highlighting gaps to be bridged are significant in achieving durable solutions.
2. Drawing up consensus on a contextualised definition of IDP sites fostered dialogue and accelerated progress towards durable solutions and phasing out from the sites that achieved durable solutions.
3. It is necessary to create awareness that the contextualised definitions do not limit support to those in need but rather focus on those most in need by emphasising a shared understanding of joint and area-based responses.
4. Continues efforts have to be placed into meeting with the key stakeholders to discuss the IDP site criteria, ensuring that new phenomena are addressed collectively while supporting new staff in understanding the agreed-upon site definitions.

Timeline



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References to CCCM case studies for Somalia	2022 CCCM case studies	B.1, C.4
	2020 CCCM case studies	B.1, C.2
	2016-2019 CCCM case studies	B.6

IRAQ

Supporting resolutions to informal displacement through CCCM: Challenges and opportunities in Iraq

In the transitional context of Iraq in which new, conflict-induced displacement has ceased and displacement is now protracted in nature, the CCCM response continues to shift focus from emergency humanitarian response to long-term return, relocation and reconstruction efforts. CCCM is working with the Durable Solutions Technical Working Group and its sub-groups to develop meaningful linkages between CCCM information, community engagement and coordination and the durable solutions response interventions.


 A map of Iraq is shown in a light blue color. The capital, Baghdad, is marked with a red dot and labeled.

Baghdad

PROJECT LOCATION



Iraq

PROJECT DURATION



Ongoing

TARGETED BY PROJECT



N/A

CCCM COORDINATION MECHANISM



CCCM Cluster

KEYWORDS: Site Closure, Monitoring of Services, Durable Solutions



Al-Intisar Souq Alma'ash informal site, East of Mosul, December 2021 © ACTED

Context

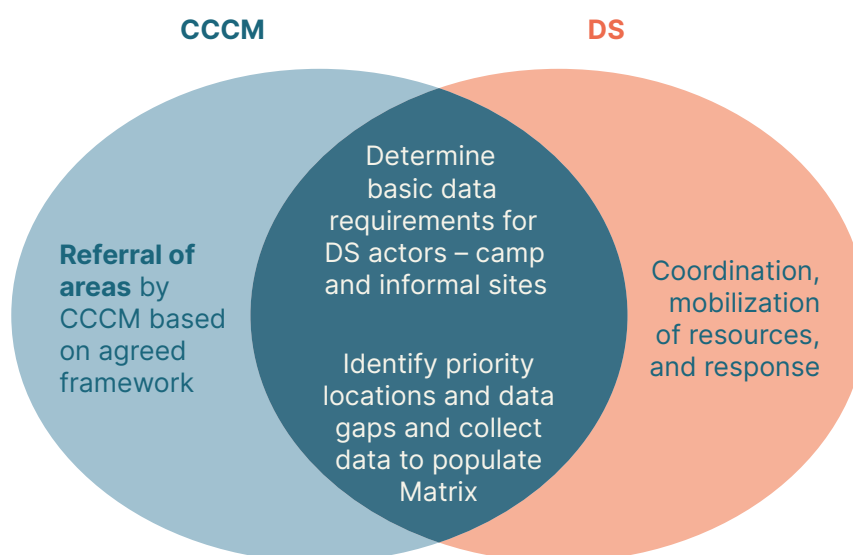
While 80% of the population displaced in Iraq since 2014 has since returned,¹ those remaining in displacement, particularly those in camps and informal sites, face complex social and material barriers to return. Locally contextualised and evidence-based interventions are required on a massive scale, primarily carried out by the Government of Iraq and the international community, to meaningfully resolve displacement for those who have been unable to do so. Beginning in 2018, a new Durable Solutions coordination architecture in Iraq was initiated to centralise the coordination and strategic direction of the transitional phase for international support in the country. This brought in development actors as well as organisations who are delivering transitional support alongside humanitarian activities. CCCM has since been closely engaged with this architecture and its actors – to identify opportunities for data sharing and collaboration and to proactively represent the durable solutions preferences and needs of IDPs in camps and informal sites.

Project Overview and Objectives

The CCCM Cluster has been actively engaged with the Durable Solutions Technical Working Group (DSTWG) since its establishment in late 2020 to build linkages between priority displacement locations, notably informal sites, with relocation, integration and return coordination and programming. CCCM's engagement with the DS Coordination architecture is rooted in an understanding that CCCM has a unique responsibility and opportunity to support the humanitarian – durable solutions transition in a practical and community-centred way. At its core, CCCM targets those residing in a site or camp as a last resort, and is also centred around community engagement and accountability, information management and coordination.

The engagement of the CCCM Cluster and partners with the durable solutions coordination structure and actors aims to establish tangible opportunities for linking priority displacement locations, notably informal sites, with relocation, integration and return coordination and programming.

Collaboration summary



Selection of beneficiaries and Geographical targeting

CCCM is prioritising locations in which eviction from the site will result in repeat displacement and where durable solutions preferences of the community correspond with a practical action, such as shelter reconstruction in the village of origin, or WASH systems rehabilitation in a village identified for long-term relocation. Efforts are ongoing to inform the resolution of displacement in informal sites, where living conditions are typically sub-standard.

¹ IOM Iraq. [Overview of Return in Iraq: DTM Integrated Location Assessment VI, December 2021](#)

CCCM activities

CCCM partners in both camps and informal sites in Iraq regularly collect data on the population's areas of origin and future intentions to depart or remain in the location. Through existing community engagement, CCCM partners also have an understanding of the reasons why people are where they are, and thus what barriers need to be overcome for them to resolve their displacement. This family- and community-level understanding positions CCCM with valuable information to support planning and implementing durable solutions programmes.

Based on this, the CCCM Cluster engaged with the Facilitated Voluntary Returns Sub Group of the DSTWG as an approach to utilise CCCM data for Durable Solutions actors to design and target their programming to support families living in informal sites. An Informal Site Profiling Matrix was developed to profile informal site populations based on their wish or intention to return or relocate elsewhere, and detail what support would be required to enable this. In some cases, security situations prevent return, and relocation options are limited, but for other families, barriers to return are a matter of material investment. The matrix tool requires CCCM partners to input the data they have on the durable solutions preferences of the population, including which factors are currently preventing them from return.

