



CCCM Case Studies

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FOREWORD

Dear CCCM Colleagues and Friends,

We are pleased to share with you the second edition of the CCCM case studies publication. These studies aim to provide field practitioners with a collection of CCCM experiences and lessons for future reference, highlighting a wide range of work performed by the Cluster in different contexts and when faced with a variety of challenges.

These CCCM case studies were developed by the two lead agencies of the CCCM Cluster: 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.

Case studies in this edition include reflections on addressing gender-based violence (GBV) in complex environments; the value of strong inter-cluster coordination to ensure a rapid and effective response to humanitarian needs; and the importance of building the CCCM capacity of local authorities and partners to respond to displacement.

We would like to express our sincere appreciation to all CCCM Cluster Coordinators, staff and partners who contributed to the creation of these case studies. On behalf of our agencies, and in collaboration with our partners in the CCCM Cluster, we encourage the review and wide-spread use of these case studies, so that the Cluster can learn from the examples of colleagues in different regions of the world.

We hope you enjoy this publication, and that it serves as a useful tool for sharing information with colleagues in the field and beyond, and that the lessons learned can provide guidance on improving assistance to displaced populations around the world.

Global CCCM Cluster
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The CCCM case studies project is coordinated by Nuno Nunes (IOM) and Kimberly Roberson (UNHCR), and these case studies have been provided by field practitioners in country missions.

The Editorial team would like to express gratitude to the colleagues and partners who wrote, provided photos and reviewed this publication.

We would also like to thank the many people who have contributed to the project implementations that are mentioned in this publication, but who have not been individually credited.



