



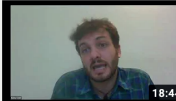
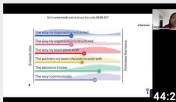







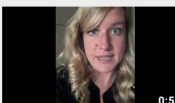
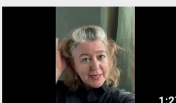
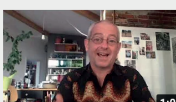
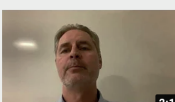

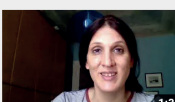
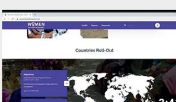


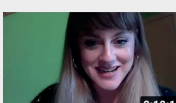

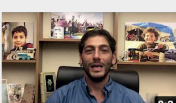




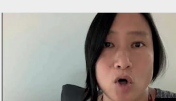
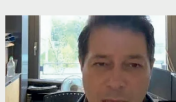

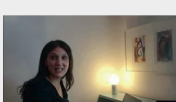
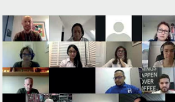


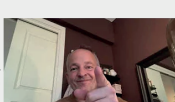

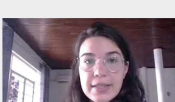



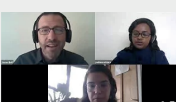
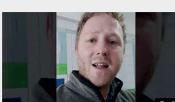







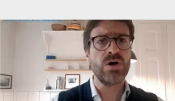
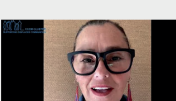
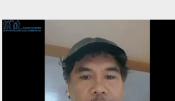
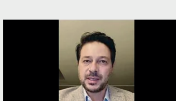

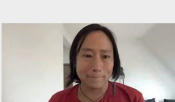
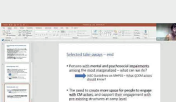
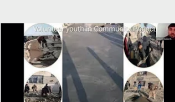
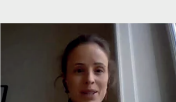


2020 GLOBAL CAMP COORDINATION AND CAMP MANAGEMENT MEETING REPORT

02 – 12 November 2020

 <p>Day 8 - Strategy - Full Recording 18 views</p>	 <p>Day 7 - Salamiyah camp, Iraq - ACTED 20 views</p>	 <p>Day 6 - Overcoming congestion in Nigeria ... 28 views</p>	 <p>Day 6 - Housing Land and Property - Breakout Session 24 views</p>	 <p>Day 6 - Physical Environment - Panel discussion? 13 views</p>
 <p>Day 6 - Physical Environment - Panel Discussion 23 views</p>	 <p>Day 6 - Physical Environment - WrapUp 9 views</p>	 <p>Day 2 - Localization - The Somalia NGO Consortium 38 views</p>	 <p>Day 2 - Localization & Preparedness: Mr. Andjar... 22 views</p>	 <p>Day 5 - Nexus & Transition - Giovanni Cassani 6 views</p>
 <p>Day 6 - Physical Environment - James Kennedy 1 view</p>	 <p>Day 7 - Camp Management Standards in Practice 156 views</p>	 <p>Day 7 - Richard Okello - CCCM Cluster Coordinator... 17 views</p>	 <p>Day 7 - Kathryn Ziga - Former CCCM Cluster Coordinator... 60 views</p>	 <p>Day 7 - Christine Knudsen - Former Executive Director o... 20 views</p>
 <p>Day 7 - Jim Kennedy - Independent shelter expert... 9 views</p>	 <p>Day 7 - Chris Gad, CCCM SAG member and Head of... 8 views</p>	 <p>Day 7 - The history of the 3.5 square metre shelter... 4 views</p>	 <p>Day 7 - Giovanna Federici - CCCM SAG Chair, and Camp... 13 views</p>	 <p>Participation Marketplace: Women in Displacement... 11 views</p>
 <p>Day 4 - ABA Session: Exit Strategy by NRC Iraq 11 views</p>	 <p>Day 4 - Urban and Out of Camp Settings - Full... 32 views</p>	 <p>Day 3 - Participation, Inclusion and Accountabil... 70 views</p>	 <p>Day 3 - Participation, Inclusion & Accountability 11 views</p>	 <p>Day 2 - Localization & Preparedness - Yakzan... 60 views</p>
 <p>Day 2 - Localization & Preparedness 8 views</p>	 <p>Day 2 - Localization & Preparedness - Andjar Radit... 8 views · 5 months ago</p>	 <p>Day 7 - CM Standards in Practice 7 views</p>	 <p>The Global Meeting Facilitator - Charlie Dalrymple 13 views</p>	 <p>Wan S. SOPHONPANICH - Global CCCM Cluster... 20 views</p>
 <p>Dher Hayo - Global CCCM Cluster Coordinator 13 views</p>	 <p>Day 8 - Global CCCM Strategy session - Charlie Dalrymple 10 views</p>	 <p>Day 4 Urban & Out of Camp Giovanna Federici 25 views</p>	 <p>Day 2 - Localization & Preparedness - Full... 89 views</p>	 <p>Day 1 - Opening Session - Recording 16 views</p>
 <p>Day 2 - Localization & Preparedness: Mr. Clifford... 79 views</p>	 <p>CCCM Cluster Working Groups - Area-Based... 29 views</p>	 <p>Participation Marketplace: Disability Inclusion Concept... 6 views</p>	 <p>Participation Marketplace: CCCM Somalia 17 views</p>	 <p>Participation Marketplace: Communication with... 16 views</p>
 <p>Participation Marketplace: NRC Community... 8 views</p>	 <p>Day 4 - Area-Based Approach (ABA) Coordination - Yemen 36 views</p>	 <p>Day 4 - Area Based Durable solutions - Planning Train... 11 views</p>	 <p>Day 4 - Formal site transition to area-based response... 14 views</p>	 <p>15 years CCCM Cluster retrospective - Philippines... 29 views</p>
 <p>Cluster Clusters 15-year retrospective 140 views</p>	 <p>CCCM Cluster South Sudan 2020 Update 135 views</p>	 <p>CCCM Cluster Somalia 2020 Update 50 views</p>	 <p>CCCM Cluster Chad 2020 Update 21 views</p>	 <p>CCCM Cluster Iraq 2020 Update 39 views</p>
 <p>Opening Remarks - Mr. Sajjad Malik - Director, Division of... 28 views</p>	 <p>15 year CCCM Cluster retrospective - Giovanni... 34 views</p>	 <p>15 year CCCM Cluster retrospective - Kelly Flynn ... 14 views</p>	 <p>15 year CCCM Cluster retrospective - Rafael Abis ... 49 views</p>	 <p>15 year CCCM Cluster retrospective - Dher Hayo ... 30 views</p>
 <p>Practitioners' Day - Challenges of keeping track... 1 view</p>	 <p>Practitioners' Day - Camp Manager's Guide to CBI 10 views</p>	 <p>Practitioners' Day - CLINIC: Participation and Inclusion ... 11 views</p>	 <p>Practitioners' Day - Encouraging participation o... 26 views</p>	 <p>Practitioners' Day - Addressing GBV in Crises 27 views</p>

Executive Summary

The 2020 Annual Global Camp Coordination and Camp Management (CCCM) meeting was held online over 8 days between the 2nd and 12th of November 2020. Hosted on Zoom, the interactive Global Meeting was designed to maximize the opportunities for a more inclusive and accessible online meeting whilst working to minimize the impact that the lack of in-person interactions can bring. The meeting brought together over 400 participants from 75 NGOs, 11 governmental agencies and missions and 10 UN agencies to discuss and share experiences and best practices, and to participate in planning the forward-looking priorities of the CCCM Cluster.

The eight global sessions brought collaboration and active participation from across different technical sectors, government entities, donors, and international and local organizations, showcasing the cross-cutting nature of CCCM. Each day focused on specific areas of work, and the Meeting started off with the opening session on Day 1 that looked back at the **CCCM Cluster over the past 15 years** as well as an overview of 2020 achievements and activities. Day 2 explored the efforts of **Localization**, particularly looking at the CCCM framework and operations in the Philippines, Syria, Indonesia and Somalia, and Day 3 covered the breadth of **Participation, Inclusion and Accountability** across the sectors. Day 4 took participants out of the traditional camps context with the launch of the CCCM Cluster's **Area-based Approach** position paper and a round table.

Week One ended with **Practitioners' Day**, the Cluster's first, which took place over 10 hours on Friday 6 November, with 22 sessions from 35 practitioners. The sessions ranged widely in topics: from a clinic on ensuring disability inclusion to mainstreaming GBV mitigation and prevention; from sharing of lessons learned from transitioning POCs in South Sudan to adapting filter hotels for COVID-19 in Mexico; from the greening of camps and sites to managing fire safety.

Week Two started off with a high-level panel discussion on **Transition and the Nexus**, featuring government representatives from Iraq and Nigeria with the former Residence Coordinator for Syria. The session explored achievements and challenges faced by authorities and humanitarian communities in putting the 'nexus' into practice, linking together discussions around preparedness, localization, empowerment and coordination. Day 6 followed with discussions on various aspects of **Physical Environment**, including Housing, Land and Property; decongestion; site improvement and sustainability, for which the Cluster was joined by experts from relevant technical areas. Day 7 brought about the culmination of the past 3 years of work on developing **Minimum Standards for Camp Management** with a focus on application of the standards in different contexts and typologies. The final day of the 2020 Global CCCM Meeting highlighted the outcomes of consultations for the **Global CCCM Cluster Strategy** and provided a forum for practitioners' feedback and inputs to the 3-year strategy.

Wan Sophonpanich
IOM

Dher Hayo
UNHCR

Acknowledgement:

Special thanks to the Global CCCM Cluster Support Team and the Global CCCM Cluster Strategic Advisory Group (SAG) for the planning and organization of this meeting, and to Charlie Dalrymple for overall facilitation.