As an example of informal sites profiled using this tool so far, of 29 informal sites supported by a CCCM agency in Mosul city and in the west of Ninewa governorate:

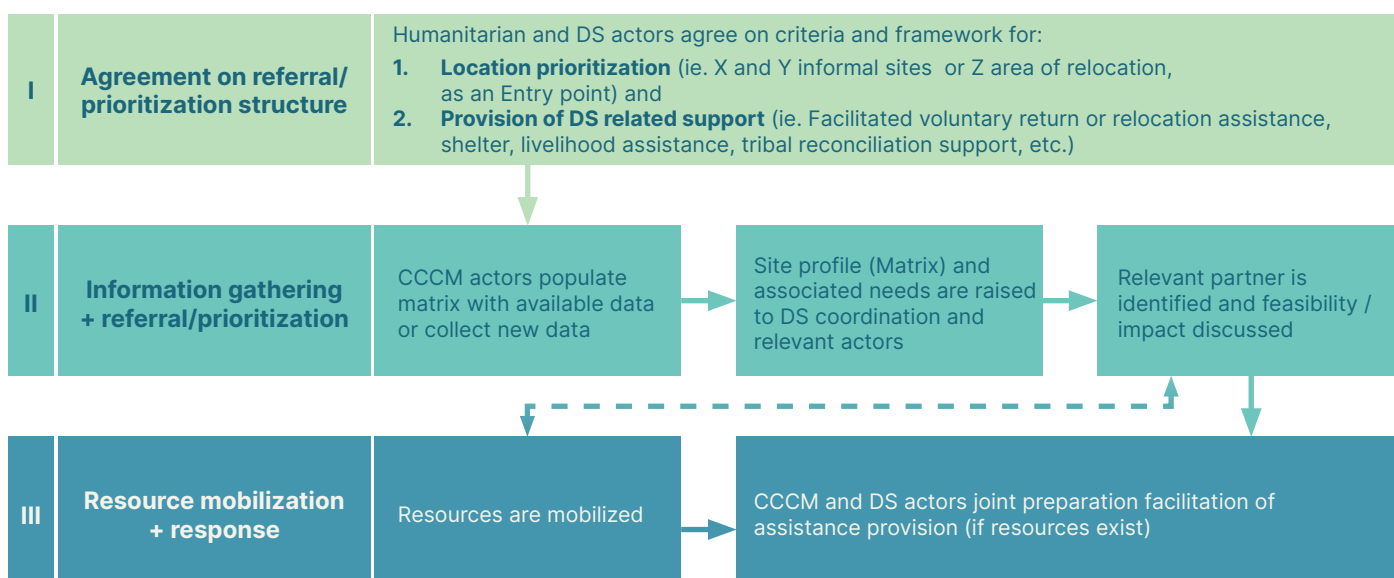
- ▶ The majority of families in 11 sites have a preference of local integration,
- ▶ The majority in 4 sites prefer relocation, but require access to livelihoods and formal housing,
- ▶ The majority in 14 sites prefer to return to their area of origin, but require improved services and have concerns about the safety and security situation.

Having the breakdown of these barriers should allow humanitarian and Durable Solutions actors to plan material assistance and identify where advocacy or planning with authorities may be needed. This profiling exercise also identifies material support needed for community-led solutions. The tool also records risk level of eviction and is being used as an advocacy tool for sites under Medium or High risk of eviction where the likelihood of repeat displacement is probable if durable solutions support is not provided.

In a final example of this collaboration, in one of the largest remaining informal sites – Kilo 7 in Anbar governorate – an agency's Returns Unit has utilised CCCM data to prepare to provide Facilitated Voluntary Return assistance to IDP residents who wish to relocate or return to their areas of origin. Though on a small scale and internal to one organisation, this intervention provides a good example of how CCCM data can be used as an entry point for durable solutions action.

Informal Sites and DS Prioritization: Profiling Locations to Inform DS Response

Overall Collaboration Process



© adapted from Lauren McCarthy / CCCM Cluster

What impact did coordination have on this project?

Coordination priorities and programme design for durable solutions planning in Iraq primarily focus on areas of origin, improving conditions for families who have already returned and enabling others to make decisions to return. Planning is typically done at area-level: by town, sub-district or district. Complementing this, CCCM data provides a unique opportunity to design and implement durable solutions interventions that can tangibly support specific communities of IDPs in resolving their displacement.

Key Reflections

The Informal Site Profiling Matrix will allow potential implementing partners to search by requested intervention type or geographic location of return or relocation to identify informal site populations to target. For example, a partner can search for cases where need for shelter reconstruction is a barrier, or can target geographic areas in which the barriers to return are more community-level, such as need for improved health or education infrastructure.

The CCCM Cluster is working to ensure that the unique profile and needs of families still displaced in informal sites are outlined within the local (area-based) Plans of Action developed by the DSTWG with local authorities and Durable Solutions actors. With the plans still in draft phase at the time of writing, it remains to be seen how influential these efforts will be in defining parameters and influencing programmatic decision-making of Durable Solutions and governmental actors.

This process continues to raise important questions and identify opportunities for the role of humanitarian actors and systems, including CCCM, in supporting and influencing the intended next phase of a country's recovery. Additional learnings from this ongoing process include:

1. Humanitarian and durable solutions transition periods require strong strategic leadership to ensure clear and decisive links are made, and the roles of both are mutually understood.
2. Success of new referral systems require a minimum of two willing parties to provide / refer and to receive caseloads. If the receiving party is not willing to act on the referral, the resources expended on the referral system should be rationalised.
3. Durable Solutions actors are characterised by some factors that can make adaptation to new approaches and data potentially more complex; i.e.. prioritisation of government / ministry partnerships, multi-year advanced needs identification.
4. Much of the durable solutions strategy focuses on return of IDP families, though relocation and local integration may be preferred and considered as feasible, especially for families in informal sites that have been unable to return until now.

The packaging of this profiling data in a way that is both operationally useful and in line with how durable solutions coordination bodies refer needs and identify programming locations is an ongoing process. For now, the actual linkages between humanitarian programming and transitional or durable solutions are not explicitly articulated. While both structures exist in parallel and have points of overlap in terms of research, information sharing and coordination, evidence of practical application of humanitarian data or referrals of caseloads to durable solutions programming, particularly across organisations, is limited.

Durable solutions programming tends to be designed closely with government entities and often targets community or area-level needs rather than identifying beneficiary caseloads. Uncertain at this time is how this proposed "referral" or highlighting of informal site caseloads (groups of individuals within a site) will be received, and whether transitional or Durable Solutions actors have the institutional agility to absorb new approaches and displacement data that align with the humanitarian system.

Also worth further exploration as CCCM allocates resources to these initiatives is to what extent the durable solutions architecture, including the Area-Based Coordination (ABC) systems and local area-based Plans of Action, will in fact influence the programming of the major Durable Solutions actors. While the structures exist, it is not entirely clear whether these coordination mechanisms and action plans will be limited to capturing, rather than influencing, the independently designed programmes and strategies.