Typhoon survivor Raquel Villamor looks on their destroyed house at the height of typhoon haiyan last year in Tacloban in the central Philippines.
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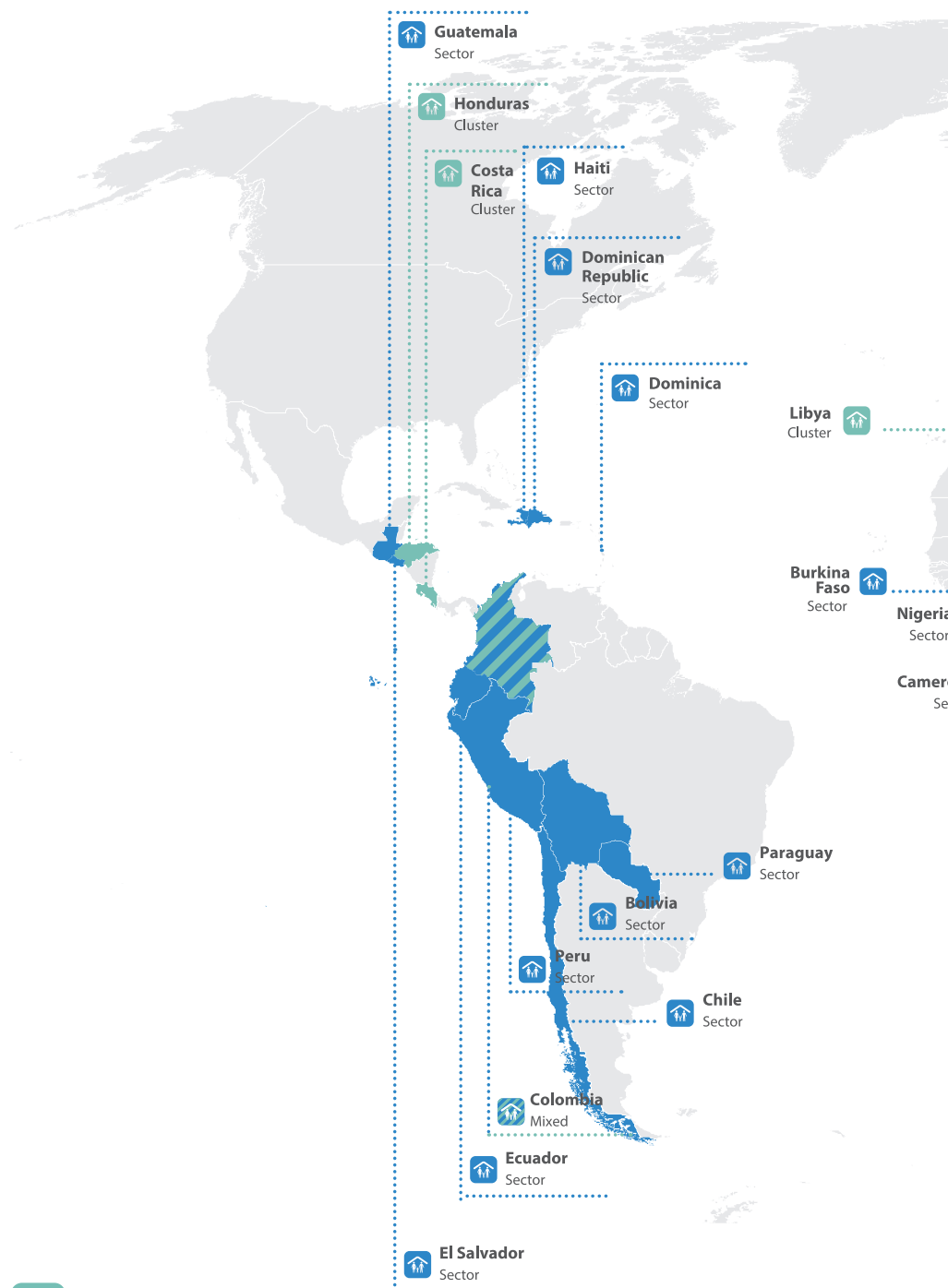
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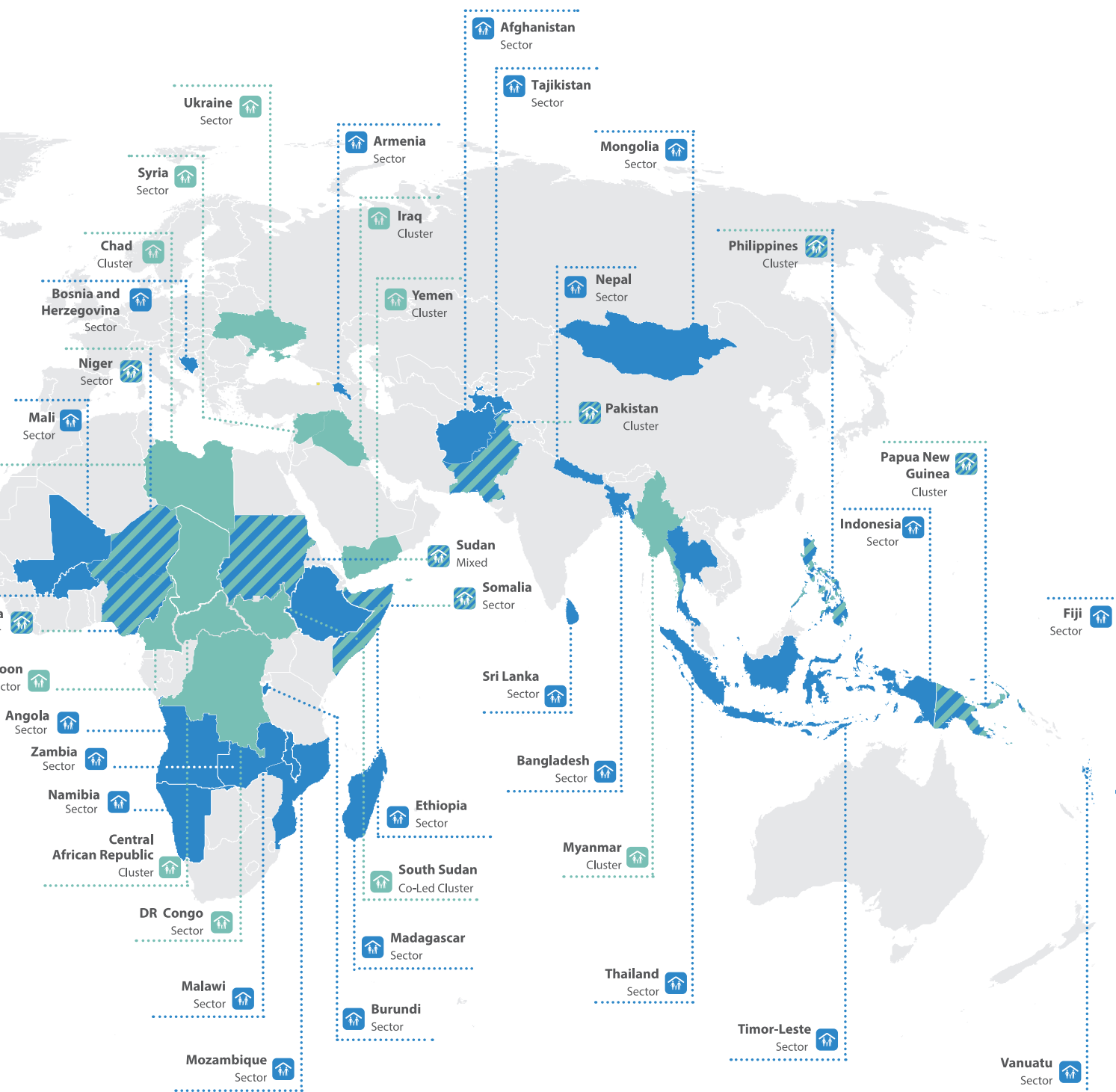
CCCM IN THE WORLD



