# CCCM Case Studies

## 2016-2019

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# Foreword

The Global CCCM Cluster is pleased to share with you the third edition of the CCCM case studies publication, put together by the International Organization for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR) which co-lead the Global CCCM Cluster for natural disasters and conflict-induced displacement situations respectively.

The rising number of large displacements happening concurrently have highlighted the need for the CCCM community to continue to collaborate with key stakeholders and find innovative solutions to these increasingly complex settings. The series of experiences and lessons learnt provided through this publication hopes to provide CCCM practitioners with concrete examples of how CCCM response can be adapted to various contexts supporting the delivery of an efficient and timely response.

The case studies discuss initiatives to harmonize activities and working tools among a high number of sites, mentorship programmes, mobile CCCM teams' activities as well as how the CCCM area-based approach can be operationalised. This will hopefully contribute to our ongoing efforts and global conversation aiming to ensure a coherent CCCM response that promotes accountability, community ownership, durable solutions and strong partnerships with partners and local authorities.

The third edition of the CCCM Case Studies publication would not have been possible without the inputs and expertise of CCCM Cluster Coordinators, staff and partners who submitted case studies from Latin America, Sub-Saharan Africa, Asia and the Middle East and North Africa Region.  We sincerely thank them for their time and effort.

We sincerely hope you enjoy this publication and that you find it in elements to further your discussions and work, allowing for a better humanitarian response to displaced population in need of assistance.

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# Acknowledgements

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# Content

**A.1 IRAQ**

**A.2 THAILAND**

**A.3 SOUTH SUDAN**

# Case Studies: Chapter 1

## Camp Management Activities

# Introduction

Whether triggered by natural disasters or conflicts, emergencies can strike anytime and anywhere. They can rapidly force people to flee and leave them in need of protection and assistance. For those who had to leave their homes and have found themselves without the safeguard of their communities, social networks and/or of the rule of law, it become crucial to secure safe spaces adapted to the specific characteristics of the displacement and the needs of the communities and individuals affected. This allows for the creation and management of communal structures that give displaced people a voice, ensures space for long-term recovery and facilitates access to basic services such as medical assistance, food and shelter. While nothing can replace what affected communities have lost, these communal settings, be it camps, informal settlements or collective centres, can offer a temporary safe haven that aims to repair communities' social fabric, strengthen resilience and provide transition support towards durable solutions.

The following chapter highlights case studies from Iraq, the Myanmar-Thai border and South Sudan, offering different camp management initiatives which allowed for the improvement of both spatial and environmental conditions in the contexts in which displaced people live, as well as the development of community integration solutions.

All three case studies showcase the clear added-value of building strong relationships with government authorities. From the mentorship programme which took place in Iraq to the allocation of land for IDPs in South Sudan, the experiences of Camp Coordination and Camp Management (CCCM) actors in the three countries are strong examples of what good coordination and partnerships can do.



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# Keyword Matrix

| CCCM | | | A.1 IRAQ 2014-15 CM | A.2 THAILAND 2015-Ongoing CM | A.3 SOUTH SUDAN 2016-17 Reintegration |
|---|---|---|---|---|---|
| **DISPLACED POPULATIONS** | | Refugees | ● | ● | |
| | | Internally displaced | ● | | |
| | | Returnees ( refugees/IDPs) | | | ● |
| | | Others of concern (e.g. migrants) | | | |
| **LOCATION** | | Rural | | | |
| | | Peri-urban | | | |
| | | Urban | | | |
| **SETTLEMENT OPTIONS (ACCORDING TO SPHERE 2018)** | **RETURNED** | Returnees | | | ● |
| | **DISPLACED** | Dispersed (rent / hosted / spontanous) | | | |
| | | Communal (collective centres / planned sites / settlements / unplanned sites) | | | |
| **CCCM RESPONSES/ APPROACHES** | | Formal / Camp Management | | ● | |
| | | Site Management support | ● | | |
| | | Mobile (response) teams | | | |
| | | Community centres | | | |
| | | Remote Management | | | |
| | | Prepardness response | | | |
| **CCCM ASSISTANCE TYPE** | **REPRESENTATION** | Community Participation | | | |
| | | Capacity building | ● | ● | ● |
| | | Communication with Communities | | ● | ● |
| | | Women participation | | ● | |
| | | Governance structures | | ● | |
| | **COORDINATION & MONITORING** | Information management | ● | | ● |
| | | Site / community level coordination | | | |
| | | Monitoring of services | ● | | |
| | | Multi-sectorial assessment | | ● | ● |
| | | Referral pathways | ● | | |
| | | Service mapping | ● | | ● |
| | **SITE ENVIRONEMENT** | Disatser Risk Reduction | | ● | |
| | | Site / settlement planning | | ● | |
| | | Care & maintenance | ● | ● | |
| | | Inclusion / accessibility | | | |
| | | Safety & security | | | |
| | | Gender based violence | ● | | ● |
| | | HLP issues | | | |
| | **STRATEGIC PLANNING** | Durable Solutions | | | |
| | | Mentoring of local authority | ● | | |
| | | Localisation / local authorities | ● | | ● |
| | | Camp closure | | | |
| **STAKEHOLDER COORDINATION** | | District / area multi-stakeholder coordination | | | |

# IRAQ

## CAMP MANAGEMENT AND COORDINATION MENTORSHIP CONSORTIUM

### KEYWORDS:

SITE MANAGEMENT SUPPORT, CAPACITY BUILDING, REFERRAL PATHWAYS, MENTORING

| | |
|---|---|
| CAUSE OF DISPLACEMENT | Conflict |
| DATE OF EVENT CAUSING DISPLACEMENT | 2014 - present |
| PEOPLE DISPLACED | 799,770[1] |
| PROJECT LOCATION | Dohuk, Kurdistan Region of Iraq |
| PROJECT DURATION | May 2014 - August 2015 |
| CCCM COORDINATION MECHANISM | Cluster activated, Provision of Camp Management Support to camp management teams |