Lessons learned and Recommendations

1. The mandate of CCCM must be adaptive, particularly in transitional contexts. If IDPs in displacement locations want to return home or relocate, CCCM should be working with other actors and coordination systems to ensure that the IDP populations under its remit are supported.
2. CCCM is often understood solely as a formal camp actor, and thus other modalities of CCCM, including work in informal sites and through mobile, area-based approaches, may require sensitisation.
3. CCCM often has access to a wealth of data on the families living in displacement sites, providing an opportunity to share, explain and leverage CCCM data. This should constantly be explored.
4. CCCM actors often have a unique contextual understanding of families' and communities' preferences and needs for their future, and are distinctively placed to support further community engagement work as an extension of ongoing core CCCM activities. Mobilising a response around this knowledge can be more complicated than sharing data. However, promoting CCCM, with these strong community linkages, as an important stakeholder in durable solutions processes is crucial to centre community perspectives in - or rather, ideally, support community-led - durable solutions planning.
5. Evidence-based intention analysis allows CCCM actors to emphasise the need for more consideration of alternative durable solutions rather than only consider return, especially in urban areas where integration has been identified as a major desire. A common tool and data collection process to capture household-level intentions in informal sites could support the profiling exercise through more standardised data points.



Sinjar mountain informal site, Ninewa Governorate, November 2021 © Lauren McCarthy / CCCM Cluster

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References to CCCM case studies for Iraq	2021-2022 CCCM case studies	A.3, A.4
	2016-2019 CCCM case studies	A.1, B.3, B.4
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IRAQ

Managing eviction threats in informal sites through CCCM

Due to the rising number of evictions in 2021, the CCCM mobile team in Iraq endeavoured to prevent eviction and support communities living under eviction threat in informal sites. First, the mobile team ensured evidence-based advocacy through conducting site-assessment and developing eviction monitoring tools and guidelines. Second, it improved the mobilisation of resources by including more actors with response capacity. In addition, CCCM actors enhanced response coordination by working with cash actors or by direct support with Multi-Purpose Cash Assistance (MPCA) for evicted households. These activities contributed to integrating informal sites into the ongoing durable solution discussions.

Baghdad

PROJECT LOCATION



Iraq, Ninewa governorate (Mosul city, Telafar district: Rabia, Al-Ayadiya, and Zummar sub-districts)

PROJECT DURATION



May 2020 – April 2023 (3 years)

TARGETED BY PROJECT



10,020 IDPs

CCCM COORDINATION MECHANISM



National and sub-national (Ninewa CCCM sub-cluster)

KEYWORDS: Camp Closure, Remote Management, Durable Solutions



Site focal point of an informal site in Telafar district which is regularly at risk of eviction. 60 displaced families are living in this informal site and currently cannot return to their village of origin which has been destroyed during the military operations. © Florent Vergnes, ACTED

Context

Following the closure of formal camps in Iraq in 2020, informal sites have been perceived as one of the remaining issues to address to end internal displacement. However, in Mosul and Telafar district informal sites, the complex profile of the population does not provide an easy answer to supporting returns or local integration of the residents. Moreover, due to the fear of having displaced families settling long-term on public land or in public buildings, the number of evictions recorded in informal sites in Ninewa increased in 2021.

Project Overview and Objectives

In light of the eviction threat context, CCCM partners engaged in developing an information management system to support eviction response. In addition, they increased advocacy for durable solutions for families living in informal sites. The CCCM Cluster supported informal site residents through engagement with humanitarian and development actors and local authorities.

First, CCCM actors ensured evidence-based advocacy at site and regional levels. CCCM site-level assessment data helped profile sites and analyse alternative options designed for people at risk of eviction. At the regional level, internal guidelines and tools ensured efficient eviction response and referrals, and provision of information. For better information management, CCCM actors developed an eviction monitoring tool with other stakeholders.

Second, CCCM actors improved the mobilisation of resources by expanding the alert system to involve other partners with response capacity. Additionally, CCCM actors outlined specific risk analysis and intervention standards with cash partners, thus enhancing response coordination.

Selection of beneficiaries and Geographical targeting

This project aims at supporting 30 informal sites with 10,020 individuals. These sites are located in Mosul city and Telafar district, Ninewa Governorate, areas under threat of eviction.



Map of Ninewa informal sites

CCCM activities

In 2021, an increasing number of evictions and threats of eviction in informal sites underlined the need to improve humanitarian coordination and advocacy. To address this need, the project is working on three interrelated topics:

1. Ensuring evidence-based advocacy both at site and regional levels

First, a **site-level assessment** was developed to collect disaggregated household-level data, information regarding the site residents' multi-sectoral needs, their housing, land and property (HLP) situation and their longer-term intentions. This step was essential to ensure the relevant site profiling and contextual analysis of community options for eviction risk. In turn, the assessments revealed each community's history of displacement, the reasons for their presence at the site and the barriers that prevent them from moving towards sustainable solutions.

Internal guidelines and tools were also developed to provide efficient eviction monitoring and referrals to partners. They also allowed for effective post-eviction follow up, which was shared with the National Cluster to initiate work on national guidance. Eviction monitoring enabled partners to quickly provide information on the eviction and its impact on the community. The tools raised protection issues and provided information on potential durable solutions as well. While the evictions were happening in an undignified way without alternative options, financial support, HLP support or proper notice, there was no available data on informal site eviction at the governorate level. As a result, the implementing agency, with the CCCM Cluster, Protection Cluster and OCHA, developed a tool to monitor eviction threats to fill this information gap. The objectives were to:

- ▶ Better identify eviction risks to support a preventive discussion with authorities.
- ▶ Support prioritisation efforts towards alternative solutions, which could be used as part of the newly-established area-based coordination (ABC) in Mosul.
- ▶ Monitor humanitarian needs and response to evictions.
- ▶ Collect data on evictions for advocacy purposes.

“My community and I have moved to this informal site because our village of origin has been destroyed during a military operation. We are regularly at risk of eviction, but we do not have the financial resources to go back and rebuild our shelters. When we receive the eviction notice, everyone starts to fear for the date when we will have to leave.”

Site focal point in an informal site in Telafar district

2. Improving the mobilisation of resources and coordination of the response to evictions

Although there have been eviction response efforts, it remains challenging to identify partners with response capacity. As a result, it was agreed with OCHA to extend **the alert system to all regional Inter-Cluster Coordination Group (ICCG) members**, which allowed different sectoral focal points to understand the scope of the issue. In addition, given the specific context of informal sites, CCCM partners, alongside the Cash Working Group, developed a Multi-Purpose Cash Assistance (MPCA) Guide outlining specific risk analysis and intervention standards in informal sites. CCCM partners also advocated for including a guide for eviction response in the cash partner's programming.