Day 1: Opening Session - CCCM in 2020

Facilitators: **Charlie Dalrymple** with **Wan Sophonpanich** (IOM) and **Dher Hayo** (UNHCR)

The Global Meeting facilitator, Charlie Dalrymple, welcomed participants and provided an overview of the agenda as well as the technical and logistical orientation of the event. Participants were encouraged to introduce themselves through the chat function. The meeting was then opened by two video presentations from Jeff Labovitz, the Director of the Department of Operations and Emergencies at IOM, and Sajjad Malik, the Director of the Division of Resilience and Solutions at UNHCR.

Participants were invited to look back through the past **15 years of the CCCM Cluster** through recorded messages and narrative over key statistics of past and on-going responses. The video presentation started with Kelly Flynn, who shared that in 2005, the focus of CCCM was on reinforcing capacities and establishing core competency for camp managers during the tsunami response in Sri Lanka. Two years after that, in response to Pakistan flooding, Brian Kelly reflected on collaborative efforts to deliver assistance and emphasized the notion that cluster coordination is a service for the collective. Giovanni Cassani presented the steep learning and innovation curve, forced by the large-scale urban disaster following the Haiti earthquake in 2010, whilst Wan S. Sophonpanich stressed the importance of working closely with local partners and authorities in 2013 during the Philippines typhoon response. Dher Hayo then talked about the challenge of coordinating cross-border CCCM response for Syria in 2015. In closing, Rafael Abis shared his experience working in the aftermath of Cyclone Idai in 2019 in Mozambique, emphasizing the importance of collaboration and cooperation to deliver an effective response.

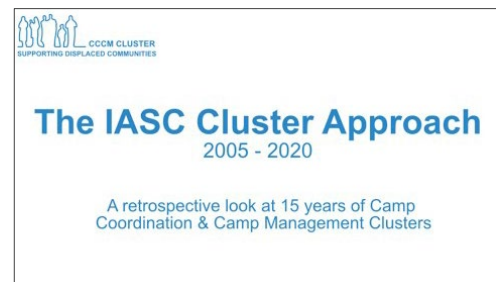


Figure 1: 15 years of CCCM cluster (on [youtube](#))

In 2020, the Cluster recorded **14 million IDPs reached with CCCM services**, with 19 country-level CCCM coordination mechanisms that engage 157 organizations (75 international and 82 national). The Global Cluster Coordinators and Working Group Chairs provided an overview on 2020 Cluster achievements and challenges.

Since the last annual meeting, the Terms of Reference for the global Strategic Advisory Group (SAG) has been reviewed and updated and the Global Cluster's membership criteria. The criteria and joining instructions can be found the cluster cluster's website [here](#). The Global Cluster has also initiated the consultation process for revision of the Global Cluster's strategy, working with Country Cluster Coordinators to reach colleagues working in various contexts and crises.



Figure 2: Global Training Package

The updated Global CCCM Training package was also finalized and published and is available for certified trainers through the website. Participants also heard from Cluster Coordinators from Yemen, South Sudan, Somalia, Nigeria, Chad and Iraq, who shared their challenges and key priorities going forward.

The **impact of COVID-19** was felt throughout the sector, and globally, CCCM practitioners rallied to put into place mitigation measures in camps and camp-like settings right from the start. Efforts were put into re-organizing use of public spaces, strengthening communication and information campaigns, and working with other sectors in improving hygiene facilities in infrastructures. As a sector that works directly with the displaced population on a day-to-day basis, many adjustments have been made to the way we engage with communities, which in some cases has resulted in stronger transfer of decision-making power and ownership to the communities – from monitoring services

and referral mechanisms, to training community leaders and women’s groups, to providing communication devices.

The **CCCM Tuesdays** webinar series was launched jointly by the Cluster’s Working Groups in response to the emerging COVID-19 situation. In total, 8 webinars were organized to explore different aspects of CCCM activities in relation to the pandemic.

- **Operationalizing Camp Management Standards:** Sphere and the COVID-19 Response in Camp Settings.
- **Community Engagement and Participation** in Response to COVID-19.
- **Training Remotely:** Sharing of Tips and Best Practices for Capacity Building in Remote Management.
- Adaptation of CCCM Activities in **Urban Neighborhoods and Informal Sites** for the COVID-19 Response.
- **Digital Communication and Clean Energy** in Responding to COVID-19.
- **Remote Management:** Challenges in Engaging with State and Non-State Actors.
- **Training for Trust:** How Training Different Target Groups Can Help Risk Communication and Community Engagement in Public Health Emergencies.
- Discussion with GBV and Child Protection Areas of Responsibility on **Service Adaptation and Collaboration with Camp Management** During COVID-19 Response.

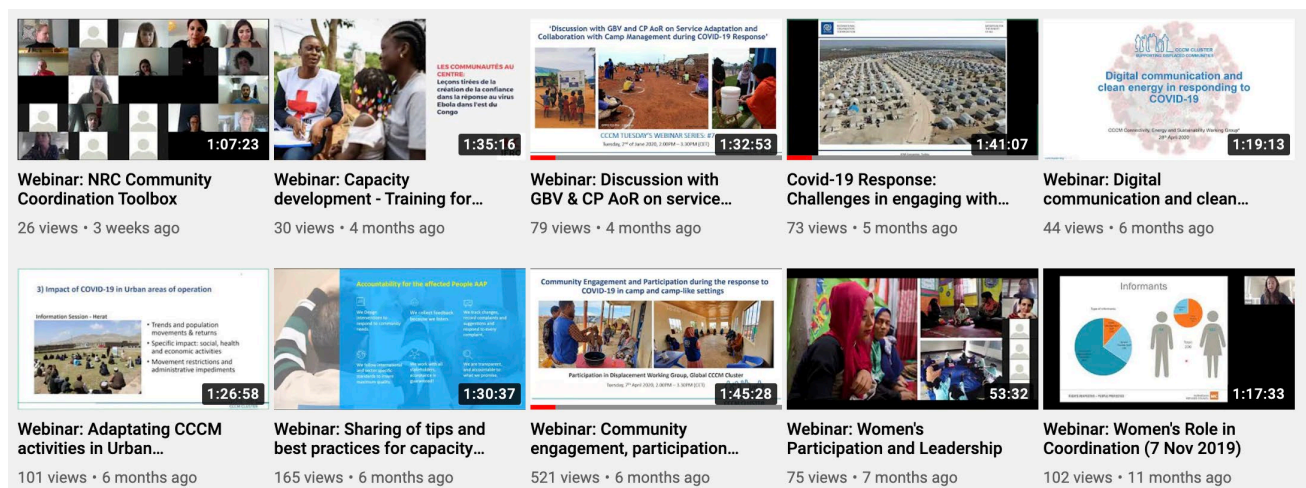


Figure 3: Recording of CCCM Tuesdays can be found on www.youtube.com/c/CCCMCluster

The **Participation in Displacement Working Group** organized four webinars with practitioners exploring women’s leadership and coordination roles during displacement, and community engagement.

The **Camp Management Standards Working Group** has been working to finalize the development of the *Minimum Standards for Camp Management*.

The **Connectivity, Clean Energy and Sustainability Working Group** was formed following the discussion at the 2019 Global CCCM Cluster Retreat in Geneva. The group aims to gather information on challenges and innovations as well as raise awareness and link up existing global networks to CCCM practitioners.

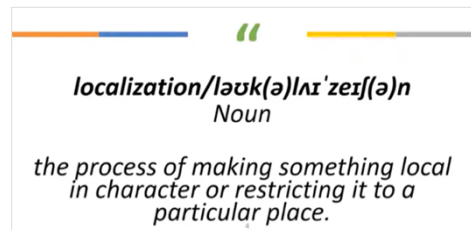
The **Capacity Development Working Group** was active during 2020, with monthly meetings with invited speakers. The Working Group is a platform for people to learn and exchange best practices about how to train and develop.

Day 2: Localization and Preparedness

Facilitator: **Jennifer Kvernmo** (IOM)

As the roles of humanitarian actors and local authorities continue to evolve, CCCM's operational framework has always provided an adaptable division of responsibilities to be applied based on the capacities of stakeholders in different settings.

The session examined if CCCM's "flexible framework" goes far enough, or if more work is needed on localization, including on preparedness actions. It also addressed if CCCM provides the necessary support required to adapt to the needs of governments, national NGOs and community structures.



Panel Discussion

Moderator: **Jennifer Kvernmo** (Capacity Development Advisor, IOM)

Speakers: **Clifford Cyril Y. Rivalal** (Director, Disaster Response Management Bureau, DSWD, Philippines)

Nimo Hassan (Director, Somalia NGO Consortium)

Andjar Radite (VP of Operations, Human Initiative, Indonesia)

Yakzan Shishakly (CEO, Maram Foundation Gaziantep, Turkey)

The first half of the session featured presentations from panelists describing their views of CCCM in their contexts and its complementary roles, opportunities and challenges. Key considerations:

- 1) **Language**, specifically the use of technical and humanitarian terminologies, could hinder meaningful partnerships as well as exacerbate power dynamics. Language differences also create communication gaps between local NGO actors and humanitarian actors.
- 2) **Information and communication** are vital in engaging with local actors. Insufficient information sharing between sectors often leads to missed opportunities for coordination and collaboration.
- 3) **Capacity and resources** present barriers. Although they are welcomed to participate in Cluster meetings, local actors are often not able to keep up with coordination due to lack of capacity and the gap in resources. This could lead to inconsistent participation, whilst lack of technical expertise could limit meaningful engagement. Capacity development initiatives have at times been successful in addressing some of these barriers.
- 4) **Partnership and imbalance of power dynamics** where the roles in coordination are stuck in "donor" and "implementing partners" could hinder honest and meaningful engagement of local actors. Providing a platform for open discussion is important to bridge power dynamics and preserve local knowledge as well as strengthen coordination.



The session then moved to breakout groups where participants self-selected into groups that explored different themes around localization in CCCM.