### SUMMARY:

The CCCM response to displacement in Iraq included support to more than 450,000 IDPs living in formal camp settings[2]. In the Kurdistan region of Iraq, a CCCM mentorship consortium project provided training and mentorship to camp management teams in four districts. The project built capacity through a blend of formal training and on-the-job operational support that included coaching and advice on real-time camp management issues.



| | | | |
|---|---|---|---|
| ❋ | November 2014 | **Project start** | |
| 1 | February 2015 | **Complete recruitment and training of 18 national staff with global CCCM training materials.** | |
| 2 | February 2015 | **Capacities in camps mapped.** | |
| 3 | February - June 2015 | **Training of camp managers and camp management teams in CCCM principles, protection, community participation and SGBV.** | |

| | | | |
|---|---|---|---|
| 4 | February - June 2015 | **Development of information management tools, completion of SGBV referral pathways and service mapping.** | |
| 5 | February - March 2015 | **Development of codes of conduct for camp management, visitors, camp residents, and community representatives.** | |
| 6 | June - August* 2015 | **Camp managers and camp management teams independently run camp coordination meetings and complete monthly reporting.** | |
| ❋ | June 2015 *(*Project extended to August 2015)* | **Project completion.** | |

*Domiz camp is located in the Kurdish province of Dohuk in northern Iraq. Thousands of Syrian refugees arrive to the camp each week.*

## CONTEXT

Given the administratively fragmented nature of the country, differing levels of local authority and capacity between regions, and differing durable solution opportunities for IDPs and refugees, CCCM interventions were required to be tailored to the specific context in order to be effective.

As outlined in the 2014-2015 Humanitarian Strategic Response Plan (SRP)[3], the goal of the CCCM cluster was to establish solid coordination mechanisms to support an efficient and equitable delivery of assistance and services to displaced populations. As the first responder and primary body responsible for the protection of internally displaced persons (IDPs), the government had taken on the management of the 16 camps and had introduced a new governing body, the Board of Relief and Humanitarian Affairs (BRHA), which currently oversees all operations relating to both refugees and IDPs residing in Dohuk governorate. In early 2015, the CCCM cluster gave priority to capacity building initiatives that targeted the government in Dohuk governorate, which until that point had been operating without uniform tools and standards (for camp coordination and camp management). Therefore, in line with the Humanitarian Strategic Response Plan and the stated objectives of the implementing agencies CCCM cluster formed a consortium to provide training and mentorship in camp management to 11 government appointed IDP Camp Managers which then became 12 with the opening of Sheikhan camp.

This project was developed in close collaboration between the implementing agencies, drawing on the related experience and expertise of each agency in similar but not identical interventions. The consortium project provided both formal training and field-based mentorship to 11 camp management teams totalling 146 staff in four districts4. The pilot project sought to strengthen the capacity of camp managers and their staff through the provision of both formal trainings and on- the-job operational support. International project managers provided coaching and advised on real time camp management issues including inter- and intra-camp coordination, both at government and CCCM cluster level. The consortium provided further support through mobile teams dedicated to community participation and engagement, information management, and protection mainstreaming.

Since the start of implementation, the implementing agencies met regularly to plan and harmonize activities and working tools were developed jointly with inputs from each agency. Examples included the harmonization of terms of reference for consortium staff, the development of a shared work plan, the development of a joint monitoring and evaluation matrix, and the development of a standardized camp assessment tool. Moreover, major decisions were taken in consultation between the three agencies, with support from the CCCM Advisor and CCCM Cluster Coordinator.

## PROJECT

### CCCM ACTIVITIES

The objective of the project was to ensure that the IDP camps in Dohuk were managed effectively and efficiently, respecting humanitarian principles and space. The main project activities focused on training and on-the-job coaching activities. This included initial training of Camp Management Teams on Core CCCM Concepts and monthly sector-specific training tailored to the camps context[5], as well as on-the -job coaching activities. The consortium assisted the Camp Management teams to put into place a wide spectrum of tools including Camp Management Assessment Tool, Information management tools, as well as service mapping and completing Sexual and Gender Based Violence (SGBV) referral pathways. Codes of Conduct were developed through the project for camp management staff as well as camp residents, visitors and community representatives.

### IMPLEMENTATION

In November 2014 the Camp Management and Coordination Mentorship Consortium project was presented to Development and Modification Center (DMC) of Dohuk Governorate. Afterwards, the project received input from local authorities responsible for existing IDP camps. On the 5th of February 2015, written authorisation was granted and issued for each of the agencies to work in the camps.

The project began with recruitment of 18 national staff and training them with the global CCCM training materials. Capacities in the camps were also mapped and identifying the camps that could be supported through the project. Following careful analysis of the camp management teams, the consortium provided monthly trainings to the camp management staff based on identified needs. All camp management staff received at least 1 day of training on CCCM core concepts. Protection and Social Services staff received training on Protection Mainstreaming and SGBV basic principles. By focusing on protection and participation, the consortium aimed to increase the community's ability to engage camp management teams, thereby increasing access to protection and services and strengthening accountability to the affected population. As the final step of the project, the camp management teams were able to independently run camp coordination meetings and complete monthly reporting.