3. Improving the integration of informal sites in the ongoing durable solution discussions

The CCCM Cluster, with the Durable Solutions Technical Working Group, developed an Informal Site Profiling Matrix to profile informal site populations based on their preferred durable solution choices and the constraints or barriers they face to reach those options.

See Case Study 002_Iraq: Supporting resolutions to informal displacement through CCCM for additional information about the Informal Site Profiling Matrix.

What impact did coordination have on this project?

This project engaged with different coordination systems at the regional (Ninewa) level and national level, through both general coordination mechanisms and CCCM- and Protection-related forums. Coordination between the CCCM and Protection Clusters, with the support of OCHA, was essential in monitoring evictions and supporting communities in need. For each new eviction, humanitarian agencies alerted all Ninewa ICCG members to inform the members of the eviction, aiming to involve the Clusters as much as possible to identify partners with the capacity to respond. Involving Cluster focal points and partners already working in informal sites in the discussion has been effective in mobilising partners, especially in the WASH sector.

Key Achievements of Project

1. Although it has its limitations, the Ninewa eviction alert system ensures that ICCG members regularly receive information about evictions and eviction risks, buying time for potential support from different activities within the Cluster system. Also, some sectors, such as Protection and WASH, have been more active in identifying partners to ensure the provision of assistance following an eviction.
2. Throughout this project, the provision of ready-to-use data to partners, based on information management activities, has proven to be effective and relevant in enabling a rapid response from partners.

Challenges

1. Limited ownership rights

As informal sites are built on government land or in partially destroyed and/or abandoned buildings, limited ownership rights impede autonomy and the resolution for a durable solution.

2. Lack of clarity from public building usage

The lack of a development strategies for public building usage created challenges to establish integrated and well-planned response.

3. Unpredictable eviction notices

Although residents are aware of the danger of eviction and most of them have received an eviction notice in the last two years, some evictions have occurred suddenly, without an alternative solution or adequate notice - 48 hours in some cases. It also made referrals complex as few organisations had the flexibility to take on unexpected caseloads.

4. Lack of coordination, referral mechanisms and response capacity

Lack of coordination and referral mechanisms and low response capacity constrained rapid advocacy and response to evictions.



Village of origin of 60 displaced families currently living in informal site in Telafar district. The residents are regularly at risk of eviction but currently cannot return to their village of origin which has been destroyed during the military operations.

© Florent Vergnes, ACTED

Lessons learned and Recommendations:

1. Evidence-based data is essential to ensure the relevance of advocacy efforts: an eviction monitoring tool was developed to identify eviction threats, monitor humanitarian needs and collect data on evictions.
2. In the context of protracted displacement and a shift towards resolving displacement, linking eviction threats in informal sites with durable solution discussions is key.
 - ▶ Internal guidelines and tools ensure efficient eviction monitoring, referrals to partners and post-eviction Follow-Up (FU). These were shared with the National Cluster to initiate work on national guidance.
 - ▶ Information management activities in informal sites should inform the durable solution mechanism through coordination with actors working on Facilitating Voluntary Return programming.
3. Cross-sector information sharing on the threat of eviction is crucial to support the identification of partners for eviction response
 - ▶ The Inter-Cluster Coordination Group (ICCG) alert system informs all members about the eviction and involves the Clusters as much as possible to expand the capacity to respond to evictions. Involving Cluster focal points and partners already working in informal sites in the discussion is an effective way to mobilise partners. Some organisations started planning for contingency response to eviction.
 - ▶ Humanitarian agencies and the Cash Working Group developed a Multi-Purpose Cash Assistance (MPCA) guidance for intervention in informal sites, with a specific process to respond to eviction.
 - ▶ Ready-to-use data on informal site residents is available to facilitate referral and support partner interventions.
4. Maintaining constant communication with the community and using complaints mechanisms are significant to ensure that site residents have equal access to information about the ongoing evictions as well as potential alternative solutions.

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References to CCCM case studies for Iraq	2021-2022 CCCM case studies	A.2, A.4
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IRAQ

Coordinated CCCM operational response to site evictions and sudden camp closures

The sudden closure of camps and informal sites has been a key feature of the displacement context in Iraq, particularly in late 2020 and early 2021. In response, CCCM actors jointly developed standards and guidance documents based on their experiences to support planned closures. CCCM implemented three types of activities at the camp level, including direct camp management, government support and mobile support. These efforts depict the good practices of the coordinated operational response of CCCM and Protection actors to camp closure.


 A map of Iraq is shown in the background. A dark teal shape represents the country of Iraq, with a red dot indicating the location of Baghdad. The word 'Baghdad' is written next to the dot.

Baghdad

PROJECT LOCATION



Iraq

PROJECT DURATION



2020 - 2021

TARGETED BY PROJECT



IDPs

CCCM COORDINATION MECHANISM



National

KEYWORDS: Camp Closure, Remote Management, Referral Pathways



Camp closure © Kate Holland, UNHCR

Context

Over six million people were displaced in Iraq between 2014-2017 as a result of the ISIL (Islamic State of Iraq and the Levant) crisis and the military operations against them. IDP camps were opened to provide emergency accommodation for displaced families, which at their peak hosted over 700,000 individuals. Hundreds of thousands more people settled in informal sites.

While mass returns to areas of origin have since occurred, by mid-2020 there were still 250,000 displaced people living in IDP camps. Many of these families faced challenges to being able to return or integrate due to issues including personal security, destroyed housing and services, and lack of access to income and livelihoods.

Planned consolidation and closure of IDP camps have taken place across Iraq as camp populations decreased, but sudden closures of camps and evictions of informal sites have also occurred for several years. In late 2020, the Government of Iraq closed the majority of the remaining camps administrated by the federal Iraq authorities, with short notice given to residents of these camps. 16 camps and informal sites were closed between October 2020 and January 2021, with over 43,000 people departing the sites – around a third of whom were secondarily displaced.

Project Overview and Objectives

CCCM actors, other sectoral partners and the humanitarian coordination mechanism have been responding to sudden site closures and evictions in Iraq since they began. Focusing on the large-scale closure of 16 sites in late 2020 and early 2021, humanitarian agencies developed good practices and processes of both CCCM operations and coordination. The objectives were:

- ▶ To guide planning and support planned closures and local advocacy on sudden closures and evictions.
- ▶ To monitor the situation and support families/individuals with specific protection concerns.
- ▶ To mitigate the protection risks that families face before and during departure from sites.
- ▶ To support referrals for families to humanitarian assistance actors and specialised protection actors in destination locations.

In particular, close collaboration was fostered between CCCM and Protection actors at the site, governorate and national levels. This improved the quality of the CCCM response and protection outcomes. It also provided coordination and information that supported and improved the wider response and advocacy to support displaced populations.