Breakout Sessions

Facilitators: **Capacity Development: Elena Valentini** (ACTED), **Nicolas Vexlir** (IOM) and **Cynthia Birikundavyi** (UNHCR),

Coordination: Wan Sophonpanich (IOM)

Protection: Amina Saoudi (IOM)

Localizing Capacity Development (CD) discussions were held in 3 languages (English, French and Spanish), with a focus on challenges and best practices through both preparedness and response phases. Some of the key points raised from all the groups:

- Identifying trainers who are familiar with the context and have experience in adapting training material and methodologies can be one of the most challenging barriers to overcome.
- Translation and contextualization of training material is key and should be built in as part of preparedness actions in-country.
- Ensuring funding and interest to invest in capacity development initiatives is a challenge, even though all groups agree that when it is prioritized by the Country Clusters, capacity development has often worked to strengthen responses as well as relationships between all CCCM actors.
- Staff turnover is a challenge faced by all, whether from national and international humanitarian organizations or by national and local authorities.
- Contextualizing the CCCM framework and capacity development initiatives could contribute to sustainable and durable solutions to displacement.

In the **Localizing Coordination** group, participants discussed points related to the practical steps needed to achieve localization by exploring ways to establish meaningful participation. To launch the discussions, the facilitators posed some questions focused on what steps would need to be taken for local NGOs to be able to meaningfully engage in decision-making processes and access funding as well as establish an equal and respectful partnership. A dynamic discussion ensued, focusing on achieving real partnerships that avoid the pitfall of forming relations based on the funding dynamic alone. In order to create a 'safe space' for sharing opinions and expertise, local organizations need to be perceived as more than just 'contractors' or 'implementing partners'. Instead, partnership should be re-defined to share risks, funding and responsibilities in a more equitable manner, in which local actors can also build capacities and grow in their expertise to respond to their crises.

The **Localizing Protection** group discussed similar themes, noting how the harmonization of procedures and standards is critical to support first responders and the community ahead of a response. This group reinforced how capacity building remained a critical tool in engaging individuals and institutions to respond.

Action Points and Remarks

- Elevate local actors to lead the localization process and create visibility on the needs within the CCCM Cluster from their point of view.
- Standardize procedures during the preparedness phase.
- Promote a community of practice and local trainers.
- Produce, support and promote the exchange of tools, best practices, and additional training and modules, including a guide on how to contextualize training materials.
- Expand local support to skill development, including on funding opportunities, coordination and efficiency measures.
- Promote exchanges between international and local organizations to deepen understanding on the challenges each face, and to build trust and mutual understanding.
- Offer mentorship initiatives and peer to peer support to enable local partners to be fully autonomous, not only in implementation of technical topics.

In closing, it was proposed that a task team on localization be formed in 2021 to further map how these initiatives and recommendations could be taken forward.

Day 3: Participation, Inclusion & Accountability

Facilitators: **Giovanna Federici** (NRC) and **Marjolein Roelandt** (IOM)

Through a moderated panel discussion with speakers representing different sectors and perspectives, this session worked to define and determine what accountability and participation mean to CCCM practitioners. The panel discussion was followed by presentations from the field showcasing best practices on the inclusion of persons with disabilities and youth. The session was concluded by a marketplace, inviting participants to explore and gain more familiarity with the latest CCCM tools and guidance to enhance participation.



Panel Discussion

Moderator: **Giovanna Federici** (Global Camp Management Advisor, NRC)

Speakers: **Yasmine Colijn** (Programme Manager, Ground Truth Solutions)

Ben Noble (Inter-Agency Coordinator for Community Engagement and Accountability, IFRC)

Mate Bagossy (Camp Management Specialist, NRC Afghanistan)



Figure 4: Degree of empowerment of crisis-affected groups in different approaches, ALNAP

The session started by inviting participants to vote on their view of the participation diagram from the ALNAP Participation Framework, which was portrayed in a report in 2014. Of all participants present, 61% agreed with the visualization, 22% did not and 19% were unsure.

The moderator then invited speakers to share their views on how different modalities and approaches to participation interlink with CCCM activities, noting that specificities of situation and local context play a major role in application. For

instance, participation processes in urban displacement would appear different from those in formal camp settings even if their objectives may be the same.

The discussions that ensued focused on tools that will be simple and dynamic enough for CCCM staff to use at different levels of engagement and innovative approaches and methodologies that will promote participation and ownership by communities. **“Participation is a right rather than an obligation”**, a speaker reminded participants as the discussions turned towards how to approach groups unwilling to engage or participate. All agreed that participatory processes are key to understanding community perception, needs and intentions, as well as to keep people at the center of CCCM responses. Capacity development activities, information-sharing and awareness-raising campaigns were also identified as fundamental in promoting meaningful participation.

Another importance of participation is to maintain the accountability of camp managers towards the displaced population.

The speakers then highlighted the following critical points:

- Maintaining and promoting cohesion is necessary to encourage ownership in community activities; however, it requires time to be built.
- Accountability should be included in design. Through prompted consultations, ensure that trainers capture what they hear from general conversations within the community. Furthermore, there is need to focus on the added value of qualitative and longitudinal studies to inform in-depth understanding of standard categories.

- In cases where the community no longer wants to engage with CCCM actors, there is an obligation to explore the possible reasons and see if there is something we can do to address them. Considering that building trust is a continuous process, the quantitative assessment and gathered data need to be communicated back to communities in an accessible way. On another level, frontline workers might be engaged in conversations with the communities, and we should ensure that their inputs are informing decision-making on policy levels. However, this is a challenge in urban displacement.
- Emphasize that participation is a right and not an obligation and build that into training. There is a tendency in CCCM to use governance structures as a proxy for an understanding of what the population wants and needs. CCCM training tools that are used now can be combined with more anthropological or community-based approaches that centre on human empowerment.

Participation of Vulnerable Groups

Moderator: **Marjolein Roelandt** (CCCM Officer, IOM)

Speakers: **Benjamin Conner** (CCCM Cluster Co-Coordinator, IOM Somalia)

Sophie Bray-Watkins (Youth Advocacy and Engagement Adviser, War Child UK)

One of the core responsibilities of camp managers is to ensure that everyone living in a camp/site is able to participate, be represented and be heard. In this session, best practices were presented from the field, reflecting on how this has changed during the COVID-19 pandemic and which challenges/gaps remain.

Benjamin Conner presented the community feedback and complaints mechanism (CFM) that was developed in collaboration with Humanity & Inclusion to allow affected populations to channel their complaints. First, all obtained data through the CFM system is received by the Community Engagement Working Group. Forms can be filled at site level and in other platforms, and the data is gathered through a dashboard, which helps the Cluster to understand the trends. Then a [CFM summary report](#) is developed, which allows the Cluster to follow up.

The CFM system is working to promote the inclusion of persons with disabilities, as only 4.3% of the number of filled complaints came from people with disabilities, which showed trends and gaps in the response. Furthermore, the CCCM Cluster is working to promote the access of people with disabilities to the CFM platforms to better bridge the gaps and understand the challenges, as well as planning to enhance data collection by increasing capacity building training, strengthening the use of the collected data and continuing to develop the CFM system.

The implementation of the CFM, however, faces a number of challenges, such as the need to provide CFM focal points and CFM attendants with supplementary disability data collection trainings. The CCCM Cluster in Somalia will work to strengthen the methods in which CFM data is being used for advocacy to enhance responses carried out by sector leads and will continue to evolve the CFM system to enable greater community accessibility and participation at the site-level.

Sophie Bray-Watkins presented the Voice More Initiative, which aims to empower young people affected by



Figure 5: Voice More Initiative, War Child UK

armed conflict to share their experiences and take actions on issues impacting them. The youth groups brainstorm about how conflict affects children and youth in their area and the possible interventions to help improve their lives. They are supported in conducting their own research and advocacy projects within their local communities. War Child helps them to elevate these issues to national and international levels. The programme is conducted in Central African Republic (CAR), Iraq, Jordan and Uganda.

Examples were highlighted from the programmes conducted in Jordan and Uganda, which produced the following findings:

- A challenge was creating opportunities to connect young people's work to camp authorities or relevant stakeholders. It was easier to find traction during the advocacy phase.
- Creating formal spaces for young people helped to include them in CM on regular basis.
- There is a need for flexible, longer-term engagement of young people and greater efforts to engage adolescent females.
- Youth quickly embraced the opportunity to play lead role in their community and provided thoughtful and pragmatic ideas to help resolve issues.
- There are large numbers of young people in camps and a lack of programme opportunities for them.
- Supporting joint host and refugee work brought positive outcomes.
- Programming that supports re-positioning of youth within the community are required.

Participation Marketplace

The session then moved into sharing recent tools and guidance linked with the themes that have been discussed: participation and inclusion in CCCM.

- a. The **NRC Toolbox on Community Engagement** was developed to address the gap in practical tools to facilitate the participation of women and marginalized groups, specifically in community coordination. The tools are developed for out-of-camp settings and are available in three languages: English, Arabic and French. There are about 50 tools in this toolbox, including training tools to help field staff identify and work with influential persons and groups within a community and how to identify their capacities and skills.
- b. The **IOM Guidance Note on Disability Inclusion** is being developed based on the IASC Guidelines on Disability Inclusion and aligned with the Global CCCM Cluster Working Group on Participation in Displacement under the Global CCCM Cluster. The goal is partnership with disability specialists and their representative organizations. It includes tips for communicating with people with different types of impairments, methodologies such as accessibility audits, guidance on developing inclusive material and practices such as taking the recommendations from disability committees for safe and accessible homes.
- c. The **Women in Displacement Platform** is an online resource where various toolkits, methodologies and reports on the Women's Participation Project are located. It also serves as a platform that hosts inter-agency resources on participation inclusion and GBV prevention and mitigation in displacement contexts. The resources on the platform can be used to develop strategies to enhance the participation of women and girls as well as other groups at risk such as persons with disabilities or minorities.
- d. The **Somalia CCCM Cluster training package for Camp Management Committees (CMC)** was developed with partners in the field. Training materials and exercises are designed for individuals to self-manage the communities they live in. The training materials are both interactive and visual.