The consortium worked in collaboration with UNHCR in all camps to mainstream protection across the board, both organizing workshop-like training for all camp management teams in IDP and refugee camps and setting up coordinating structures, activities and in-camps trainings on the matter involving all relevant partners. Additionally, the consortium helped the CCCM cluster and BRHA to roll-out specific Information Management (IM) tools in the camps and supported the camp management teams daily to use such tools regularly and independently.

### IMPACTS OF THE PROJECT

The close collaboration between the consortium partners and its shared and coordinated approach contributed in gaining the approval of the government and may contribute to achieve international standards across camps, as well as help to identify duplication of services in camps and ensure service gaps are addressed.

Introducing consortium-developed standardized codes of conducts, referral mechanisms and coordination tools across camps ensured that partners working in multiple locations were able to implement activities more efficiently contributing to reduce tensions between camps as inequalities were addressed.

The project had a significant impact in setting up, shaping and maintaining community participation and engagement of camp resident IDPs in coordination structures as well as in care and maintenance activities in each camp.



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*Children in Bajed Kandala camp in Dohuk, Iraq*

## ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT

### ACHIEVEMENTS

- The project built the capacity of 11 camp management teams to improve the quality of management in the camps. The consortium conducted capacity building activities in a total of 12 camps.

- The consortium ensured that camp managers responsible for camps who were not directly mentored by the project were also invited to attend the monthly trainings organized by the three agencies. Consequently, through multiple trainings targeting camp managers of all IDP and refugee camps, a total of 19 camp managers directly benefited from the capacity building initiative.


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*Two yezidi girls in camp Bajed Kandala in Dohuk.*

### CHALLENGES

- 6-month funding cycle: The consortium's ability to impact on the capacity of 12 camp management teams was limited by the funding timeframe, particularly considering the limits set by the slow responses by government and initial level of skill set of camp management teams.

- The novelty of the programme: The CCCM mentorship programme represents a novel approach to building CCCM capacity with national governmental staff given the scale, nature of conflict and beneficiaries. As such, there was minimal guidance available at the initial stages of the project. The pilot project faced challenges in working alongside a government body with its own internal structures and different operational speeds.

- Insufficient buy-in from governmental authorities: Initially, the project was temporarily put on hold as the consortium waited for the Development and Modification Center (DMC) to be dissolved and for the new Board of Relief and Humanitarian Affairs (BRHA) to be introduced. Relationships and agreements made with DMC authorities were lost. The consortium then had insufficient time to develop new relationships with BRHA senior staff to determine their priorities and develop a memorandum of understanding.

- Multiple reporting lines: Many of the camp managers were appointed by local mayors rather than BRHA and had already been working in their camps up to six months prior to the capacity building project commenced. This led at times to reluctance for further training. Furthermore, established camp managers were hesitant to share information or tools across camps, each one retaining the right to act independently unless specifically instructed otherwise by BRHA.

### LESSONS LEARNED

- Behavioural change through capacity building was ambitious in a six-month project. Capacity building required the creation of trust through strong relationships and commitment by the affected populations. The project's experience illustrated that longer mentorship timeframe was highly recommended.

- Achieving governmental buy-in prior to the commencement of a mentoring scheme was recommended to minimise the loss of established relationships and agreements. As well as clear Memorandum of Understanding with the government and donors at the start of the project should be agreed.

- Integration into the wider humanitarian system was a key point that requires specific attention in the training of camp managers to build understanding that information sharing, ongoing collaboration, harmonization of interventions and coordination are part of a Camp managers' responsibility.

- A joint consortium coordinator would have proved extremely beneficial in advocating for the implementation and harmonization of international CCCM standard tools at the regional level of BRHA.

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[1] UNHCR Iraq IDP Operational Update 2015

[2] CCCM Cluster Iraq. N.d. Operational Portal: IDP situations.

[3] 2014/2015 Iraq Strategic Response Plan.

[4] The project initially included Chamishku, Bersevi 1, Bersevi 2, Qadiya, Badjit Kandala, Essyan, Khanke, Kabarto 1, Kabarto 2, Shariya, and Garmawa camps, and from April 2015 expanded to include the newly established camp in Sheikhan camp.

[5] e.g.: Protection Mainstreaming, SGBV Core Concepts, and Managing People in Emergencies.

# THAILAND

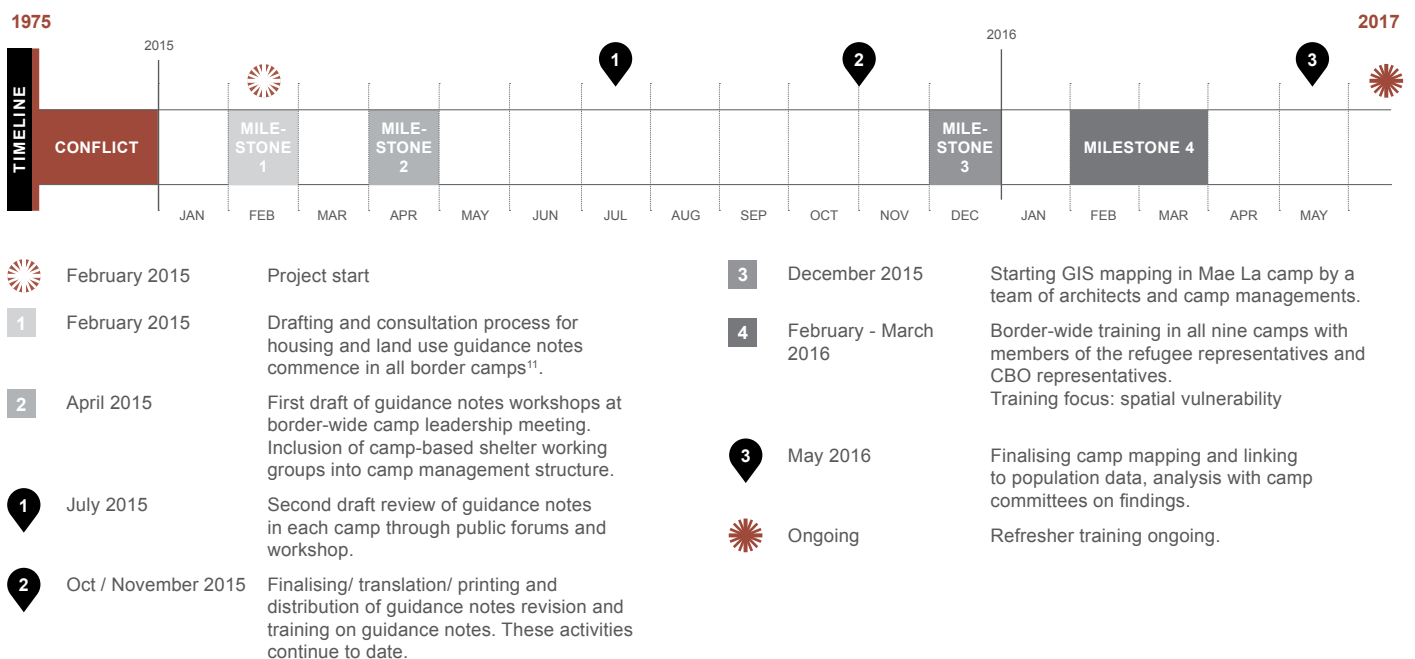## CAPACITY BUILDING
*Thailand / Myanmar Border*