Informal sites located in East Mosul where 28 displaced families set up after the 2014 conflict © ACTED

Selection of beneficiaries and Geographical targeting

This project focused on the large-scale closure of 16 sites in late 2020 and early 2021.

CCCM activities

1. Planning the response

In 2019, Minimum Standards for Camp Consolidation and Closure in Iraq were developed by CCCM actors, Protection partners and Clusters to guide planning between humanitarian actors and local authorities. The guidance document outlining these Minimum Standards was complemented by a Closure Checklist as a reference for camp management actors – whether humanitarian or governmental. These two guidance documents supported planned closures, consolidations and local advocacy on sudden closures and evictions.

As sudden site closures continued in 2019 and 2020, contingency planning documents, Communication with Communities (CwC) plans and key message examples were passed among humanitarian CCCM actors who were responding to closures and evictions. This informal sharing of examples and good practices led to the organic development of standards for CCCM actors. These agreed approaches were consolidated by the CCCM and Protection Clusters into a joint operational guidance on response to sudden camp closures and evictions,¹ which was built on the Iraq Minimum Standards document. This document defined specific responsibilities of CCCM and Protection actors at the site level, provided technical guidance on developing and adapting community messaging and annexed example tools provided by CCCM partners and technical reference documents.

2. Camp-level activities

Three typologies of CCCM activities were implemented in the camps and informal sites that were closed in late 2020: **(1) direct camp management, (2) CCCM support to government camp management, and (3) CCCM mobile support in informal sites.** While regular, day-to-day CCCM activities differ among these typologies, response following sudden site closures were conducted by all CCCM teams.

- ▶ **Monitoring the site situation and gathering information** on families' intentions in order to identify and support their specific needs (e.g., transportation support, child-headed households, people with medical conditions).
- ▶ **Implementing a Standard Camp Exit Survey** to track departures and destinations and identify families unable to return.
- ▶ Leading on **information-sharing and CwC** by developing key messages to be used by all humanitarian partners. Messaging was disseminated through community committees/leadership structures and CCCM community mobilisation teams. CCCM team members were prepared to respond to questions from the community to maximise quick outreach.
- ▶ **Sharing updates** about site situations to governorate-level coordination mechanisms and national clusters supported advocacy efforts and humanitarian response planning for families leaving camps.
- ▶ **Site-level coordination and information-sharing** with humanitarian partners.
- ▶ **Upscaling administrative capacity** to process departures. In Iraq, departing families are issued a 'departure letter' confirming the length of their residence in the camp, and they are removed from camp databases as they leave. Preparing for these administrative processes, e.g., printing departure letters ahead of time, helped improve efficiency at the camp level.
- ▶ **Maintaining accountability channels** as well as maintaining the existing camp mechanisms for complaints and feedback. The Iraq Information Centre (IIC) was promoted to families by CCCM teams as an accountability mechanism and information source available to them (by phone and social media) upon leaving the camp.

¹ CCCM Cluster Iraq: [Operational Guidance on response to sudden camp closures & evictions – Actions in camps during transfer, and in areas of return or secondary displacement, December 2020](#)

- **Supporting partners with administrative requirements**, including asset management and decommissioning planning. Considering different donor requirements of how assets should be handled within the overall site decommissioning plan sometimes required more than one decommissioning approach in a camp.

3. Coordination with Protection actors

Protection actors provided support to information gathering. In turn, supported by CCCM, they provided support to individuals with specific protection concerns and conducted protection monitoring during closure. On departure from the camp, responsibility was handed to Protection partners, who conducted protection monitoring during transit when families departed in convoys. Immediate referrals were made to other humanitarian actors in the returned or secondary displacement areas.

What impact did coordination have on this project?

Coordination efforts provided data on population movements and needs. In addition, coordination facilitated referrals of departed families for humanitarian assistance in their next location of residence and strengthened advocacy efforts through consistent evidence-based messaging.

The CCCM and Protection Clusters rolled out a Camp Departure Follow-Up Survey,² developed in late 2019 as a collaboration between the CCCM and Protection Clusters and the IIC – a call centre established as an accountability mechanism for the Iraq humanitarian response. It was built on the existing standard camp Exit Survey tool that records the intended destination and contact details of all (consenting) families leaving camps. The IIC or CCCM conducted a short multi-sectoral assessment, providing quick-turnaround of information on families' location, situation and primary needs. The data was used to support overall response planning, inform advocacy efforts internally and externally and facilitate families' referrals to assistance.

The CCCM Cluster and the Displacement Tracking Matrix (DTM) collaborated to provide population movement data and triangulate data from CCCM partners, the camp Exit Survey and DTM's Emergency Tracking mechanism.

Advocacy on the closures was conducted jointly between the CCCM and Protection Clusters at the governorate and national levels within the international community. Supported by joint Situation Reports (SitReps) and issued by the CCCM and Protection Clusters, the advocacy reinforced consistent messaging on the closures, highlighting protection analysis and protection risks.

Key Achievements of Project:

1. Operational guidance documents

The documents were widely disseminated, supporting the planning of CCCM and Protection partners for subsequent site closures. They also provided a clear outline of what other actors should expect from CCCM and Protection at the site and national levels.

2. Improvement of the efficiency and quality of operational response

Consistent and clear expectations of other actors' activities improved the efficiency of response during camp closure. This, in turn, improved the quality of the response and protection outcomes, and also provided coordination and information that supported and improved the wider response and advocacy.

Challenges

1. Staff turnover and inconsistency

Success in a coordinated response requires that each key individual is aware of the agreed process, actions and what to communicate when. However, in a sector with high turnover, this demanded regular revisiting of the processes to recommit to the agreements and ensure continued relevance. This meant meeting key actors as soon as a closure threat was made and going over the agreed standard processes to get buy-in from all key individuals again.

² National Protection Cluster – [Camp Departure Follow Up Survey. January 2021.](#)

2. Balancing data collection with the ability to use it to respond

Although a camp departure follow-up survey was set up to collect information from families after they depart from camps, in practice, these referrals only worked in some locations. This was partly due to the lack of coverage of humanitarian actors in some areas and the time discrepancy between project cycle assessment and intake phases with the camp closure.

3. Transparency in communication

Sudden and unpredictable timelines of camp closure in Iraq made planning difficult. This situation made it challenging to have proactive communication with IDPs as it required frequent revision of critical messages.

Lessons learned and Recommendations

1. Having consistency in the actions and roles of different humanitarian actors

CCCM humanitarian actors at the site level knew what actions to expect from Protection and other humanitarian partners and vice versa. It enabled actors to adapt CwC plans and key community messages and provide information through agreed channels. Similarly, other actors, including Humanitarian Country Team (HCT) members and donors, could predict and expect what information they would receive from the Clusters, particularly the CCCM Cluster, to support advocacy and response planning.