Day 4: Urban Displacement and Out of Camp Settings

Facilitators: **Annika Grafweg** (IOM) and **Giovanna Federici** (NRC)

Over the years, the ways in which CCCM approaches can be applied in urban and out-of-camp settings have become increasingly prominent. This session focused on area-based approaches (ABA) in two parts:

- 1) Discussing how to apply area-based approaches (ABA) to urban and out of camps settings.
- 2) Sharing current experiences and learnings of CCCM practitioners applying different ABA aspects in their programming with experiences from Yemen, Afghanistan, and Iraq.



The session opened with an introduction on the importance of urban and out-of-camp settlements for CCCM and the need to develop the CCCM Cluster's learning. Also, it provided an overview of the development of the ABA Working Group (WG) and highlighted the following key points:

- In 2011, CCCM practitioners recognized the need to have more guidance and tools for working in out-of-camps settings due to increased work on the perimeters and borders of camps.
- In 2015, CCCM practitioners consolidated work into a UDOC desk review, which led to various pilots and practices in different countries with different CCCM actors between 2015 and 2020.
- CCCM practitioners realized there was a need for more emphasis on area-based approaches in non-camp settings. Thus, the ABA WG was established between 2017 and 2018.
- Whilst consolidating different experiences, it was recognized that the CCCM skill sets are crucial for ABA.
- The first paper for the ABA WG was focused on mobile CCCM and mobile approaches.
- Between 2019 and 2020, the WG began collecting inputs to develop a position paper of the Global CCCM Cluster on ABA.

Round Table Discussion on Urban and Out of Camp (UDOC) and Area-based Approaches

Moderator: **Dher Hayo** (Global CCCM Cluster Coordinator, UNHCR)

Speakers: **Seki Hirano** (Senior Technical Advisor for Shelter and Settlement, CRS)

Randa Hassan (System-Wide Approaches & Practices Section, OCHA)

Monica Ramos (Global WASH Cluster Coordinator)

The session began by introducing the different types of ABA responses and terminology. The objective of the discussion was to better anchor the roles of CCCM given the history of the ABA approach and shed light on how the Shelter and WASH Clusters can adapt in relation to local authorities and how to mitigate challenges specific to urban contexts. The following points were raised:

- Due to diversity in the type and tenure of situations in urban areas, needs also become very diverse. A settlement approach (similar to the CCCM Cluster approach) looks at the entire area where people are living. It recognizes that there is a need to understand the economic, livelihoods and politics/governance landscapes and stakeholder dynamics of an urban area in order to understand the systems in place. This makes it vital to not only work as an independent entity but also to work with existing systems such as local authorities. Hence, the approach needs to be multi-sectoral and involve multiple stakeholders.

- When selecting an area, there is a need to consider the whole population, which is a new process for CCCM. Host communities need to be considered and supported by the humanitarian system, particularly from a funding point of view.

From a WASH point of view, the sector has adapted to the local context and ABA by exploring and highlighting the following points:

- It is important to understand the relationship with national and local authorities, as well as the existing systems and infrastructures that are already in place.
- The ABA approach reinforces existing capacities.
- Inputs from local actors are required to bring service delivery up to a viable level, particularly in crisis and emergency situations.
- Human capacity is human-driven.
- The governance structure or the legal framework guides the sector's activities and is critical to its ability to provide services. For example, if the area where WASH practitioners are working is not part of an administrative plan, it becomes challenging to work within that space because the legal framework may not allow us to provide service delivery there.
- There needs to be a master plan with local authorities that allows WASH practitioners to prepare and respond better. WASH is effective in addressing problems and putting a band aid on issues quickly, but it remains disconnected from the existing master planning that goes on within urban municipal service delivery before WASH arrives.
- WASH is working on strengthening its capacities to have more effective, high quality responses, and this involves working with development actors to help make the legal framework more resilient. There is a need to consider how such close links can be built in urban response with different sectors.
- On the exit process, both Shelter and WASH perspectives converge. Focus should be about ensuring preparedness, resilience and being risk informed. It is important to think about the phasing out process when responding to needs and when considering what support can bring about durable solutions, whilst also aligning with the government strategy to enable a process for preparedness. However, multiple challenges can arise, such as when working with informal settlements where land tenure is an issue that causes repeated displacement.

The urban context should not be looked at differently from other contexts regarding inter-cluster coordination, but it does pose a different set of challenges or more compounded challenges. In a situation with a population of almost a million, trying to coordinate a humanitarian response is a huge responsibility and an overwhelming challenge compared to other humanitarian contexts. Within an urban context, many issues might be amplified so it is important to consider the following key points:

“CCCM could be the gate keeper to understand what the operational model for an urban setting is and what the humanitarian response is trying to achieve and how humanitarian actors will achieve it”

-- Monica Ramos, Global WASH Cluster

- Context, awareness and analysis are a huge priority within an urban context as it is important to have a good understanding of the spatial geography of different social structures. Who is living where? What are the communities? What do they represent? Do they have access to services or not? It is crucial to break it down and understand what is going on in the area.
- Various existing dynamics are at play between different actors, and these can be a challenge.
- It is important to understand that the first responders are not the international community, but are local civil society organizations as well as local municipalities.

- There is a necessary role to create partnerships and work with the different stakeholders to support the humanitarian community in providing appropriate assistance in urban areas according to humanitarian needs and principles. Especially important is partnering with the municipal authorities, not only in setting up joint cluster coordination platforms but also in more general coordination to build capacity and understanding.
- The role of markets is vital, particularly knowing which ones are functioning, the accessibility of goods coming into the urban environment and if people have purchasing power.
- OCHA's role is to facilitate contracts and establish the coordination platform, particularly at the beginning of the intervention, and to explain what type of roles and work humanitarian actors do or are required to do. Government priorities may not be the same as humanitarian priorities, which may be more challenging in an urban context.
- Lines between humanitarian and development actors need to be closed. Efforts should be taken to work better with development actors from the start and understand how they work and what projects could provide the link with authorities.

The discussion then turned to the role of CCCM in applying the area-based approach and how the CCCM experience in camps and out of camps can contribute to developing the implementation of ABA. The following points were raised:

- CCCM is already doing a lot in this area as there are already a number of different approaches taking place in camp settings through, for instance, community-centred response or better engagement with local communities to better understand needs. Furthermore, this is not seen as solely CCCM, but all sectors/clusters need to be able to function better in different contexts.
- All sectors/clusters have a responsibility when it comes to applying ABA. However, CCCM could serve as the gate keeper in understanding the operational model for an urban setting, what humanitarian response is needed and how humanitarian actors can achieve it. It is important to build a model together with CCCM to coordinate all the moving pieces with actors from other sectors. CCCM can help drive that discussion by understanding what quality response looks like in an urban setting and who needs to do what.

Sharing CCCM skill sets and models can help knit together the service providers, local knowledge and local actors towards a common goal, which in this case is self-reliance and having better homes and communities. This is beneficial to everyone and will help promote joint problem solving at community and municipality levels.

Area-Based Approach in Practice

Moderator: **Annika Grafweg** (Urban and Settlement consultant, IOM)

Speakers: **Mate Bagossy** (Camp Management Specialist, NRC Afghanistan)

Ruxandra Bujor (CCCM Cluster Coordinator, UNHCR Yemen)

Shadan Nmiq and **Ayman Aljawadi** (UDOC Project, NRC Iraq)

Elena Valentini (Program Coordinator, ACTED)

Jason Lee Bell (Regional Durable Solutions Secretariat, ReDSS Ethiopia)

Mate Bagossy presented the transition to an area-based response in mixed urban and informal settlements in Afghanistan. In an area where there are several informal settlements hosting IDPs due to both armed conflict and natural disasters, protracted IDP communities are very vulnerable and difficult to differentiate from the host community. Due to the challenge of understanding the different groups, as well as the tension caused by the application of the status-based approach to provide humanitarian assistance, it was decided to resort to

the area-based approach. This approach focuses more on durable solutions and vulnerability rather than the status of the affected population.

Elena Valentini and Jason Lee Bell then presented the area-based planning training programme addressing durable solutions developed by ReDSS. The training programme was developed to address the gaps in status-based response, using a more comprehensive approach like ABA to further social inclusion between host and displaced communities and to link ABA to the cycle of durable solutions. The training focuses on social cohesion, community engagement and engagement with government actors, with emphasis on an inclusive and multi-sectoral approach. The project was piloted in Ethiopia with around 30 actors, including local government, NGOs, INGOs and UN agencies as well as academia. The challenges faced whilst piloting the training were of a logistical nature due to COVID-19 restrictions. In addition, as the concept of ABA is new to the region, it was challenging to make it understandable to the involved actors. After the pilot and despite the challenges, the participants found the tools extremely useful. They recommended that it was best to differentiate between IDP and refugee response when applying the approach in mixed situations. The participants also suggested having more trainings at the local level where all the area-based response planning begins.

Shadan Nmiq and Ayman Aljawadi then presented on NRC's CCCM response, exit strategy and Localization Community Centres in Iraq. The objective of localization is to ultimately hand over community centres to local actors. However, applying full handover to local actors in Iraq failed because the following challenges:

- Issues concerning protection and the principle of Do No Harm. (Some local communities are resistant to any social pressure, and it was difficult to address gender issues.)
- It was difficult to maintain safe, confidential referrals through local actors, who might be compromised due to pressure and interference from local authorities.
- Data security and its related processes are challenging to localize.

Ruxandra Bujor presented the development of an area-based model for Yemen, where there are over 4,000 informal and displacement sites and camps. The purpose of the model in Yemen is promoting a needs-based minimum standard of service provision across IDP sites, particularly on two levels:

- Scope: The aim is to improve integrated responses, facilitate local integration of IDPs through community-led initiatives, facilitate coordination in unmanaged sites, and facilitate access to localized coordination.
- Modality: The aim is to promote multi-sectoral needs assessment, area coordination, promote community engagement and AAP processes as well as focus on site improvements and area infrastructure maintenance.