## KEYWORDS:

CAPACITY BUILDING, COMMUNICATION WITH COMMUNITIES, WOMEN PARTICIPATION, COMMUNITY GOVERNANCE STRUCTURES, MULTI-SECTORAL ASSESSMENT, DISASTER RISK REDUCTION, CARE AND MAINTENANCE

| | |
|---|---|
| **CAUSE OF DISPLACEMENT** | Conflict |
| **DATE OF EVENT CAUSING DISPLACEMENT** | 1975 - Present |
| **PEOPLE DISPLACED** | 150,000[1] Karen/Karenni refugees |
| **PROJECT LOCATION** | Border areas of Myanmar/ Thailand |
| **PROJECT DURATION** | 2015 - ongoing |
| **NUMBER OF PEOPLE TARGETED BY THE PROJECT** | Current[2] temporary shelters' population (9 border camps): almost 96,000 |
| **CCCM COORDINATION MECHANISM** | Working Group |



## SUMMARY:

The community-led governing bodies in the camps along the Thai/Myanmar border initiated a process to formulate housing and land-use guidance notes and trainings to address the unregulated and organic settlement patterns within the border camps[3]. The yearlong process led to the development of guidance notes to more effectively manage land use within the nine camps along the border by the community-led camp governing bodies. This included setting up community-led shelter working groups, community-led GIS mapping of the camps as well as conducting trainings on improved understanding and assistance to vulnerable households' needs.



| | | |
|---|---|---|
| ✳ | February 2015 | Project start |
| 1 | February 2015 | Drafting and consultation process for housing and land use guidance notes commence in all border camps[11]. |
| 2 | April 2015 | First draft of guidance notes workshops at border-wide camp leadership meeting. Inclusion of camp-based shelter working groups into camp management structure. |
| 1 | July 2015 | Second draft review of guidance notes in each camp through public forums and workshop. |
| 2 | Oct / November 2015 | Finalising/ translation/ printing and distribution of guidance notes revision and training on guidance notes. These activities continue to date. |
| 3 | December 2015 | Starting GIS mapping in Mae La camp by a team of architects and camp managements. |
| 4 | February - March 2016 | Border-wide training in all nine camps with members of the refugee representatives and CBO representatives. Training focus: spatial vulnerability |
| 3 | May 2016 | Finalising camp mapping and linking to population data, analysis with camp committees on findings. |
| ✳ | Ongoing | Refresher training ongoing. |

*View of Mae La, with a population of approximately 35,000 people.*

© The Border Consortium

## CONTEXT

Since 1975, displaced people from Myanmar[4] first began arriving in Thailand to escape fighting and counter-insurgency offensives by the Burmese army that targeted civilians in the southeast border regions of the country. The displaced population settled in small settlements along the Thai/Myanmar border. In 1984 the Royal Thai Government (RTG) recognised the settlements as official camps, named temporary shelters by the government. As of February 2019, there are 9 camps located along the border region housing approximately 100,000[5] predominately of Karen/ Karenni displaced persons[6] from Myanmar[7]. Now in its 3rd generation, a large percentage of the camp population includes the displaced being born in the camp, never having lived, travelled or worked outside the perimeter of the camps.

The sizes of the camps range from smaller settlements of 2,500 inhabitants to the largest camp of Mae La with approximately 35,000 people[8]. In 1984, Royal Thai Government (RTG) requested a group of voluntary agencies to provide basic humanitarian assistance to the displaced populations, including food, NFIs and subsequently shelter materials (beginning in 1995). The RTG did not invite the implementing agency to coordinate delivery of humanitarian assistance and consequently they did not have a field presence in the border areas until 1998.[9]  A collective of NGOs organised under the umbrella of CCSDPT (Committee for Coordination of Services to Displaced Persons in Thailand) still provide humanitarian assistance to the border camps.

For the first decade, relief programmes were coordinated either in partnership with existing administrative and governance structures of the displaced communities or entirely self-organised and implemented by the displaced population. This meant that pre-existing governance structures developed into the camp management system.