2. Coordinated work with the buy-in of all actors

The development of standard processes for camp closure in Iraq worked best when it was based on existing processes and guidance developed by individual CCCM actors. These functional processes and tools were shared and adapted between CCCM agencies until there was a common understanding of the good process and practices for responding to closure threats. This common understanding was then written down by the Cluster and shared externally.

3. Using multiple communication channels with the community

Disseminating messages in at least two different ways (e.g., through community mobilisers and community leaders) helped counter rumours about site closure.

4. Breaking down responsibilities and assigning (and delegating) specific tasks to specific staff

It helped camp management teams to keep on top of fast-moving situations, especially when these are generally shared within the team: e.g., one person being responsible for liaising with Protection partners, one responsible for communication with the community messages, one for liaising with authorities, etc.

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References to CCCM case studies for Iraq	2021-2022 CCCM case studies	A.2, A.3
	2016-2019 CCCM case studies	A.1, B.3, B.4
	CCCM case studies Vol. 2	p.8, p.11

BANGLADESH

Community Radio Covid-19 information and prevention

The CCCM team utilised community radios to broadcast Covid-19-related information and collect community feedback in Rohingya Camps 8 East and 8 West. Information was made more accessible by broadcasting audio via a speaker installed on a three-wheeled vehicle (known as a CNG) that moved around the camps. As a result, this project reduced fear, rumours and misinformation about Covid-19. It also contributed to increased vaccinations within a short period and raised awareness of personal hygiene.



PROJECT LOCATION



Camp 8 East and 8 West, Bangladesh

PROJECT DURATION



1 November 2019 – 30 June 2022 (ongoing and funded under consecutive projects spanning this time)

TARGETED BY PROJECT



62,935 individuals
(targeted camp populations as of April 2022)

CCCM COORDINATION MECHANISM



Communication with Communities Working Group (CWC WG), bilateral coordination with BBC Media Action

KEYWORDS: Communication with Communities, Safety and Security, Covid-19 response



SMS volunteer collecting feedback/question after playing a message © DRC

Context

In August 2017, hundreds of thousands of Rohingya were forced to leave their homes in Rakhine, Myanmar, due to armed attacks, massive violence and serious human rights violations. Many undertook dangerous journeys to reach Bangladesh. As of now, more than 900,000 people found safety in the Cox Bazar's region, which is known for one of the world's largest refugee camps. While the population struggles with various difficulties, the outbreak of the Covid-19 pandemic severely restricted humanitarian access and service delivery to the highly aid-dependent refugee communities.

In 2021, despite the lockdown measures, camps in Bangladesh saw a significant increase in Covid-19 positive cases, with 2,451 diagnosed cases and 27 Covid-related deaths. The situation was compounded by the reduced humanitarian footprint and restricted activities in both the camps and surrounding host communities. While health and other life-saving activities and distribution of core relief items and cooking fuel were allowed to be carried out, protection and site management activities were severely disrupted. This created gaps in in-person services such as mediation, legal counselling, community consultations and case management. As a result, vulnerable communities such as women, children, older persons and persons with disabilities received these services remotely or with the support of trained refugee volunteers.

Project Overview and Objectives

In camps 8 East (8E) and 8 West (8W), information was primarily disseminated through four different channels: standard Feedback and Information Centres, information boards, different community group meetings conducted by the Community Service team and radio listening sessions conducted by the Communication with Communities (CwC) team. While information was conveyed in the beneficiaries' language and used visual and oral means to reach individuals of various ages and literacy levels, there remained accessibility concerns for girls, women and people with mobility challenges who are physically or culturally constrained from leaving their shelters. The objective of the community radio was to reach these groups that are unable to access information centres and boards or attend group sessions.

CCCM Activities

1. Selecting information products

At the start of each day, the vehicle (locally known as a CNG) driver conferred with the CwC officer to decide on the most appropriate message to be shared that day. The CwC officer selected the message from the BBC Media Action library to be played based on contemporary issues prevailing in the camp. Generally, health-related information from reliable sources such as the Health Sector and the CwC Working Group was shared (i.e., prevention of Covid-19, the importance of wearing masks, handwashing and quarantining when exposed to Covid-19). Other messages included human rights, awareness of natural disaster risks, behaviour change communications, etc.

2. Disseminating general information

The selected audio file was downloaded onto a USB drive or mobile phone that could then be connected to the amplifier via a USB port or Bluetooth. It was played through a battery-operated large trumpet speaker connected to the amplifier attached to the vehicle. While broadcasting the message, an experienced CCCM volunteer collected questions and feedback related to the message or about general camp services. Specific service complaints were registered as tickets to be referred and responded to through the Complaints and Feedback Response Mechanism.

The community radio broadcast information products from 10 a.m. to 3 p.m. each day because this is the time when most camp residents are outside of their shelters working, shopping or using camp services. The CNG was able to access narrow camp roads to pause at gathering places such as markets and food/NFI distribution points where it was audible to a larger audience. To avoid disrupting other camp activities, it was not played during prayer times or next to learning centres.

3. Health campaigns

During the government and Health Sector's Covid-19 and oral cholera vaccination (OCV) campaigns, CCCM used the community radio to raise awareness of the vaccines and combat misinformation. The community radio played messaging approved by the Health Sector for three weeks during the first Covid-19 vaccination campaign for the initial dose, and again for another three weeks during the second vaccination campaign for the final dose. Running from 10 to 25 October 2021, 95% of targeted beneficiaries in Camp 8E and 98% in Camp 8W¹ were vaccinated through the OCV campaign.

What impact did coordination have on this project?

Continual coordination between the CCCM team and BBC Media Action was necessary and integral to activity implementation since all broadcast content was developed by BBC Media Action. CCCM shared community feedback on information products and raised messaging needs with BBC Media Action, while BBC Media Action developed the audio products that CCCM broadcast through the radio.

“From the community radio, I heard an announcement that people aged 55 years or older can get the Covid-19 vaccine, which will protect the human body from the coronavirus. After hearing the messages about the benefits of the vaccine, I discussed it with my family and decided to get the vaccine. I also learned how to wash my mask and re-use it, about social distancing, special care for aged people during Covid-19, common misperceptions of Covid-19, the disadvantages of early marriage and other things from the community radio. It is very helpful for women who can't move or go outside easily like us because of cultural barriers or religious views.”

Resident of sub-block B51, aged 60, shared his opinion about the community radio

Key Achievements of Project

1. Reduced community panic over the Covid-19 vaccine

The community radio contributed to reduced fear, rumours and misinformation about the virus by broadcasting official Covid-19 information. For example, in Camp 8W, people felt anxious due to rumours about the Covid-19 vaccine. There were rumours that the vaccine could kill elderly people after the first dose, impair reproductive functions, and exacerbate pre-existing conditions such as diabetes, asthma and other diseases. By answering common questions and providing clear information about the vaccine's effects, the community radio countered rumours.