 Conflict

 Natural disaster

 Mixed



*Names and boundaries indicated on map do not imply official endorsement or acceptance. 17/5/16

INTRODUCTION

What is CCCM? The common aim of the CCCM Cluster is to improve living conditions of displaced persons in humanitarian crises. The sector facilitates assistance and strengthens protection of the displaced and works with beneficiaries to attain durable solutions. Camp management is cross-cutting in nature and applies to all types of communal settings, including planned camps, collective centers, self-settled camps, reception or transit centers, and entails building relations with the host community. The role of the CCCM Cluster is to ensure effective management and coordination of the humanitarian response in locations of displacement according to recognized standards; to identify gaps in services; to increase accountability; to facilitate information sharing; and ultimately advocate for a satisfactory and timely intervention by relevant actors. Effective representation and meaningful participation of the beneficiaries as well as host communities is central to the planning, implementation and the ultimate handover of CCCM responsibilities.

Context

Camp coordination and Camp Management (CCCM) was defined as a new sector under the Humanitarian Reform process in 2005. Since the CCCM Cluster's creation, it has been activated in a number of humanitarian crises. The cluster has invested significant efforts in emergency responses and works closely with national authorities in disaster and conflict-prone countries to build their capacity to respond to the needs of the displaced. The CCCM Cluster missions are presently active in 22 countries worldwide.

Purpose

The purpose of this publication is to provide lessons as a knowledge base to support humanitarian operations (in both emergency and protracted contexts). Programs introduced in these case studies were implemented by CCCM Cluster agencies, as well as national authorities, in response to large-scale displacement caused by both conflict and natural disasters. Each case study portrays experiences, successful

practices, challenges and lessons, all within a diverse range of scenarios.

Both successes and challenges in this publication are context-specific and should not be reproduced without adaptation. However, looking at what has been done in the past can inform choices for future CCCM projects.

Case Study Selection

The case studies in this publication were chosen in order to highlight key issues faced by the CCCM sector. These articles were selected based on availability and reliability of information, initially developed using standardized forms to collect the information, but were in most cases written from interviews with camp managers, coordinators and field staff involved in the operations. All case studies were finally reviewed by staff who had been involved in each project.



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KEYWORDS MATRIX

	Iraq reach	South Sudan	Iraq consortium	Zambia	Philippines
Accountability to Affected Populations					
Camp consolidation					
Capacity building					
Collaboration					
Collective Centres					
Communicating with communities					
Community participation					
Coordination					
Data collection					
Disaster risk reduction					
Displacement outside camps					
Displacement tracking					
Education					
Gender-based violence					
Household surveys					
Information management					
Inter-agency approach					
Inter-cluster collaboration					
Local capacities					
Mentorship					
Multi-sectoral needs					
National authorities					
Profiling					
Protection					
Wash					

IRAQ

The seizure of Mosul by ISIL (Islamic State of Iraq and the Levant) at the beginning of June 2014 marked the start of the second major wave of displacement in Iraq. Followers of various Christian denominations fled the city in panic and up to 500,000 people left Mosul in the days following its capture (NYT, July 2014). ISIL's occupation of the towns of Tilkaif, Bashiqa, Bartella and Qaraqosh east of Mosul in the Ninewa Plains, displaced a further 200,000 Christians and members of other minority groups. And the arrival of ISIL on 3 August 2014 in Sinjar city and surrounding villages near the Syrian border and the ensuing fight with the Peshmerga resulted in the displacement of some 200,000 additional mainly Yazidis as well as Shiite Turkmen of Tal Afar for whom this was a second displacement.



Displacement Data

Country: Iraq

Cause of displacement: conflict

Conflict date: June 2014

**Number of people affected/
displaced:** 900,000

Project Location: Kurdistan
Region of Iraq (KRI), Dohuk

Project duration: 1 year

CCCM Cluster: activated

Keywords

- Capacity building
- Collaboration
- Coordination
- Inter-agency approach
- Mentorship



Children from Mosul bike in the Baharka camp for internally displaced Iraqis in Erbil, Iraq © UNHCR/Ed Ou

Case study 1

CCCM agencies form a consortium to provide training and mentorship in camp management to twelve government appointed IDP camp managers

Context

As the first responder and primary body responsible for the protection of Internally Displaced Persons (IDPs), the government responded quickly by constructing 11 new camps and took on the management of the in total 16 camps. It also 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 offices in Dohuk Governorate that would be working as camp managers in the newly established IDP camps. Until this point these offices had been operating without uniform tools and standards. The Norwegian Refugee Council (NRC),

Danish Refugee Council (DRC), and ACTED formed a consortium to provide training and mentorship in camp management to 12 government appointed IDP camp managers.