The Karen Refugee Committee (KRC) and the Karenni Refugee Committee (KnRC) are the elected community umbrella bodies for the two main camp populations responsible for overseeing all activities conducted by and under camp committees and coordinated assistance provided by NGOs[10]. The KRC/ KnRC represented the displaced population with the Thai government, the Thai camp commander and governmental authorities[11], UN agencies, NGOs, Community based organisations (CBOs) and other external stakeholders.
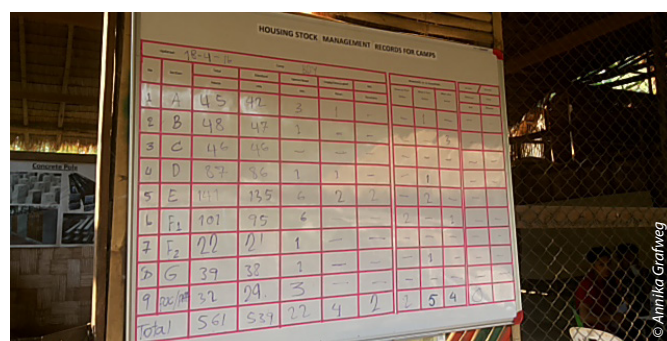


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*Community-led housing stock management in Tham Hin Camp.*

## PROJECT

### PROTECTION RISKS

These spatial and environmental conditions of the camps caused serious fire risks during the dry seasons and landslide and flooding risk during the rainy seasons. Vulnerable households were particularly affected as the camps became hazardous to walk, often hindering their access to assistance programmes and services within the camps, such as food distribution sites and markets, health clinics and education programs and facilities, as well as excluding them from participation in camp activities. Seasonal rains affected vulnerable households most, confining them to their shelters, which were ill equipped to respond to their specific needs, such as accessing toilets or WASH facilities. Daily walks to school become unsafe for children, reducing their ability to continue their learning.

### CCCM ACTIVITIES

In 2015, KRC/KnRC, in collaboration with The Border Consortium[12] initiated a process to formulate housing and land-use guidance notes and training for all camps along the Thai/Myanmar border.

This process intended to develop a community-led guidance to address the unregulated and informal land-use practices within the camps, with the aim of developing a tool for community governance structures to be more effective.

The yearlong process had 4 main components. Firstly, KRC/KnRC led a drafting and consultation process of the guidance notes in collaboration with the camp committees, shelter and Camp Management and Preparedness Programme (CMPP) working groups, NGOs and CBOs. This was followed by the setting up of community led shelter working groups in each of the nine camps as part of the camp management structure, including female members, representatives of the camp sections and the CMPP members. A GIS mapping exercise of all 9 camps by the camp-based shelter working groups provided accurate spatial and environmental information about location and number of shelters and communal buildings. The fourth component was a training series focusing on capacity building in map reading and analysis, understanding the guidelines and procedures, and learning to understand vulnerable households' specific housing needs in regard to their needs (spatial, environmental and access to services).

### IMPLEMENTATION

Drafting the housing and land-use guidance note was a collaborative process with each part of the guidance note discussed in detail through meetings across all camps, which included representatives from the Royal Thai forestry department, the KRC/KnRC, camp and section committees and active CBOs in the camp, such as youth and women's groups. To facilitate input from a broad spectrum of people, each draft was translated into Karen, Burmese and Thai, and the consultation meetings were multi-lingual, in many instances trilingual, in order to allow each camp to contribute their context specific perspective.

The final guidance notes include 3 chapters:

1. *Chapter one* focused on the repair, provisions and maintenance of community buildings and the use of public spaces within the camps.
2. *Chapter two* described the assistance modalities for house repair and maintenance as well as the procedures and methods to be used by the community-led camp management to allocate repair materials equitable and transparent. This chapter included the process to be followed, complaints procedures and public announcement of all allocations per household and considerations for vulnerable households.
3. *Chapter three* provided guidance on the delivery, distribution and quality control procedures to safeguard households from receiving repair materials that were not to technical specifications.

The GIS mapping exercise coincided with the drafting of the guidelines, establishing accurate spatial information and documentation of the camps' topography, number and exact location of shelters and community buildings, environmental hazards and overall density.

The final component of the overall process was a series of training workshops for all nine shelter working groups, camp and section committee members and interested CBOs as well as representatives from the Royal Thai Forestry department. The training workshops focused on understanding the spectrum of vulnerabilities households faced in the camps regarding their shelters, the common areas and the effect on their ability to participate in community activities. The workshops were led by community architects and included house to house visits and conversations with the households describing their daily life and barriers they experienced.

### IMPACT OF THE PROJECT

The yearlong process developed the capacities of the Shelter Working Group (SWG) to manage the housing and community building stock in the camps. The SWG became incorporated into the camp management structure. Two years later, in 2017, 123 Shelter Working Groups (SWGs) with more than 800 members were responsible for the day-to-day management of more than 19,000 houses and over 2,000 community buildings. The GIS camp mapping process facilitated the shelter working groups and the camp committee to have accurate information about all structures' size and location in the camp. The training workshop to understand the challenges of vulnerable households was perceived as most helpful by the shelter working group members as it strengthened their understanding of the impact of vulnerabilities on individual and family life.

This project also impacted the current leadership structure of the camps. All camp leadership were now elected bodies, with female officials making up 30 percent of the elected leadership and 2 camps being led by female leaders.

## ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT

### ACHIEVEMENTS

- The inclusive process facilitated the development of a guidance note and procedures that were understandable, appropriate and realistic for the context. Becoming part of the camp management system and procedures.

- GIS mapping of all 9 camps created a simple visual tool to link important household data with physical locations and hazards. The maps were updated regularly by the shelter manager to represent movement within the camps and allowed abandoned buildings to be taken down to reduce fire risk and reduce density.