2. Increased the vaccinated population within the camps

The activity contributed to a high vaccination rate within a short time in Camp 8W (98% of targeted beneficiaries vaccinated within a month against cholera). The community radio broadcast information products about the Covid-19 and the OCV vaccines, which helped Health actors increase vaccination rates.

3. Raised awareness about improved hygiene behaviours

Information products broadcast through the community radio had an impact on camp residents' hygiene behaviours and adherence to Covid-19 protocols. A woman in Camp 8W shared that after hearing a message about the importance of personal hygiene through the community radio, she started washing her hands with soap before cooking, eating and feeding her baby. She also started wearing a face mask outside her shelter and when visiting camp distribution points.

Challenges

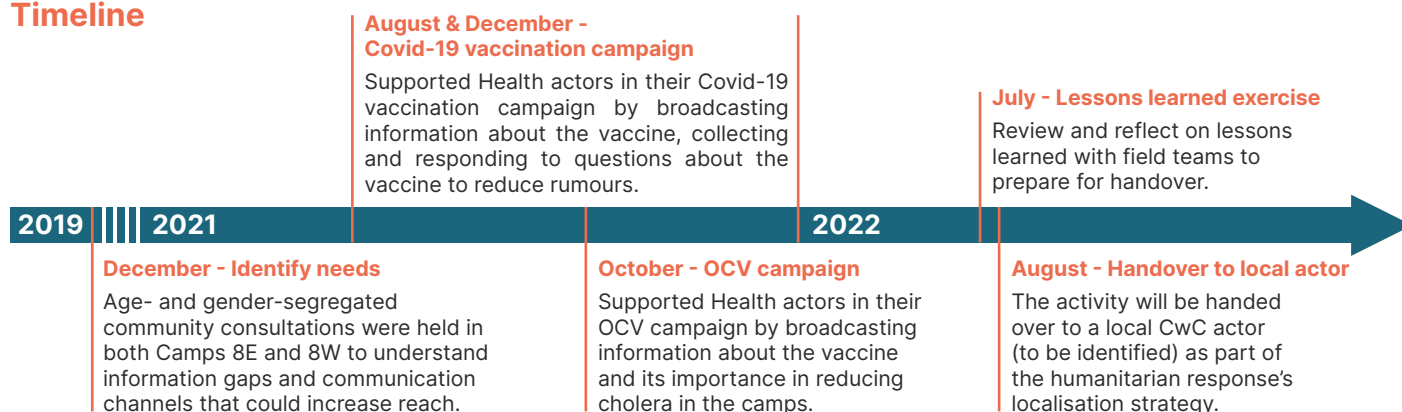
1. The community radio was limited to roads accessible to the CNG, so individuals living in certain parts of camps 8E and 8W could not be reached due to lack of accessible roads and ongoing road construction by the Local Government Engineering Department.

¹ Health Sector presentations, 9 November 2021.

Lessons Learned and Recommendations

1. Since the community radio was broadcast on a moving vehicle, bystanders could miss part of the audio programme. To mitigate this issue, the CCCM agency had the vehicle stop near busier areas and play the full programme.
2. During the pandemic, no gatherings, including awareness sessions, could be held due to Covid-19 restrictions. Since the community radio was audible within a large radius, the CCCM team was able to reach a sizeable audience and raise awareness while maintaining social distancing.

Timeline



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References to CCCM case studies for Bangladesh	2021-2022 CCCM case studies	B.3, C.3
	2020 CCCM case studies	A.1, A.2, B.4, B.5
	2016-2019 CCCM case studies	C.1

SUDAN

Community-led interventions

Quick Impact Projects (QIPs) are community-led projects designed to be small-scale, low cost, quick and aim to respond to basic priority needs rapidly and support community development. Through QIPs, the SMS agency assisted in forming inclusive committees and supporting their activities, focusing on active community engagement, social cohesion, livelihood initiatives and ownership, while increasing the site management capacity.



PROJECT LOCATION



Sudan (Sudan/East/Gedaref/Um Rakuba)

PROJECT DURATION



April 2021 - March 2022 (12 months)

TARGETED BY PROJECT



Refugees and vulnerable host communities.

CCCM COORDINATION MECHANISM



Refugee Working Group,
Camp Coordination meetings

KEYWORDS: Community-led, Women Participation, Community Governance structure



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Context

Sudan hosts 1.1 million refugees, which is one of the largest refugee populations in Africa. Of those refugees, South Sudanese represent more than 70% (800,000) of the population, followed by 126,000 Eritrean refugees (11%). The country also has had more than 3 million IDPs, mostly in the Darfur region, for almost two decades¹. Unfortunately, humanitarian needs continue to grow across Sudan. About 14.3 million people – 30 per cent of the population – are expected to need humanitarian assistance in 2022, which is the highest level of need in the country in the past decade².

Sudan has one of the world's largest protracted humanitarian crises. Political instability after the 2019 revolution triggered large-scale internal displacement. Climatic and socio-cultural conditions have led to high levels of displacement, food insecurity and malnutrition. An economic crisis is intensifying the numbers of people in need as poverty levels are soaring across the country. Additionally, the outbreak of violence in Ethiopia's Tigray region in November 2020 resulted in hosting almost 60,000 Ethiopian refugees and asylum seekers in eastern Sudan, which has exacerbated the already precarious situation.

General Selection of beneficiaries and Geographical targeting

The projects focused on the refugee and vulnerable host communities in Um Rakuba and Tunaydbah. Women and men of all ages and backgrounds, including the elderly and people with specific needs, were included in the projects.



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Project Overview and Objectives

Since the Ethiopian refugee crisis in 2020, both refugees and the host communities in Eastern Sudan have suffered from compounded risks regarding basic needs, protection and human rights. In response, strengthening the resilience of communities and nurturing a community spirit were emphasised to help create more stable conditions in the longer term, while also supporting communities with their basic needs. Under this mandate, the SMS agency implemented Quick Impact Projects (QIPs) by assisting in the formation of inclusion committees and supporting their activities.

This project aimed to

- ▶ Guarantee equal participation and access for the population with specific needs.
- ▶ Promote the site population's self-reliance and ownership of decision-making processes in the site's management.
- ▶ Facilitate the formation of representative governance structures.
- ▶ Ensure that strategies were developed to support and strengthen the residents' livelihood initiatives.

¹ UNHCR, 2022. [Sudan Livelihoods Road Map, 2023-2025](#).

² OCHA. [Sudan Humanitarian Needs Overview 2022](#).