CCCM Activities

The capacity building project aimed at strengthening the skills and knowledge of camp managers and their staff throughout the Dohuk Governorate through the provision of both formal trainings and on-the-job mentorship. Formal camp management trainings covered topics such as community participation and engagement, information management, protection mainstreaming and Gender Based Violence basic principles. On-the-job mentorship consisted of giving camp managers access to experienced international project managers on a weekly basis to provide coaching and advice on camp

management issues and coordination. Camp managers received practical coaching with regard to participation of the camp population in governance structures, effective communication, information sharing, coordination of services, establishing a monitoring and reporting system and ensuring efficient accountability measures with camp residents including feedback mechanisms and referral pathways.

The CCCM capacity building project emphasized training and harmonization of coordination tools, codes of conduct, monitoring and referral procedures and approaches to IDP participation across the 12 IDP camps. By providing fulltime CCCM focal points complemented by a mobile team providing support with regard to protection, community participation, and information management, the project enabled all camps to encourage participation of beneficiaries in decision making (through representative committees), better coordinate protection activities, and harmonize data collection. The consortium focal points and mobile teams worked closely with counterparts from the camp management team, as appointed by the camp manager. Each camp management office was provided with 1 computer, 1 printer, and internet credit to facilitate greater communication and improve the efficiency of the data collection process. Camps also received 1 caravan to be used by the consortium staff for committee meetings and other activities as needed. In addition to these working tools, learning materials, such as the Camp Management Toolkits, Sphere Guides, Guiding Principles on Internal Displacement and IASC Gender Guidelines in Arabic were also provided.

Following careful analysis of the camp management teams, the consortium provided monthly trainings to the camp management staff based on identified CCCM learning needs. All camp management staff received at least one day of training on CCCM core concepts. Protection and Social Services staff received training in protection mainstreaming and sexual and Gender Based Violence. By focusing on protection and participation, the consortium aimed at sensitizing the camp management teams' to the needs of the community, making the camp management more accessible to the community and



Young girls sit around a fire while preparing dinner as the sun sets in Zozan City IDP camp in Dohuk, Iraq © UNHCR/Dominic Nahr.

thereby raising access to protection services and ensuring accountability to the affected population. While the camp management staff were the primary beneficiaries of the project, camp committees, sector leaders, and camp residents were targeted as indirect beneficiaries. By building the capacity of the camp management team and priming them to the needs of the residents, they were better able to address the camp residents' needs concerning protection, assistance, and services in the camp.

All major decisions were taken in consultation between the three agencies, with initial support from the DRC CCCM Advisor and the CCCM Cluster Coordinator. Weekly reporting was rotated between the three agencies, as scheduling allowed. Logistical arrangements for the formal trainings were shared equally, based on the capacity of each agency, as well as the presence and advocacy activities in all the relevant fora (clusters, working groups), to push when necessary for effective and well-timed response to needs across the board.

In addition to coordination at the project management level, the mobile teams and camp management focal points were meeting bi-weekly to build the relationship between the teams, compare experiences, and share lessons learned. Similarly, field staff were encouraged to visit camps assigned

to other agencies in the consortium to study the approach used and the impact of the mentorship programme. In addition, the staff attended a joint training in which the roles and responsibilities of each team member were discussed and clarified.

The consortium in all camps mainstreamed protection, 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 protection involving all relevant partners.

Challenges and Achievements

The project was temporarily put on hold as the consortium waited for the initial Development and Modification Center (DMC), the government structure responsible for all refugee and IDP operations, to be dissolved and for the new Board of Relief and Humanitarian Affairs (BRHA) to be introduced.

Additionally, some camp managers were not appointed by BRHA itself, and BRHA thus had limited control and authority over camp managers, which significantly hampered the harmonization and roll-out of new tools developed specifically to improve the coordination between BRHA administration and camp management teams. Consequently, the project did not receive full acceptance from the government and camp managers.

The project was unable to cover informal sites, where the majority of the displaced populations resided.

The dependency on capacity of national staff to build relationships with camp managers was vital to ensure national staff could help camp managers build on the training received. It was also essential to finding an effective way for the consortium's national staff to advise confident camp managers who had more practical camp management experience than the staff itself, who initially relied on purely theoretical teachings.