The selection of CCCM ABA locations is based on the concentration of IDP hosting sites, community aspects, geographical considerations, partners' capacities and presence, and accessibility to the location.

After the presentations, participants addressed the following points:

- There are challenges in targeting a vulnerability-based versus status-based category. When there are recurrent waves of displacement, targeting is usually focused on the newly displaced; in protracted crises, different categories of people have various statuses, but similar vulnerabilities and humanitarian actors keep applying status-based interventions; in mixed urban settings, applying a vulnerability-based response may target host communities more than the displaced population and may cause tensions.

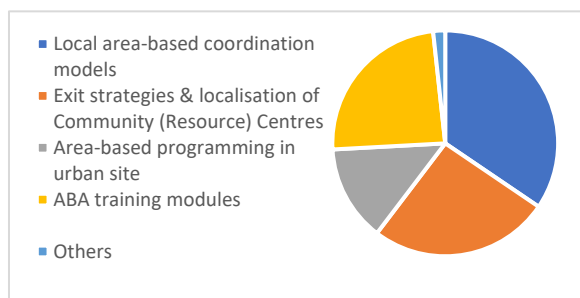
- In Ethiopia, in addition to the logistical challenges due to COVID-19 and its related restrictions, the presence of refugees and IDPs in different forms of displacement in small geographic areas with various actors responding based on status makes it a challenge to find the link to them. The deeper CCCC delved into the local level, the more those challenges were clear, so one recommendation is that future trainings are launched at more local level.
- In order to address handover failure, it is important to know the area (local actors, capacities, social texture, risk mitigation needs) and do an assessment to check the local actors' capacity to take responsibility for the projects. In line with this, there is a need to build capacity in local actors on different aspects, including human resources, administration, managing funds and accessing international funds. It is also necessary to build the capacity of the community to be able to advocate for their needs with the government and other international actors. Through this process, local actors are prepared to stand for themselves.
- In Yemen, when applying ABA on a very local level with reduced coordination layers, many of the constraints disappear. This especially works when the local authorities are related to the vulnerable communities. When the government is highly fragmented, we tend to plan a different level of involvement after conducting community mapping and introducing aspects of coordination and humanitarian response to the community members.

In conclusion, it is critical to ensure that every level of the community is engaged in every aspect of the process.

ABA Working Group Focus for 2021

At the end of the session, participants were consulted on the main areas of focus for 2021 by the ABA WG. Two questions were asked, and the charts reflect the answers of the participants:

1. What main aspects of ABA that CCM ABA working group should focus on?



2. Suggest any other topic, activities, or modules most useful for ABA WG



Practitioners' Day

An open forum on the 6th of November was set up for exchanging and showcasing initiatives, best practices and lessons learned, and sharing the diverse and rich experiences of practitioners working in camp settings. Practitioners' Day hosted 22 presentations from around the world and lasted for 10 hours. Recordings and related materials from Practitioners' Day can be found [on the Global CCCM Cluster's website](#).

- 1. Addressing GBV in Crises** Louise O'Shea and Victoria Nordli
- 2. Encouraging participation of youth in Afghanistan:** Jahanzeb Daudzai
- 3. Participation and Inclusion of Persons with Disabilities:** Agnes Tillinac
- 4. Camp Manager's Guide to Cash-based Intervention:** Jim Kennedy
- 5. Protection of Civilian Sites in Transition:** Richard Okello
- 6. Keeping Track of Population Numbers in Informal Urban Settlements:** Najib Habib
- 7. Data and Displacement:** Rob Trigwell
- 8. Reducing Impact of Rainy Season in Informal Sites through Flood Mitigation:** Nicolas Andrade and Henry Orji
- 9. Host Communities and Informal Settlement Profiling:** Joseph Falzetta and Joe Schumacher
- 10. Field Data Collection and Remote Sensing in Support of the CCCM Cluster:** James McArthur and Matt Wencel
- 11. Innovation, New Solutions and Sustainability:** Jørn C. Øwre
- 12. Greening Camps and Sites:** C. Kelly
- 13. Introducing the Trainers' Super Folder:** Elena Valentini
- 14. Mexico's Filter Hotel and COVID-19 Adaptation:** Alex Rigol
- 15. Desk Review of Community Engagement during COVID-19:** Kristin Vestrheim
- 16. Setting Up Cross-Border Coordination in NorthEast Syria:** Victoria Heckenlaible
- 17. Deep Field Coordination in Rapid-Onset Conflict Emergencies:** Robert Mominee
- 18. Guide for the Assistance of People Living with HIV in a Situation of Mobility in Reception Areas:** Dr. Alejandra Corao & Adriana Ponte
- 19. Managing Fire Safety in Camps:** Danielle Antonellis, Phil Duloy, Liz Palmer and Jim Kennedy
- 20. From OFDA to BHA: Recent Changes at USAID:** Charles Setchell, Alex Miller and Earl Kessler
- 21. Mainstreaming Cultural Heritage in Community Engagement:** Veronica Costarelli
- 22. The Settlement Approach and CCCM Applications:** Giovanna Feredici, Mohammed Hilmi, Louise Thaller, Tulio Matteo

Day 5: Transition & Nexus - High level Panel Discussion

Moderator: **Giovanni Cassani** (Head of Stakeholder Engagement and Coordination, UN High-Level Panel on Internal Displacement)

Speakers: **Charles Nwanelo Anaelo** (Deputy Director, Humanitarian Affairs Department, Federal Ministry of Humanitarian Affairs, Disaster Management, and Social Development, Nigeria), **Hoshang Mohamed Abdulrahman** (Director General of the Joint Crisis Centre, Ministry of the Interior of Kurdistan, Iraq)
Nigel Fisher (Consultant on disaster risk management and recovery, previously Regional Humanitarian Coordinator for Syria)



This session aimed to explore provisional requirements for effective preparedness, response, and transition to durable solutions for displaced populations living in camps and camp-like settings. It attempted to clarify leadership and responsibilities of different agencies and stakeholders (local, state, NGO, UN, civil society, private sector etc.). Furthermore, it highlighted the multicausality of displacement, and the need for transition and recovery options to be explored ahead of displacement crises.

Charles Nwanelo Anaelo, on behalf of Honorable Sadiya Umar Farouq, addressed the importance of the transition nexus as a key phase of displacement in Nigeria. The Government of Nigeria is making efforts to improve infrastructure and security and ensure the presence of the civil service in conflict and displacement environments, as well as focusing on returns, creating a conducive environment for building resilience. The focus is also on social stabilization, protection, early recovery, and on implementing the Economic Recovery and Growth Plan. The latter focuses on infrastructure investment to enable growth and to enhance industrial competitiveness whilst maintaining sustainable development. The final element is the [Borno 10 Year Strategic Transformation Plan](#), which addresses the synchronization of the humanitarian, development and peace nexus. The Nigerian government aims to improve:

- Its use of Stability Indexes and information management networks.
- Coordination: hence, the establishment of the North East Development Commission, the Nexus Working Group and the Nexus Task Force.
- Alternative settlement solutions with the National Emergency Management Agency (NEMA), which is leading the CCCM/Shelter/NFI sectors, focusing on land advocacy for identifying and securing suitable land. The settlement approach also advocates for a transitional approach from temporary shelter to future phases.

Hoshang Abdulrahman presented actions taken to manage displacement in Iraq, following the increase in mobility in 2014 when 4 million people were displaced. The challenges were:

- Lack of dedicated government or regional agencies to lead crisis coordination, including a lack of administrative capacity and coordination (local and regional) in Kurdistan region.
- Lack of preparedness, pre-allocated funding, and agreed minimum standards for assistance
- Bottleneck for returns linked to systems and administrative procedures.
- Ongoing conflict, which made it challenging to implement coordination activities. Massive social consequences exist due to the conflict with ISIS and conflicts between local tribes.

A key element of the response was maintaining social ties and social cohesion between host communities and the displaced population, including through specific programmes. It was important to hand responsibility to local authorities, and to ensure sustainable efforts. Key lessons identified:

- Investing in infrastructure when establishing the camps is cheaper in the long term.
- Understand the division of federal and regional government responsibilities. The federal government opened offices in Kurdistan that superseded and replaced the established regional actors.
- Local authorities should have been strengthened. It is imperative to ensure local authority ownership and sustained local leadership.
- Key factors for success of operations were the deployment of international experts working in local offices and the introduction of standards for CCCM and the cluster coordination system.

Nigel Fisher presented five areas to focus on for the implementation of the humanitarian nexus:

- **Localization:** External actors need to accompany local actors in their approaches to go forward; local actors are always the first responders, but they are often displaced themselves. Hence, there is a need for a dialogue before disaster to understand their needs to respond to disaster and displacement. It is often too late to discover this post-disaster.
- **Continuity:** International actors need to participate continuously in all stages: before and after, not just during the response. Humanitarians need to strengthen resilience and develop durable solutions through disaster-informed development planning and preparedness.
- **Sector-Based and Area-Based Responses:** Sector-based approaches are relevant at a central level, but sub-national area-based coordination is necessary. Area-based approaches can exacerbate inequity in quality of services, but not their distribution. Agencies congregate in capitals, so the areas of most vulnerability are often the most underserved. It is important to engage with local leaders and employ a community-driven approach.
- **Dignity:** The core of CCCM action is that displaced people are consulted on their needs, but those needs are not usually respected. Agencies need to respect the dignity and specific needs of displaced people. There is a consistency with what displaced populations consider essential: education and livelihoods, followed immediately by medicine, food, and shelter. Furthermore, paid work opportunities and developing local economies need to be considered more.
- **Systemic/structural factors:** There is a division between humanitarian response and development. At the top, inter-agency conflicts and bureaucratic competition over mandates, space and resources usually frustrate local actors, meaning the humanitarian response is guided not by local conditions but by funding and budget deadlines.