- Women's CBOs in the camps were actively engaged in formulating and in implementation of the assistance for vulnerable households' shelters. The membership of women in the shelter working groups increased due to this emphasis on engagement, with women even taking leadership positions.

- Guidelines for dismantling/ reallocating households were developed. As families leave the camps, their houses are either reallocated to people living in areas of environmental risk in the camps, or their houses are dismantled, and the land rehabilitated to provide additional space for community activities, gardens etc.

### CHALLENGES

- The main focus of the displaced population was on establishing a livelihood outside of the camps within Myanmar or Thailand, rather than dedicating their time to administrating camp life. Consequently, membership of the working group had a large turn-over, and retaining knowledge and skills remains a challenge.

- Unregulated housing and land use practices, for many years, resulted in a lack of acknowledgement that formalised, transparent and equitable procedures and practices would benefit the whole community. The commitment to the process by the camp committee and working groups was often diverted by other urgent matters.

- Training a large number of shelters working group members was challenging and time consuming. Many had multiple other commitments and the spectrum of age, educational standards and skills of the shelter team members was very diverse, requiring different training methods for different groups.

### LESSONS LEARNED

- The collaboration with the leadership of the KRC/KnRC was a key element without which the process would have not been able to achieve buy-in from the community-led camp leadership groups.

- Working in partnership with the camp leadership and camp committees was a slow and non- linear process that required dedication and flexibility. This partnership was essential to build trust and facilitate collaboration as well as the necessary buy-in to implement the procedures and regulations that were drafted collaboratively.

- The translation of all documents, workshops and trainings into the three main languages used in the camps (Karen, Burmese, Thai) was a key factor, facilitating a wide spectrum of stakeholders to engage in the process and encourage smaller CBOs, youth and women's groups to be engaged.

[1] The Border Consortium website cites 150,000 people in the camps at the peak in 2005.

[2] TBC annual report 2017

[3] The camps are officially called temporary settlements for displaced people.

[4] Karen population were internally displaced into the mountain areas of east Myanmar as early as 1970, were no humanitarian assistance until displacement across international borders into Thailand.

[5] TBC annual report 2017 for accurate population figures by camp; 87,000 Dec 2018 according to TBC sources. UNHCR registration data record 96,593 as of April 2019, and 97,577 as of January 2019 according to AsiaNews.it

[6] The RTG has never considered the people in the camps to be refugees. Thailand has not signed the 1951 UN Refugee Convention. The RTG refers to the population in the nine camps bordering Myanmar as 'displaced persons' living in 'temporary shelters'. Source: TBC annual report 2017

[7] Other ethnic minorities count for 7% of the population in 2017, data source: TBC internal population data.

[8] From some 2,300 people in Ban Mae Surin camp to some 34,600 people in Mae La camp in 2017, source as above

[9] UNHCR was permitted by the RTG to establish a formal field presence in 1998.

[10] Such as Royal Thai forestry authorities, as some of the camp are located in protected forest areas.

[11] Assessment and allocation guidelines discussions started in mid-2013

[12] The Border Consortium, TBC



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*Workshop with camp leadership, shelter and settlement working groups and CBOs to assess the spatial vulnerabilities of the camp.*

# SOUTH SUDAN
## RETURN AND REINTEGRATION

**KEYWORDS:**

RETURN AND INTEGRATION, CAPACITY BUILDING, SERVICE MAPPING, INFORMATION MANAGEMENT, LOCALISATION

| | |
|---|---|
| CAUSE OF DISPLACEMENT | Conflict |
| DATE OF EVENT CAUSING DISPLACEMENT | December 2013 – ongoing |
| PEOPLE DISPLACED | Over 150,000 outside of camps |
| PROJECT LOCATION | Unity State, Kothieny, Bentiu Town |
| PROJECT DURATION | May 2016 - March 2017 (10 months) |
| NUMBER OF PEOPLE TARGETED BY THE PROJECT | 492 Households (2,460 individuals) |
| CCCM COORDINATION MECHANISM | Cluster Activated |



**SUMMARY:**

The project took services closer to IDPs, host community members and returnees affected by the on- going conflict in Unity State through mobile outreach teams and static presence in line with the Beyond Bentiu Response Strategy[1]. This facilitated restoring dignity among the affected population, provided opportunities for IDP returns and provided information to increase understanding in humanitarian operations.
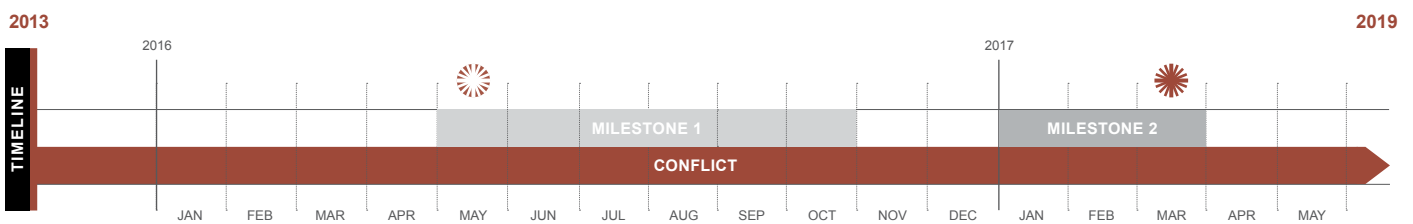


| | | |
|---|---|---|
| ✳ | May 2016 | Project start |
| 1 | May - October 2016 | Secured land from the government through the protection cluster. Managed the reintegration of 300 IDPs and returnees among the host community population. |
| 2 | January - March 2017 | A 2nd group was successfully settled comprising of 192 households. |
| ✳ | March 2017 | Project Completion. |