Not all partners had a budget that allowed for camp management structures, such as office equipment, furniture, equipment for community participation activities etc.

Working as a consortium slowed down the decision making process as well as development of tools due to the need of finding a common ground amongst the three agencies in matters that would impact on the consortium as a whole or on the camps.

The CCCM mentorship program represents a novel approach to build CCCM capacity, especially on such a scale. The pilot project faced challenges in working alongside a government body beset with internal power struggles and operational inefficiencies. Multiple systems often ran parallel to each other, rather than merging into a systematic, harmonized CCCM response.

The same goal but different perspectives and experiences of the



A man from Saladin sits in the Arbat IDP camp near Sulaymaniya, Iraq © UNHCR/Ed Ou

different members of the consortium meant deeper problem analysis and comprehensive evidence-based decision-making.

A focal point in each camp allowed for a strong personal relationship with camp management, which enhanced the coaching aspect of this project.

Having roving staff ensured the sharing of information, ideas, concerns and successful challenge-responses between camps, and avoided the loss of a bigger picture.

Harmonized working tools and approach were implemented jointly with inputs from each agency. Having a shared approach contributed to gaining approval of the government and

introducing standardized coordination tools across camps also ensured that partners working in multiple locations were able to implement activities more efficiently.

The workload of developing tools, coordinating with multiple clusters and liaising with the multi-level stakeholders was shared among the three agencies to streamline information sharing, increase participation in multiple fora, advocate for direct and indirect beneficiaries and roll-out new tools and mechanisms.

Lessons learnt

- Have a shared approach to gaining the approval of the government and a shared vision for far-reaching impact including achieving international standards across camps from the beginning of the project.
- By introducing standardized codes of conduct, referral mechanisms, and coordination tools across camps it ensured that partners working in multiple locations were able to implement activities more efficiently. Furthermore, tensions between camps were reduced as inequalities were addressed and gaps were filled.
- Adopt a flexible and supportive interagency approach to allow for staged revisions and corrective measures as working with government agencies and administrative staff can take longer than anticipated.
- Balance the activities of the project between direct camp management training “by example” in the field and classroom style activities.
- Continuous internal communication, between the 3 agencies helped to predict gaps and cover them by temporarily shifting resources from one agency to another.



Two women walk past a pool of water and mud as the sun sets in Zozan City IDP camp in Dohuk.
© UNHCR/Dominic Nahr

Case study 2

A CCCM implemented IDP tracking project allows easy monitoring of service delivery and changing conditions

Context

In June, July and August 2014, as the conflict escalated and ISIL expanded control over Ninewa and Diyala, a total of at least 900,000 people fled their homes in search of safety, which precipitated a large influx of Internally Displaced Persons (IDPs) into the Kurdistan Region of Iraq (KRI), in particular Dohuk governorate. With little time to prepare for thousands of new arrivals, multiple spontaneous sites appeared very quickly, while government and humanitarian actors hurried to construct formal camps. In this context, REACH and the CCCM Cluster recognized the need for an operational overview of camp conditions, and a designation on the differences between displacement sites.

To address this information gap, REACH launched a camp profiling exercise of formal IDP camps in the KRI and disputed areas of Ninewa and Diyala in the last quarter of 2014. This consisted of household-level assessments sampled at the camp level and accompanying infrastructure and spatial analysis, the camp profiles included multi-sectoral indicators as agreed with CCCM Cluster

members and other cluster leads.

The project was planned in two phases. In the first phase, REACH and the CCCM Cluster sought to create an initial baseline overview of indicators, needs and gaps in the camps. This was to be followed by a second phase to monitor developments over time as the humanitarian response to the IDP emergency continued every three months throughout 2015, enabling the inclusion of new (and accessible) camps. A third round of profiling was restarted in September 2015.

The overall aim of the project was to inform the humanitarian response to IDPs living in camp settings at an operational and strategic level. The project sought to facilitate the identification of needs and response gaps to support the upcoming Humanitarian Response Plan (HRP), as well as to allow camp management agencies to more easily monitor service delivery and changing conditions over time.

CCCM Activities

Data collection for the IDP tracking project was conducted through



Displacement Data

Country: Iraq

Cause of displacement: conflict

Conflict date: June 2014

Number of people affected/ displaced: 900,000

Project location: Kurdistan Region of Iraq (KRI), Dohuk

CCCM Cluster: Activated

Keywords

- Disaster risk reduction
- Household surveys
- Information management
- Profiling

household-level surveys using Open Data Kit (ODK), a free and open-source set of tools which help organizations author, field, and manage mobile data collection solutions. A representative sample of households was randomly selected based on camp management population figures at the time. The CCCM Cluster was closely involved in the choice of indicators and established minimum targets for each sector. The household-level assessment was further complemented by a few key informant questions to camp management, which were then administered using paper forms.