The discussions that followed focused on the following points:

- Consider emergency response as a sustainable intervention to lead to individual self-sufficiency.
- Donors have profound effects on long term interventions. Committing to multiyear strategies would alter the nature of the responses and develop institutional resilience.
- The greatest limit in bridging the division between humanitarian response, development and peacebuilding is that the humanitarian sector often begins at a disadvantage, not understanding local context and having little local knowledge and presence in countries beforehand. In addition, humanitarian principles are often used as an excuse to not engage with government counterparts. Impartiality does not mean no communication.
- It is important to work with trusted local partners who follow humanitarian principles.

Day 6: Physical Environment

Facilitators: **Jim Kennedy** (Independent) and **Wan Sophonpanich** (IOM)

The Day 6 session explored different aspects of the impacts that physical environments have on the quality of life for those living in displacement. The session consisted of a panel discussion addressing the emerging lessons from COVID-19 on the response, concerning the physical environment aspect, followed by four breakout sessions on Housing, Land and Property; site planning; de-congestion and sustainability in camps.

Panel Discussion

Moderator: **Jim Kennedy** (Shelter and Settlement Expert, Independent)

Speakers: **Elena Archipovaite** (Emergency Settlement Planning Officer, UNHCR),

Eric Fewster (WASH expert, Independent)

Daniel Coyle (CwC Officer, IOM Cox's Bazar)

Shafiq Muhammad (Health Cluster Coordinator, Nigeria)

COVID-19 has had a huge impact on how public spaces can be accessed in camps. As with other types of settlements, there need to be trade-offs between health and safety, freedom of movement and the need to continue to access basic services. This panel discussed the emerging lessons and the potentials and limits for interventions in the physical environment as well as changes to social behaviour to help populations with preparedness and response to the pandemic.



The speakers presented about changes since March 2020 with the identification of first COVID-19 cases, though it was made clear that the learning process is still ongoing. Though several contexts were discussed, the following general points were shared by panellists in the discussion:

- The COVID-19 pandemic caused changes in priorities, as the first response from governments, was to reduce humanitarian presence by 80%, reducing services like nutrition, GBV prevention, cash etc., which had a detrimental impact on the populations. Populations wanted services to continue regardless of the COVID-19 response.
- COVID-19 introduced a new dynamic of mistrust, which led to up to a 70% reduction in hospital visits and people refusing to test for COVID-19 since a positive result meant they would be forced to quarantine.
- Health services were affected due to COVID-19, and regular health response was reduced, resulting in high numbers of cases of malaria, measles and cholera.
- There are great differences between the UK and countries in other parts of the world with better experience in controlling infectious diseases.
- Regarding the possibility and reliability of redirecting traffic flow to disperse pedestrians in displacement sites and camps, one of the discussed solutions was creating flexible functioning spaces and rethinking how to allocate open space in the built environment. Considering that restrictions become harmful because of psychological effects, these open spaces need to be equally distributed in crisis situations, bearing in mind that larger spaces have a nexus with livelihoods.
- Changing the Sphere Standards due to COVID-19 will not necessarily solve the problem but will contribute towards solutions.
- Given that camps may become settlements in the future, we need to think about the longevity of these spaces, particularly from the perspective of livelihoods.

- When resorting to creating more open space, behavior change does not necessarily work. What COVID-19 revealed is that behavior change needed to be developed by the community, rather than applying the global messaging on social distancing. Feasibility of adaption /interventions varied, and communities decided what they could realistically follow.

Sustainability and Environmental concerns in displacement sites

Facilitator: **Brian McDonald** (Information Management Officer, IOM)

With: **Jørn C. Øvre** (Project Manager CCCM Capacity, NORCAP), **Christopher Hoffman** (Global Project Manager SMART Rapid Response Mechanism, NRC), **Giulio Coppi** (Global Digital Specialist, NRC), **Borja Gomez Rojo** (Energy Project Manager, NORCAP) and **Joseph Hwani** (Energy Expert UNHCR/NORCAP)



The session started with a quiz to understand the perception of the participants about connectivity benefits in humanitarian settings, the concerns around connectivity, the priority of sustainable energy provision and the requirements of sustainable Camp Management. It was followed by 3 presentations:

Connectivity (Christopher Hoffman): The conversation started with the importance of connectivity and providing digital solutions in humanitarian settings. Engagement with communities is based in a digital realm and we need to be able to connect quickly. As demonstrated with COVID-19, connectivity empowers communities to grow and express needs, concerns and perceptions to be protected and to reach durable solutions.

The current discussion proposes developing new innovative business models in humanitarian settings. For instance, the Airport Model is where you access a front page when connecting to an airport Wi-Fi system and you must do something like a survey to connect. In humanitarian settings, Wi-Fi hot spots could ask questions or show a video on GBV prevention or hand washing. Any agency or government could be involved and have messaging that they would like to deliver to the community. Further steps would be to develop a policy to regulate this model and answer critical questions around connectivity and access.

Accelerating Clean Energy Efforts (Borja Gomez Rojo and Joseph Hwani): The session emphasized that energy in humanitarian settings is a basic need and an enabler. Several programmes, tools and guidelines were presented, such as: NORCAP's Clean Energy Programme between 2018 and 2020; UNHCR's internal global repository of preparedness information that focuses on HALEP to monitor preparedness; DESS tool which ensures that energy aspects are considered in all contingency plans; a guide on a pipeline of clean energy and access projects in situations of displacement; two guides on protection-sensitive cooking and lighting in displacement settings; a preliminary energy needs assessment and supply options analysis led by the International Renewable Energy Agency (IRENA).

Introducing the WG on Connectivity, Clean Energy and Sustainability (Jørn C. Øvre): Connectivity is climbing on Maslow's needs pyramid and is connected to human rights, rights-based services and communication with communities. This has tremendous impact on displacement situations.

The Working Group's purpose is to understand best practices from the field, bring together partners and create tools to support CCCM practitioners following the Sustainable Settlements approach which aims to mitigate impact on the environment. Along with different partners, the work will focus on a framework of existing and emerging technologies and methodologies to improve social, environmental, and economic sustainability. Some activities for the WG workplan were suggested:

documenting examples and case studies, developing a network and linkages with other actors, collecting tools used in displacement settings, conducting technical webinars about the topic and developing a systematic way of conducting energy needs assessment.

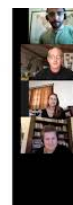
Breaking the Myth about Site Planning

Facilitator: **Jim Kennedy** (Independent)

With: **Elena Archipovaite** (UNHCR), **Oriane Bataille** (IOM Dakar) and **Isabel Skrine** (IOM Mozambique)

The session tried to dispel some of the anxiety related to camp planning by presenting the ten things that CCCM practitioners already know about planning:

- 1) Small interventions work: small roads, community spaces, markets etc. These can be built up to a full site planning structure.
- 2) A single space can represent multiple uses.
- 3) The best thing to do is build multi-use spaces.
- 4) The best solutions respond to problems identified by residents themselves.
- 5) Camp management should amplify the existing knowledge of people on the site.
- 6) Know standards on site—how far will people walk? How big are families? Etc.
- 7) Talk to the community to find out—sit down for tea with them.
- 8) People will adapt public spaces as they need at the end.
- 9) People will also move around a camp, even at the expense of risk, to increase opportunities. Most paths and roads will be wish lines—paths established by use.
- 10) Those most vulnerable will be last to come in, last to be included, last to leave and need the most help.



The presentation was followed by a roundtable in which different scenarios were discussed:

- The “Jungle” in Calais in 2016: There were problems with overcrowding and the first fire took out 20 structures. The issue was that most solutions were oriented to dealing with existing fires rather than preventing them.
- Kibera, a large informal settlement in Nairobi: The biggest insight was engaging the local community and giving them a feeling of ownership. Planning is neither a line nor a circle, it is a jungle bungle.
- Haiti after the earthquake in 2010: Most camps were spontaneous, so there was a need to train leaders on site planning. Guidance was provided on how to plan the space with very few resources.
- Cox’s Bazar: The most important thing was coordinating and bringing all actors together to discuss. There was significant engagement with the government, who had very particular demands (i.e., the hope that the Rohingya would return to Myanmar). Hence, there were differing needs, but even within the Cluster there were competing interests that also had to be managed with the input of the affected population.

Some conclusions were taken out of the examples, like the need for the ten points to acknowledge the local context (and how they change based on location), and for planners to think three steps ahead without losing sight of the most immediate needs. Site planners should come together with camp

managers, residents and host communities, and the responsibility for accessibility can be shared between CCCM and Protection.

Informal property markets in camps

Facilitator: **Kerry McBroom** (Site Management Sector, Cox's Bazar)

With: **Ibere Lopes** (Global Shelter Cluster), **Maanasa Reddy** (NRC Syria), **Depika Sherchan** (HLP Technical Forum), **Evelyn Aero** (NRC Somalia), **Rhoda Kadama** (IOM Nigeria), **Connie Tangara** (IOM Cox's Bazar) and **Jim Robinson** (HLP AoR)



The session started with a brief introduction to Housing, Land and Property rights, highlighting the following HLP considerations for CCCM practitioners: How/when do CCCM actors get involved in informal markets? What are potential risks? How do CCCM actors help to ensure security of tenure in these contexts?

The sessions shared CCCM experiences from Kenya, Bangladesh, and Nigeria with contextualized questions for joint discussions with HLP experts.

Kenya (Evelyn Aero):

Context: Inadequate space for IDPs and refugees has created a market for informal land sales between refugees and the host community. Unregulated prices and informal sales processes have increased tensions between all communities. Illegal sales could result in criminal sanctions, including detention, and without formal processes, security of tenure is weak. The issue is extremely sensitive for Government counterparts.

Approach: CCCM and HLP actors worked together to develop an HLP SOP that provides minimal rights for buyers and sellers in an attempt formalize the informal processes to the extent possible. The HLP SOP outlines the roles and responsibilities for each actor and avoids using humanitarian jargon. The Government ultimately endorsed and owns the SOP, which reflects Kenya's existing land laws.