*People walking through Bentiu. September 2015.*

©Brendan Bannon / IOM

**CCCM CLUSTER**
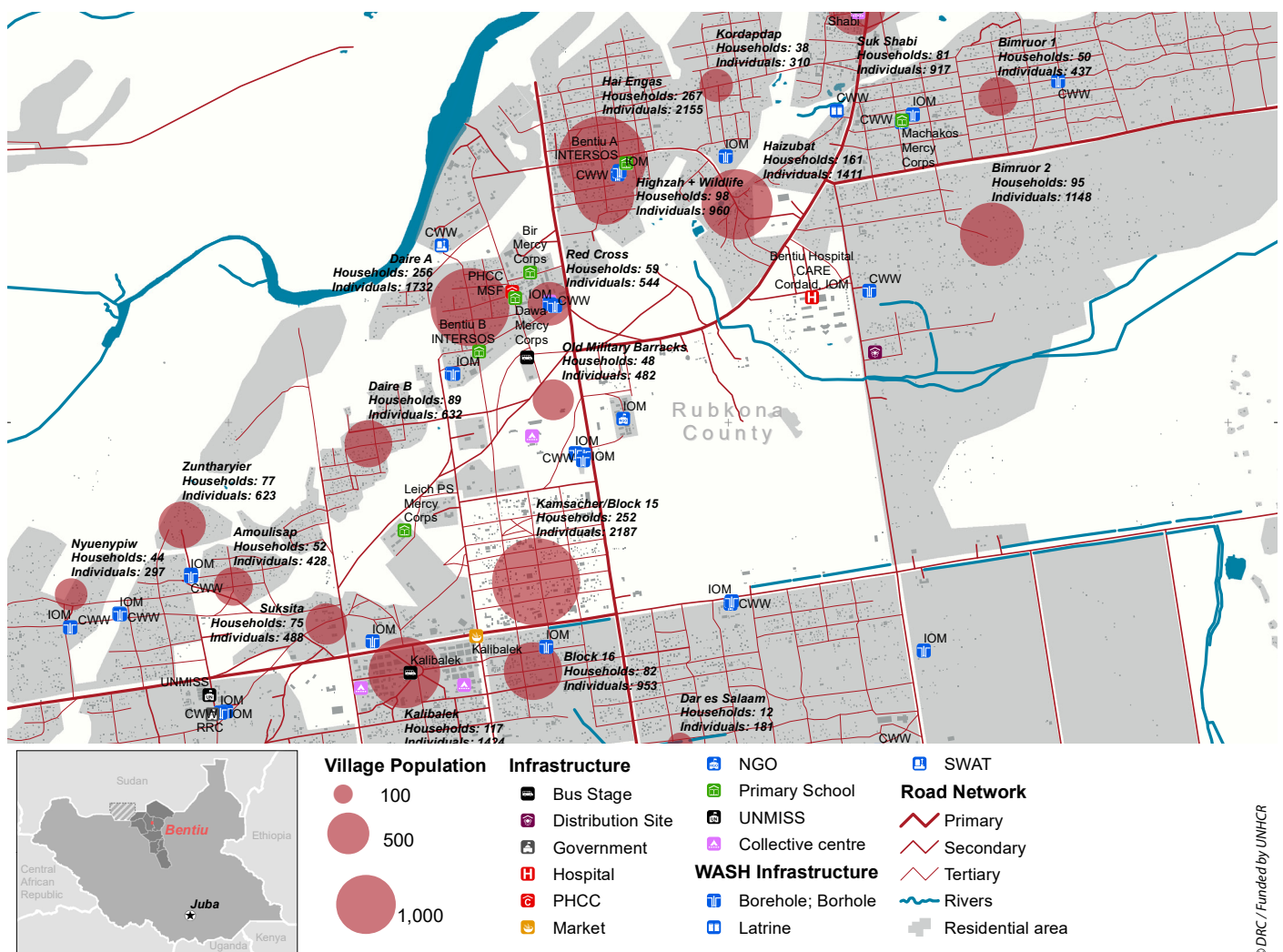
Bentiu Town Population and Infrastructure. Rubkona County, June 2017

## CONTEXT

The December 2013 conflict in South Sudan that began in the capital city, Juba, spread across the country. The conflict caught humanitarian actors unaware as it was not expected that a young nation, after 1.5 years of independence, could plunge into crisis. Hence the level of preparedness for conflict-related displacement was non-existent in South Sudan. The humanitarian response was focused on food insecurity and flood response.

The conflict took a new dimension with the introduction of a third armed element – SPLA iO2[2] protracting the conflict further. This created additional challenges in terms of humanitarian access by increasing the number of frontlines, worsened the situation by July 2016.

Properties were burnt down and looted, women and girls suffered the wrath of the government forces, with some running to hide into the swampy areas while others trekked to the Bentiu Protection of Civilians (PoC) site, which was already hosting a population of 120,000 in March 2017. Men were killed, joined their allied forces or crossed the border to Sudan.

The humanitarian agencies working in South Sudan confirmed that over 90% of IDPs in the country were living outside of the formal camp, such as collective sites and informal settlements. Due to the scattered displacement settings, it was decided that there was a urgent need to take services closer to where people were living. As a result, the CCCM Cluster with support of OCHA and other clusters, developed specific intervention in camp-like settings outside of the UNMISS Bentiu PoC in line with the Beyond Bentiu Strategy[3].