Households were sampled at intervals calculated by the population/sample size. Field teams also used GPS to collect coordinates of key infrastructure, services and layout of the camp which were then overlaid onto satellite imagery of the camp for basic mapping and spatial analysis purposes.

At the operational level, the profiles produced were used by implementing agencies to design and monitor areas of intervention. The mapping component in particular was well received. The profiles also provided camp management with an overview of ongoing developments as well as priority needs and gaps on which to focus. At the strategic level, the profiles enhanced programme development and allowed donors to gain a comparative understanding of camps within and between governorates. The profiles also provided an overview of capacity and potential for future developments and contingency planning.



A displaced Iraqi family from Mosul sets up their tents in a newly opened area in the Baharka camp for displaced Iraqis in Erbil, Iraq © UNHCR/Ed Ou

Snapshots of the profiles

Finally, the CCCM Cluster disseminated and shared the camp profiles and data collected, which allowed the maps, profiles and findings for the assessments to reach a wider audience among the humanitarian community to influence operational and strategic planning.

Camp management were also key in disseminating the collected information at camp level, with copies of profiles and maps made available within sites, and used for community planning purposes. Arabic language maps were found to be particularly useful, as they could be more easily used by community members and staff.

Challenges and Achievements

During the development of the assessment tool in September 2014, many sites were being newly established and camp managers were not yet in place. As a result, camp managers were largely not involved in the design of the project and their engagement in the data collection process was limited. During the first round of profiles, some findings were contested by camp managers. The importance of ensuring buy-in from camp management was a key lesson learned, and was addressed during the second round through validation of maps by camp managers and field staff prior to publication.

While the camp maps were translated into Arabic, the full profiles were not translated into Arabic and Kurdish, which limited their use by local actors and affected populations.

Overall, not all of the data collected during the household-level assessment was used in the profiles or comparative report, indicating that fewer resources were needed.

Many of the project weaknesses mentioned above have been addressed during the preparation phase for the third round of data collection, due to begin in September 2015. These include a longer consultation process to ensure greater ownership from the CCCM Cluster and camp managers; a streamlined tool to ensure that all questions asked will be relevant for reporting purposes; and a longer lead-in time to allow for

Tool	Objective	Result
Household survey (smartphone-based)	Understand household access to services throughout the camp	Statistically significant findings from a representative sample of households, which can be generalized for the whole camp.
Camp infrastructure mapping tool	Location of key infrastructure within the camp	Accurate map showing the location of key infrastructure
Camp management key informant grid (paper form)	Key information about the camp (eg. population, implementing agencies etc.)	Camp-level information from camp management



Melons are sold in Arbat camp for internally displaced persons on the outskirts of Sulaymaniyah, Iraq
© UNHCR/Ed Ou

satellite imagery to be purchased.

Household-level data statistically representative at camp level to a 10% margin of error and 95% confidence level allowed robust examination of needs and gaps as experienced by beneficiaries, highlighting priority areas of intervention for humanitarian actors.

The camp profiling exercise provided household-level data on access to services across all sectors, to complement the existing knowledge of camp managers. Using two methods of data collection—household surveys and interviews with camp management—allowed data to be triangulated and facilitated the identification of gaps in

service provision.

A second round of assessment using the same methodology and comparable indicators allowed for observations over time and monitoring of developments/remaining areas for improvement.

Minimum standards for each sector were agreed upon with the CCCM Cluster, creating a basic comparable measurement of targets across the camps, as well as over time within each camp. This exercise has acted as a catalyst, both in other cluster operations (such as South Sudan) and at global level where indicators have fed into a global template.

Mapping of camp infrastructure and services using GIS technology, helped to quickly visualize where minimum standards were not met, such as households who were not located sufficiently close to water points and latrines (according to SPHERE minimum standards). The maps also provided a vital reference for camp management agencies and service providers operating in camps.