Key messages and expert advice: 1) Attempts to formalize informal practices should respect context (including existing laws and customs). 2) Buy-in and support from the Government facilitates respect for formalized/standardized practices. 3) The affected populations must be able to understand the content of SOPs/processes/documentation (avoid jargon and translate).

Cox's Bazaar, Bangladesh (Connie Tangara):

Context: Home to almost one million refugees, camps in two areas of Cox's Bazar District present diverse HLP issues. In Teknaf, the land is privately owned, facilitating a system of informal and unregulated rental agreements. More than 50% of refugees pay \$20 - \$168 USD in rent per year. In addition to financial hardship, refugees face eviction and extortion, GBV issues, and increased tensions related to competition for resources.

Approach: CCCM actors engage with local authorities and strive to provide host community members with assistance where possible (to reduce tensions) and prioritize refugees who pay rent with Cash for Work opportunities. The newly created HLP Technical Forum also supports CCCM actors in negotiations with landlords, including in developing formal rental agreements.

Key messages and expert advice: 1) Due diligence processes, risk assessments, and formalized reporting systems can help to prevent conflicts, identify themes, and advocate for solutions. 2) Formalizing rental agreements/markets does not always require written agreements – informal and existing dispute resolution mechanisms, community witnesses, and/or a basic checklist of key

owner/renter obligations can also be explored as options. 3) To uphold Do No Harm and to guide interventions, CCCM practitioners (in coordination with other actors) should discuss and define intervention redlines and limitations.

Nigeria (Rhoda Kadama):

Context: Many IDPs live in privately owned informal settlements or squat in empty buildings. These IDPs face forced evictions, unstable and unregulated rental markets, simultaneous sales of land to multiple buyers, and reduced access to humanitarian services through restrictions on land use (for example, prohibiting WASH facilities on private land). IDPs are not aware of existing legal and regulatory protections.

Approach: CCCM actors approached the government for assistance and the HLP Working Group for further negotiation with landowners. To improve access to HLP rights under existing frameworks, CCCM and HLP actors have created information campaigns through radio and TV. In addition to an SOP for Land Acquisition in Urban Areas, HLP actors have also created an easy-to-understand guide on HLP rights.

Key messages and expert advice: 1) Providing IDPs/refugees with information on their HLP rights and HLP processes is a crucial component of ensuring access to HLP rights. 2) Information campaigns should be in local languages and accessible through a wide variety of platforms (including platforms for people who cannot read).

Action points:

- 1) Given that HLP/CCCM issues are extremely context-specific, participants agreed that an online library of context-adaptable HLP tools/strategies should be created in collaboration with the Global HLP AoR, Global CCCM Cluster, and Global Shelter Cluster.
- 2) The HLP AoR and CCCM Cluster will continue the conversation in a dedicated meeting aimed at defining clear objectives and actions for 2021.

Overcoming Congestion in Nigeria

Facilitator: **Alberto Piccioli** (IOM Nigeria) and **Jessica Mamo** (IOM),

With: **Gideon Ngada** (IOM Nigeria), **Muhammad Maaji** (IOM South Sudan), **Robert Odhiambo** (Shelter/NFI & CCCM Sector Coordinator, Nigeria)



The session focused on trials and errors in tackling congestion in North East Nigeria, where there are currently two million IDPs since the start of the crisis ten years ago. The most significant displacements have been in Borno state, which hosts 78% of all displacement sites and where IDPs are split between living in camps and host communities. The majority live in camps or camp-like settings and in towns with a constructed security perimeter. The constructed perimeter is one of the challenges, along with fires, security, extreme weather, and land scarcity. In 2016, when the Nigerian military recaptured towns, land availability was not an issue, and most IDPs were set up there. The situation evolved in 2017 when there was a push to empty infrastructures and set up camps to facilitate rehabilitation. In 2018, no additional areas were recaptured, making the context more static. Moving into 2020, there is little to no expansion due to security risks despite continued focus on returns. To tackle congestion, solutions are very context dependent and require willingness of security forces, as shown in the five sites presented:

- In **Pulka town**, south east of Maiduguri, land advocacy was key to develop sites. Land advocacy and engagement secured large expansions, and additional space helped maintain site planning standards, with no fires reported. It was also stressed that flexibility is the key to find solutions.
- **Teachers Village** received a major influx when it was already congested, with poor services and insufficient site infrastructure. Site improvements consisted of backfilling low-lying areas, installing a drainage system, and installing pumps to remove stagnant water. Mapping was undertaken for existing infrastructure and to identify nearby areas for construction. In this process, the key was maintaining engagement with community leaders who can reflect the needs of camp inhabitants.
- **Rann site**, east of Maiduguri, has large security challenges: road accessibility, logistic challenges that affect supplies and highly flammable makeshift shelters. CCCM actively engaged the community as their knowledge is key to discovering congestion points and identifying families to be relocated. This is a collaborative approach in all stages, from targeting and relocating, to dismantling shelters and reconstructing to proper standards, based on constant feedback to maintain positive functionality.
- In **Dikwa site**, a garrison town with a trench boundary, there are difficulties to extend land, so a durable settlement approach was taken. The use of land advocacy with a community-driven approach was key to expanding, knowing how many people can be accommodated and making sure there is space for farming. Whilst the approach needs to be collaborative, another issue in this specific context is the lack of transitional funding to develop shelters from their tents to semi-permanent structures.
- **Monguno** offers a perspective on what can be done in a congested area with no new available land through efficient reorganization and community engagement. Many structures built by IDPs often end up encroaching on paths and becoming fire hazards. Through site assessment and community consultation, key infrastructure like roads and facilities were mapped and incorporated into new site plan. The shelters were replaced in small batches, employing community carpenters to dismantle the old structures and using a contractor to develop the new shelters.

Day 7: Camp Management Standards in Practice

Moderator: **Jennifer Kvernmo** (IOM) and **Tom Stork** (DRC)

Speakers: **Markus Forsberg** (PHAP)

Aninia Nadig (Humanitarian Standard Partnership)

Kit Dyer (Editor, Minimum Standards in Camp Management)

Monir Uddin (Action Aid Bangladesh)

Veronica Costarelli (IOM Gaziantep)

Claudia Drost and **Farhan Jasim** (ACTED Iraq)

Following the development, consultation and verification process carried out for the Minimum Standards in Camp Management (CM Standards) over the last 3 years, this session was designed to help participants who are not familiar with the document to learn the history of how it was developed as well as how it has been operationalized in different contexts.



A historical overview of the three-year development process of the *Minimum Standards for Camp Management* was given:

- At the Global CCCM Cluster Retreat in 2018, the participants endorsed the Working Group TOR, requested that the CM Standards link to the CM Toolkit, and advised the WG to conduct field consultations and online surveys.
- Online and field consultations were held in 2019. The first online survey, conducted with PHAP, showed huge interest in the topic and gave a clear strategic direction. Field consultations were conducted in Bangladesh, South Sudan, Somalia, Iraq and Turkey.
- In 2020, the WG focused on drafting, rewriting and validation. HSP partner feedback (WASH, Shelter, MERS, LEGS, CaLP, Education, Protection, Child Protection and Inclusion) was solicited and incorporated. With PHAP, an online validation survey was also conducted.

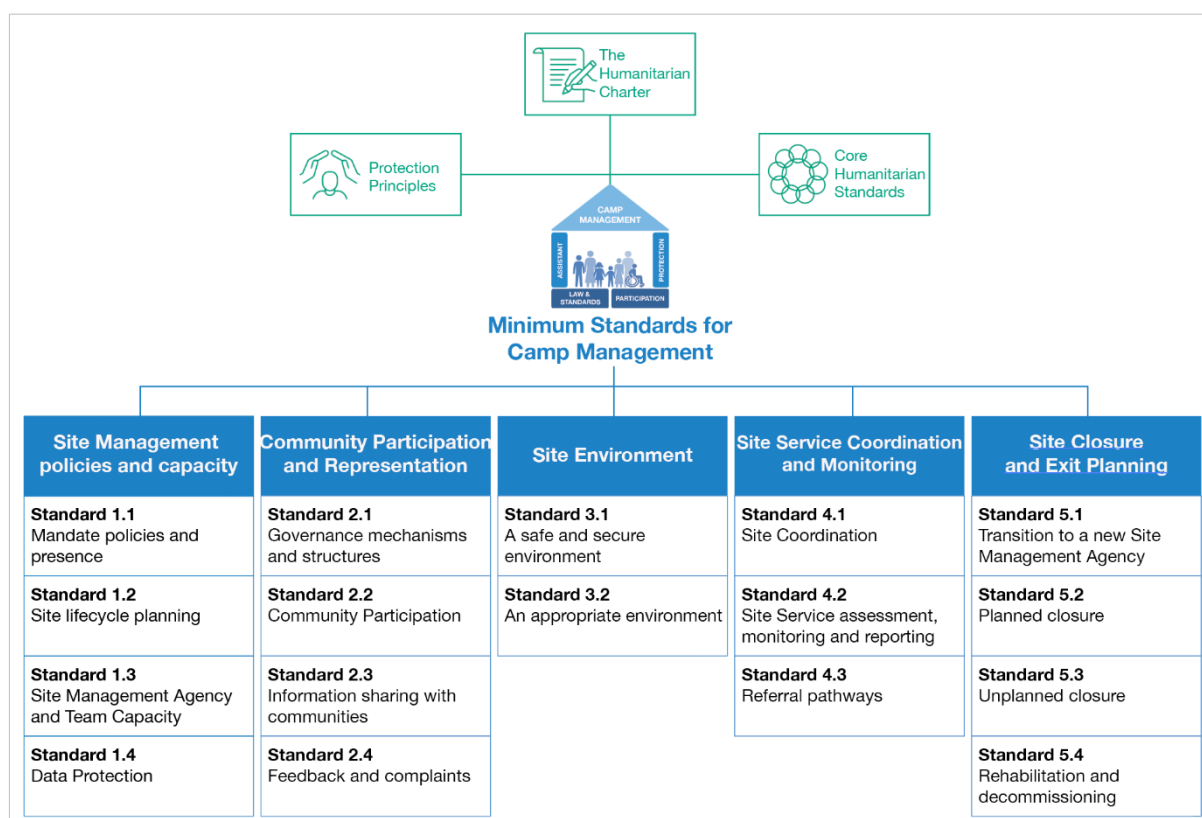


Also shown were results from the various Cluster retreats and milestones achieved over the last three years. Highlights in the session included videos from different persons instrumental to the process, including [Christine Knudsen](#), the former director of Sphere, who talked about the initial work and consultations behind the scenes to develop Minimum Standards for Camp Management and [Chris Gad](#), Head of Emergencies of Danish Refugee's Council shared about why the development of the standards is vital for CCCM.