Site Management / CCCM activities

Prior to the project start, the SMS agency mapped the existing community structures and facilitated community consultations by introducing people-centric and Accountability to Affected Populations approaches and principles of Communicating with Communities (CwC). The SMS agency explained how these principles and concepts translated into setting up QIPs. Following the formation of committees (e.g., sports, religious, women, youth, community watch group, disabled committees), separate Focus Group Discussions (FGDs) took place with each group in order to identify needs. This was followed by discussions on availability of resources, feasibility of the project ideas and ways to operationalise the QIPs. Follow-up meetings took place with each committee to first draft project proposals together and appoint a focal person to ensure equitable participation. The established committees collectively identified needs, gaps and proposed solutions by assessing necessary materials, spaces and modalities. This process enabled the implementation of small and quick projects in a sustainable and meaningful manner benefitting the whole community.

The formation of committees focused on different groups or activities. This facilitated better representation and design of the QIPs. In addition, it supported the SMS agency to better understand community dynamics and proved to be life-saving during emergencies when actors were not present in the camps (e.g., the fire safety response committee).

The QIPs targeted different groups within the site's population, and the projects' implementations improved the relationship between the SMS agency and the community in addition to strengthening the role of the committees. Several of the community-developed QIPs addressed the need to increase the sense of safety in the camp (such as forming a fire safety committee, community watch group, providing lockable doors to shelters inhabited by women at risk, teaching self-defence to women). Other types of QIPs focused on creative and recreational activities for youth to encourage youth engagement and health. A third type of QIPs focused on traditions and cultural identity such as cultural festivals, weddings, religious celebrations, and burial traditions.

Examples of these community-led QIPs included:

- ▶ Distribution of wedding kits to religious committees (3 churches / 1 mosque), with material to be able to celebrate cultural festivities and weddings.
- ▶ Distribution of burial material to the camp and host communities to support the religious committee with the proper handling of the deceased to restore dignity and respect diversity.
- ▶ Distribution of training sport and creative activities materials for girls ages 6 to 23 (e.g.: self-defence classes, art classes).
- ▶ Training and instalment of sewing machines and crochet material in the community centre for women to gather and make clothing for vulnerable cases and newborns referred by the Protection team.
- ▶ Establishing and support to a Community Watch Group to strengthen their role in the camp.
- ▶ Distribution of sports kits to sports committees (girls'/boys' teams) in the camp and host communities. Games were organized with host communities and amongst camps, promoting social cohesion and peaceful coexistence with no language limitations.
- ▶ Designed a library in the community centre with books on literature, languages, history and religion.

"The CCCM agency is the backbone of our community, and with your support we would be able to train more and more people."

Training Center QIP

The community groups' committees and the implementation of these QIPs contributed to strengthen the community's participation in site management in the following aspects:

1. Protection

- ▶ Facilitated social support networks with local actors. The community watch groups were trained by the SMS agency on Psychological First Aid (PFA) and were supported by a QIP that provided visibility material, flashlights and gumboots. The material allowed the watch groups to patrol the camp at night more effectively, without being bitten by snakes and being visible when identifying issues at night. This enhanced the feeling of camp safety, especially for women at night, and led to further discussions with the Site Manager and Police on the further need for patrolling and securing the camps.

2. Site Management

- ▶ Mediated and encouraged dialogue between communities inhabiting the site and the host communities, in coordination and collaboration with the Site Manager.
- ▶ Facilitated the formation of community groups and committees, and ensured equal access and female representation as well as youth representation.
- ▶ Organised regular meetings with community members to inform them about coordination meeting developments, roles and responsibilities. Listened to their needs and gathered opinions.
- ▶ Engaged communities in meaningful dialogue through different channels in a participatory approach.
- ▶ Collected up-to-date information on the priority needs and the coping capacities of the community through rapid needs assessments.
- ▶ Liaised with host community actors to design and implement joint activities to initiate intercultural dialogue and promote social cohesion.

What impact did coordination have on this project?

Coordination improved community representation and governance. Community leaders were often not perceived as representative of the whole community, so the formation of project-specific committees and empowering those committees contributed to a safer, more inclusive environment.

Key Achievements of Project

1. QIPs increased meaningful participation and engagement across different ages, groups and for Persons with Specific Needs.
2. Targeted interventions were designed with the community, responding to their needs.
3. The provision of safety materials increased the sense of safety and dignity in the camps.
4. The participation of youth in creative activities strengthened their engagement with the host communities.

Challenges

1. Movement restrictions for the camp and host populations reduced the ability to organise joint social events and activities.
2. It was challenging to ensure equitable benefit of the QIPs for the whole community.
3. Procurement issues such as scarcity, inflation and roadblocks delayed the start of project activities.

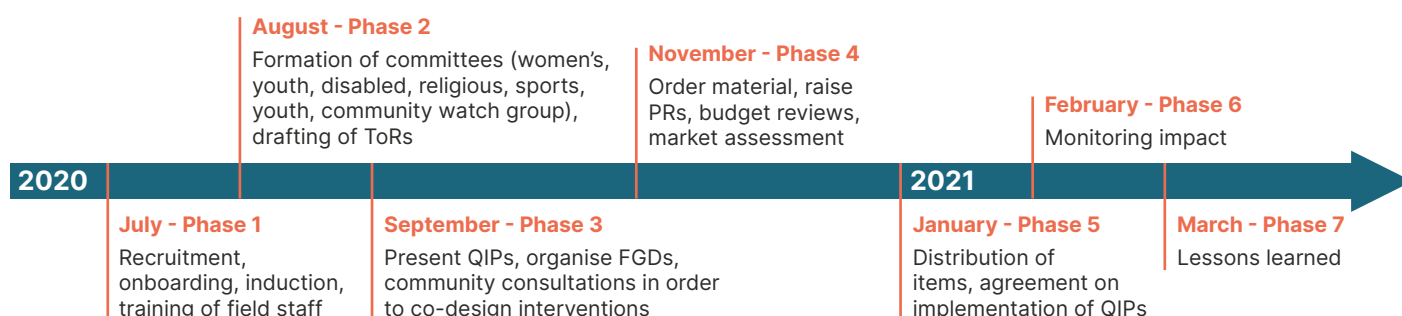


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Lessons learned and Recommendations

1. Mapping of existing committees, establishing/strengthening existing inclusive committees, drafting of Terms of Reference (ToRs) and conducting regular, transparent project planning meetings were essential activities to ensure QIPs are community-led.
2. Strengthening coordination mechanisms between a range of actors was essential to achieving project success.
3. Training and workshops on community engagement tools for staff and volunteers contributed to increase decision-making ownership.

Timeline



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References to CCCM case studies for Sudan	2022 CCCM case studies	C.5
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