Lessons learnt

- In order to ensure a clearer understanding and create buy-in for the process, indicators were shared with camp management for feedback at the time of questionnaire development. Camp management was also reminded of the upcoming exercise in mid-August and in the week prior to data collection. Finally, camp management interviews, which will include participatory mapping, were also scheduled ahead of time.
- To continue collaboration with the CCCM Cluster, the profilers developed indicators in closer consultation with cluster members and camp managers, including at global level. In addition, the CCCM cluster provided REACH with data collected from camp managers from monthly reporting tools. This avoided duplication of reporting for camp managers (interviews will only include outstanding indicators) and enabled centralization and consolidation of existing IM mechanisms used within the CCCM.
- Further on, to build upon the ability to monitor changes over time and compare services across the camps, highlighted as the most useful impact of the profiles, REACH will use the data to develop a comparable multi-sector Index in close coordination with CCCM partners. This will be introduced and elaborated in a subsequent comparative report following publication of the individual camp profiles. This Index will then be included in the later rounds of quarterly camp profiles throughout 2016, with the goal of being established as a standardized and centralized monitoring tool for all IDP camps across Iraq.
- In the long term, capacity should be built so that this exercise could be done by camp management actors and the CCCM Cluster, with decreased support from REACH. Global-level efforts are ongoing to standardize a cluster reporting template, based on those developed with REACH in Iraq and later in South Sudan.
- The exercise has already acted as a catalyst for the CCCM Cluster to develop standard indicators for camp profiling exercises, which will be complemented with support to develop methodologies, knowledge and tools for data collection and analysis.



Displacement Data

Country: South Sudan

Cause of displacement:
Conflict and flooding

Conflict date: 13 December 2013

**Number of people affected/
displaced:** 1.6 million

People targeted by project:

50,000 in 2014 and 127,000 by November 2015

Project Location: Bentiu, Unity State

CCCM Cluster: Activated

Keywords

- Camp consolidation
- Coordination
- Data collection/analysis
- Disaster risk reduction
- Displacement tracking
- Local capacities
- National authorities
- Community participation
- Protection



Bentiu PoC flooded in 2014 © JC McIlwaine

SOUTH SUDAN

The CCCM Cluster expanded and improved the Bentiu Protection of Civilians (PoC) site to increase protection of the displaced population, accommodate growing numbers of IDPs and prevent flooding.

Context

The Republic of South Sudan became the world's newest nation on the 9th July 2011 following secession from Sudan through a referendum in January 2011, when the people of the South voted for independence from the north. Prior to independence, two civil wars spanning five decades led to the death and displacement of millions of people. Even though war was declared to be over by the signing of the Comprehensive Peace Agreement (CPA) in 2005, persistent insecurity continued to afflict various parts of the newly independent nation through minor rebellions, mutinies and skirmishes between armed groups, making the Government of the Republic of South Sudan appear incapable of providing security and achieving social, political and economic stability. As a consequence of government weakness, communities maintained local systems for protection, including arming rural youth, contributing to the militarization of South Sudanese society.

In early 2013, tensions within the

governing Sudan People's Liberation Movement (SPLM) started to emerge between the political and military leadership. Fighting subsequently erupted in the capital, Juba, on 16th-17th December and conflict escalated rapidly and spread to other parts of the city and country. The devastating violence, destruction of infrastructure (such as marketplaces and boreholes), decimation of basic services and increasing food insecurity across many states led to a large-scale displacement crisis.

People employed a range of strategies to cope, including settling with host communities, creating spontaneous settlements, and fleeing to PoC sites at the United Nations Mission in South Sudan (UNMISS) bases. By November 2015, there were more than 1.6 million IDPs with over 200,000 people living in PoC sites. The scale and duration of displacement at PoC sites was unprecedented. It was originally envisioned that PoC sites would provide refuge for civilians under threat of physical violence for up to 72 hours, rather than indefinitely house people forced from their



© IOM/Mohammed

homes. However, continued insecurity and the destruction of vital community infrastructure continue to prevent people from returning to their homes and have led to continuous waves of IDPs seeking protection and services within PoC sites. Renewed violence and increasing food insecurity across the region in early 2015 saw the population within the PoC sites more than double and the need for humanitarian services increase. Humanitarian actors rapidly shifted from small scale responses in 2013 to a country-wide needs based approach, a response that was challenged by the limited capacity of actors to swiftly scale up human resources and systems.

PoC (Protection of Civilians)

PoCs are areas within the bases of the United Nations Mission in South Sudan (UNMISS), where the IDP population sought physical safety as a result of armed actions. The PoC sites were not intended for, nor equipped to accommodate large populations for a protracted period of time. However, because of the continuing insecurities, more IDPs sought protection inside PoCs leading to the expansion of PoC areas.

Unity State is situated along the North-South border and is strategically important to the warring factions because of its oil reserves and production facilities. It remains a key contested stronghold between the Sudan People's Liberation

Army (SPLA) and the SPLA-In Opposition (SPLA-IO) and has been marred by conflict since the crisis in December 2013, when people began fleeing to the PoC site in Bentiu. Following an attack on the capital, Bentiu town, in April 2014, the number of people at the PoC site increased from 8,000 to over 40,000 by May 2014. Conditions in Bentiu rapidly deteriorated due to overcrowding and flooding caused by the 2014 rainy season. The water inundated individual family shelters, common services and fragile camp infrastructure. It reduced the space between shelters where informal shops and markets existed, children played and families cooked and gathered together, and exacerbated the risk of water-borne diseases, such as cholera.