Next, Markus Forsberg explained the learnings from the online consultations that contributed to the development and validation of the final guidance. PHAP played a critical role in helping define the scope of the standards and further broadened the consultations to over 700 practitioners from all major humanitarian contexts/operations who participated in the online survey.

Results were received from a full organizational spectrum, including both those who are specialized in CCCM to those who worked directly with CCCM. The majority felt the strongly that there was a need for minimum standards in camp management. More than a quarter of the respondents to the survey had been displaced themselves, bringing the perspective of displaced populations into the guidance development.

Next, the editor of the Minimum Standards for Camp Management, Kit Dyer, explained the structure of the final document.



She elaborated the contents of the five sections: Site Management Policies and Capacity, Community Participation and Representation, Site Environment, Site Coordination and Monitoring, and Site Closure and Exit Planning. She also showed how the Minimum Standards are linked to other technical guidance found in Sphere.

Aninia Nadig of the Humanitarian Standards Partnerships Secretariat provided a background for participants in the session on the informal group standard setting initiatives and described the benefits of the CCCM Cluster joining the HSP. She also challenged participants on how CCCM will make its standards known and complimented the guidance for its coherence with the partner handbooks. Wrapping up her presentation, Aninia explained the difference between a standard and an indicator and why it is important that everyone understand the difference between qualitative global expressions of rights (which can be applicable anywhere and cannot be contextualized), and indicators (which are a set of signals to show when the standard is reached). This understanding would be especially important for CCCM actors as it is a sector that has existed for a long time without these

standardized resources. Acknowledging that indicators should be adapted and applied based on the context, it is important to remember that standards bring trust, dignity, and the need for a human-to-human approach to humanitarian work.

Kathryn Ziga, the CCCM Cluster Coordinator in Somalia from 2017 to 2019, then talked about the use of Minimum Standards in Camp Management. Following Kathryn's example, members of the Working Group shared how they had (or wished they had) utilized the Minimum Standards. Monir Uddin from Action Aid shared his experience with camp set up in Cox's Bazar, where the agencies and local authorities were faced with a large influx of refugees and the CCCM sector was not well understood. Veronica Costarelli of IOM Gaziantep next shared about the Cross-Border Remote Camp Management of CCCM programmes in Syria and their use of the CM Standards for implementing partners. She explained how difficult it was for partners to grasp the activities of CCCM when there is no clear division of remote team tasks, particularly the role and responsibility of a camp management agency. As a response, the Minimum Standards for Camp Management provided a monitoring framework to help define the core activities of camp management and how the standards could be achieved.

Finally, Claudia Drost and Farhan Jasim, camp managers from Salmeyah camp in Iraq with ACTED, elaborated how the Minimum Standards have been used for planning the camp closure process. Using video stories from IDPs living in the camp, they explained the steps taken to plan their exit tasks, including the prioritization of tasks based on the needs of the population.

At the end of the session, participants answered various questions through Mentimeter to direct the future work of the CM Standards WG and to prioritize activities to operationalize the standards.

Day 8: Global CCCM Cluster Strategy

Facilitator: Charlie Dalrymple

During 2020, the Global CCCM Cluster initiated the process of reviewing its strategy. This included field consultations through country clusters/sectors and working sessions with the Strategic Advisory Group (SAG) members.

In this session, facilitator Charlie Dalrymple presented an update on the progress of this process and sought opinions from participants on priority work areas and deliverables for the Global CCCM Cluster going forward. He also explained the steps of the strategy design process that had been adopted:



- 1) **Describing the role of the Global CCCM Cluster, its vision and mission.** It was proposed that a new, clearer, more succinct vision and mission be included in the forthcoming strategy. The SAG team plans to work on this description after the annual meeting. Participants were also asked to build a word cloud, indicating the role of the Cluster.
- 2) **Identifying the “customers” whom the Global CCCM Cluster aims to serve.**
- 3) **Asking “customers” how they would describe success.** The SAG had identified the three key “customers” that the Cluster directly serves: Country CCCM Clusters, Camp Managers and other global cluster coordinators.
- 4) **Recognizing the internal strengths and weaknesses of the Global CCCM Cluster.** The strengths and weaknesses identified by the SAG and regional CCCM colleagues were shared. The event participants were also invited to contribute their thoughts to this list. This information will contribute to the new strategy design process.
- 5) **Estimating the external opportunities and threats that the Global CCCM Cluster should consider.** Chris Gad and Kathryn Ziga joined Charlie to explain the work that the SAG has done to identify opportunities and threats and discussed some of the issues that they believe to be most pertinent going forward.
- 6) **Identifying priority work areas by using the information listed above (strengths, weaknesses, opportunities and threats).**
- 7) **Highlighting key deliverables within work areas that would indicate success.** From survey responses provided by CCCM colleagues globally, six priority areas were listed, and participants asked to prioritize these through a resource allocation exercise. Participants then worked in groups, focusing their attention on one or more of these work areas. They proposed deliverables that the Global Cluster should strive to produce. This information was collated and will feed into the new strategy design process.
- 8) **Developing “enabling” strategies on how the Cluster should deliver this work.**
- 9) **Developing “contextual” strategies on how the Cluster should react to external factors.** The SAG works to identify enabling and contextual strategies in relation to other data identified.

Finally, it was explained these steps will feed into the development of a new strategy for the Global CCCM Cluster. This process is being led by the Global Cluster Coordinators and the SAG.

Closing Remarks

The Global CCCM Cluster Meeting closed with a series of awards based on polling participants on their favourite sessions, funniest moments of the meeting and consideration of where the retreat should take place in 2021.

Global CCCM Cluster Coordinators Dher Hayo and Wan Sophonpanich closed the final day by emphasizing that, although COVID-19 prevented the group from coming together in person, it did not stop us from continuing to engage and participate. They thanked the many behind the scenes organizers, including the facilitator, the global support team, the SAG, the Cluster members and the Working Group chairs. In addition, Dher pointed out that over one hundred people participated in the Meeting each day, and Wan followed that the online format allowed the Cluster to reach out to a range of people who normally would not be able to attend the sessions in person. The biggest thanks for the Meeting went out to the participants from the field who joined in despite juggling time zones and work, and actively participated through chat, video and feedback.

Though the 2020 Global CCCM Cluster Meeting successfully transitioned to a virtual format, we are looking forward to seeing you again in person soon.

Annex 1: Participants

NGOs (International, National and Local)

ActionAid, Agency for Technical Cooperation and Development (ACTED), Action Contre la Faim (ACF), Asian Disaster Preparedness Centre (ADPC), Adventist Development & Relief Agency (ADRA), AfricaAid, Agencia Municipal de Cooperación Gobierno Autónomo Municipal de La Paz, AKF Myanmar, Association of Reconstruction & Supporting Youth (ARSY), Bethany Christian Services, Better Shelter, Bibliothèques Sans Frontières (Libraries Without Borders), Blumont International, BRAC, Brazilian Red Cross - Sergipe, British Red Cross, CARE International, CARE Bangladesh, COAST Trust, Cruz Roja, Danish Committee for Aid to Afghan Refugees (DACAAR), Danish Refugee Council (DRC), Elva Community Engagement, French Red Cross, Global Family/Family World, GOAL, Habitat for Humanity, Heartland Alliance International, Hias Venezuela, Hogar del Migrante Mendoza, Humanitarian Relief and Development Council (HRDC) Somalia, iMMAP, IMPACT Initiatives, International Committee of the Red Cross (ICRC), Internews, INTERSOS, Islamic Relief Worldwide (IRW), Kaalo Aid Development, Kindling, Lutheran World Federation (LWF), Mercy Corps, New Center Informática, Norwegian Refugee Council (NRC), NORCAP, Oxfam, People for Change, Polish Humanitarian Action (PAH), Puntland Youth and Social Development Association (PSA), Qatar Charity, REACH Initiative, RedR India, Sustainable Development Foundation Yemen (SDF), Shelter Centre, Sites and Settlements Working Group North East Syria (hosted by ACTED), Somali Community Concern, Somali Youth Volunteers Association (SOYVA), Sustainable Development and Peace Building Initiatives (SYPD), Takaful Al Sham, TECHO Chile, Translators without Borders, Violet Syria, YGUSSWP Yemen.

Governmental entities and donors

Agencia Municipal de Cooperación Gobierno Autónomo Municipal de La Paz Bolivia, Bureau for Humanitarian Assistance (BAH) USAID, Comisión Cascos Blancos - Cancillería Argentina, Defensa Civil Republica Dominicana, Department of Social Welfare and Development Philippines, Dirección General de Protección Civil El Salvador, Direction de Hydraulique Rurale, European Commission-European Civil Protection and Humanitarian Aid Operations (ECHO), Foreign, Commonwealth and Development Office (CDO), Instituto Guatemalteco de Micración

UN Agencies

United Nations Population Fund (UNFPA), United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), International Organization for Migration (IOM), UN Environment/OCHA Joint Unit (JEU), UN Women, UN-Habitat, United Nations Office for Project Services (UNOPS), World Health Organization (WHO).

Private sector, Civil Society and Academic

Ethnomed Health Care, HAITI Migration Group, Local Communities Development Initiative (LoC-Din) Nigeria, Muzun for Humanitarian and Development (MHD) Turkey, Organización Panamericana de la Salud Colombia, Oxford Brookes University.