The CCCM Cluster strategy aimed to continue to improve the living standards in displacement sites including PoC sites, collective centres and other spontaneous settlements. The CCCM Cluster continued to coordinate lifesaving service delivery in camp and camp-like settings and managed displacement sites to provide activities such as communicating with communities (CwC), information management and ensuring accountability to the affected population (AAP) to ensure a healthy, safe and dignified living environment in displacement sites across the country. In the event of the possibility of the continuation of protracted conflicts, early warning systems were put into place by the CCCM Cluster in coordination with the Protection Cluster. This was done through restoring community-based protection structures that were previously fragmented due to displacement.

## PROJECT

### DISPLACEMENT TRACKING

The cluster utilized the common service of the Displacement Tracking Matrix (DTM), assessment reports from REACH, head counts conducted by the humanitarian partners and the local authorities and the WFP food distribution population. In outside of formal camp settings, the Cluster tracked displacement through implementing partners, who used the Population Movement Tracking (PMT) due to the high rate of population movements across areas of the country where the presence of humanitarian partners was limited.

### CCCM ACTIVITIES

The project supports populations either living within the host community in collective sites and/or informally settled within the host community. The project aims to:
• Support persons with specific needs,
• Develop and implement IDP solution strategies,
• Provide voluntary return assistance.

This project ensured that protection was mainstreamed into the interventions through establishing systems for referral of protection cases living in hard to reach areas. Furthermore, the support to the existing leadership structures paved the way for the formation of the *community-based protection networks* which were effective in identifying persons with specific needs. The project targeted all affected population either through cluster assessment or through multi-sectoral assessment that informed the nature of response.

### IMPLEMENTATION

The project was initiated by the implementing agency as the CCCM and the protection lead agency in the state. They advocated for IDPs living in deplorable situations at the collective sites, secured land from the government and thereafter brought on board the WASH and Shelter Non-Food Item (NFI) clusters to provide both shelter materials (poles, nails & ropes) as well as water and household latrines. Additionally, the implementing agency provided the plastic sheets and solar lanterns.

In early 2017 it became possible to relocate IDP households to the newly secured 4,000 acres of governmental land This significantly contributed to the restoration of dignity of the affected population, who were now able to freely carry on with their daily lives. In addition, the project also identified potential areas of return and displacement catchment areas, a key mechanism for informing the overall humanitarian response in Unity State.

Through Communications with Communities (CwC), persons of concern were informed about the project, allowing them to make informed decisions before choosing to voluntarily move to safe havens amidst the continued conflicts. The already existing leadership structures within the communities were supported resulting in better feedback on services provided by humanitarian partners and enhanced the self-protection capacities of these communities.

With support from the Protection, WASH, and Shelter-NFI Clusters and the local authorities, the project managed the relocation and reintegration of 492 households - including households from the collective sites, returnees and those who opted to leave the UNMISS Bentiu PoC - to integrate into the host community in Bentiu Town. Continuous coordination efforts immensely contributed to achieve the project's objectives including the different clusters coming on board and providing their expertise.

After the successful integration of the IDPs, the Food Security and Livelihood (FSL) partners, began to provide seeds and tools whereby the beneficiaries managed to grow vegetables. IDP households were able to grow enough vegetables to sell at the markets contributing to their livelihood.

### IMPACT OF THE PROJECT

The project aimed to provide a coordinated and timely cross-cutting response to the immediate humanitarian needs in camps and camp-like settings and contributed to save lives and alleviate suffering. The project eased the integration of the relocated households into the host community as the result of training being conducted jointly establishing common understanding and join benefits of the learning gained. The project also eased the integration of the relocated households into the host community by selling their farm produce to the market and/or bringing the host community to their farms to buy vegetables.


*The UNHCR High commissioner's visit to Bentiu in June 2017 engaging UNHCR staff and the local authorities near a shelter under construction.*


*Relocation activities underway at the bentiu PoC through the allocation of newly constructed shelters to IDPs.*

## ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT

### ACHIEVEMENTS

- This project has led the state government to promise to provide more land for IDPs willing to move out of the collective sites, informal settlements and those returning from other areas within the country.

- The project contributed to better information sharing on strategies and matters affecting the community.

- Service mapping factsheets to inform other clusters of existing humanitarian gaps allowed the clusters to reach out to displaced populations. Reports on achievements, challenges and gaps also led to some gaps being addressed by other clusters/partners.

- The project enabled the children of relocated IDPs to better integrate into the host community by attending the same school and other social amenities, which wasn't possible while living at the collective sites.

### CHALLENGES

- There was a lack of permanent partners in the informal settlements and collective sites as humanitarian assistance was mostly provided through mobile outreach teams.

- There was no dedicated funding available for the project to cover camp-like settings in hard to reach areas, as it was not included into the financial planning from the onset.

- Several IDP households that had voluntarily returned to their home villages sold their houses to other IDP households upon their return. The humanitarian agencies were not in position to completely prevent this trend through community sensitization.

### LESSONS LEARNED

- Meaningful engagement with the communities and their existing leadership contributed to strengthen trust relationships between displaced persons.

- Establishing cordial relationships with the state actors on behalf of the affected population aids to provide improved options for IDPs living in displaced sites.

- Collective approaches in decision-making by the different agencies always yields a better result and a positive impact to the affected population.

- Identifying the resilience of the community and incorporating their strengths into the project is a key pillar to address displaced community challenges effectively.

- Humanitarian intervention should focus on collective, multi- sectorial objectives that are centred on affected population needs rather than organizationally-driven.

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[1] Beyond Bentiu Strategy (BBR)

[2] Sudan's People Liberation Army In-Opposition

[3] UNDP Beyond Bentiu Protection of Civilian Site Youth Reintegration Strategy



*An aerial view of Kothieny in Bentiu Town where IDPs and Returnees have integrated with the Host Community through the support of UNHCR .*

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