UNMISS, peacekeepers, humanitarians and the authorities had to co-ordinate closely to ensure the needs of people were met and standards attained. The support of the entire humanitarian and donor community, in a country with so many humanitarian priorities, was crucial to help implement the Bentiu site expansion project, and meet the needs of those in need of temporary assistance and protection.

CCCM Activities

This case study showcases the camp coordination and camp management work in re-designing the Bentiu camp to accommodate a substantially increased population and to prevent flooding, as well as to enhance humanitarian service provision.

After extensive assessments in late

2014, and negotiations between UNMISS and humanitarian agencies, CCCM and partners began a significant site construction project in February 2015 to extend the site and enhance it with flood control measures. The intention was to improve safety, security, health and living conditions for the IDPs living in the Bentiu PoC site. During initial site expansion development, the population of the PoC site rose dramatically again, from 52,908 in February 2015 to approximately 127,000 people by November 2015. This additional population necessitated revisions to site plans, and the need to negotiate with UNMISS regarding the use of additional land. The CCCM Cluster had to scale-up co-ordination efforts to ensure that humanitarian agencies and NGOs could best respond, within a very difficult and insecure working environment. The Shelter Cluster played an important role in assisting people with the construction of their shelters and providing materials.

Site Selection is an integral part of the camp set-up phase, and normally such a site would not have been chosen due to the location on a floodplain. However, because of the ongoing conflict in the region, security was an overriding concern, and there were no other choices of locations.

Challenges and Achievements

There were several challenges involved in completing this project. The 2014 planned extension of the camp was designed for approximately 50,000 people. However, by November 2015, around 127,000 people had arrived and the planned extensions were insufficient to provide appropriate shelter and services to so many people. Core CCCM activities had to be increased to support the greater population, and the Displacement Tracking Matrix (DTM) Team provided essential support, conducting registrations from January 2014 and commencing biometric registration of IDPs in June 2014.

Additionally, there were logistical difficulties inherent in the large scale work that needed to be done and in the context of South Sudan. There were de-

lays in the delivery of materials, difficult working conditions, and complexities involved with coordinating and negotiating with technicians and engineers. Heavy duty equipment including diggers, bulldozers and excavators, as well as construction materials, had to be transported to the construction site in UN Humanitarian Air Service flights. The CCCM Cluster also had to undertake considerable negotiations with the relevant local authorities to transport large quantities of soil into the camp used to raise the roads and make them flood resistant. Moreover, the existing site for expansion was occupied, so the work plan needed to accommodate the resident population of IDPs.

Challenges also stemmed from the conflict in Unity State, which caused significant protection concerns for IDPs, CCCM staff and peacekeepers all sharing the same PoC. The PoC perimeter barriers were not sufficiently secure, there was a lack of lighting around the perimeter and the peacekeepers from UNMISS providing protection were understaffed.

The CCCM Cluster is used to coordinating with a wide variety of actors to achieve its goals. However the expansion and enhancement of the Bentiu PoC site required extraordinary coordination efforts that involved many different actors. One of the main consultations regarding the site expansion was with the camp population themselves, and included forums between camp managers and the IDP community lead-

ers. Sharing information and regularly discussing the progress of the project was an essential part of coordination. These meetings provided a place to raise challenges and constraints on the logistics, and issues affecting both the IDPs and humanitarian workers. A two-way feedback system helped to manage expectations regarding the expansion, and the communication system also enabled the CCCM Cluster and partners to disseminate messages about the project – one of the most important related to the safety of children in the PoC around heavy machinery and the internal drainage system.

The CCCM Cluster was able to use its information management tool, DTM, to gather baseline information on the displaced population and their living conditions to inform the project. Beneficiaries within the site were consulted regarding what they felt were key services, and many IDPs were employed in a variety of daily labor jobs.

The project was achieved its aims through strong partnerships. The CCCM Cluster engaged with a network of partners to complete the work, particularly sub-contractor Ammars, who performed the heavy earthwork and machinery work. UNICEF provided a topographical survey in November 2014 and in December the Government of the Netherlands contributed flood risk assessments and provided technical recommendations about site layout, storm runoff, a hydraulic model and a master drainage plan. On the

basis of these recommendations, a one million square meter extension to the PoC site was proposed, which UNMISS negotiated with the South Sudanese government to acquire in January 2015. In February 2015 further construction began for an extension to the PoC and rehabilitation of other parts.

Given the presence of local armed forces, relocation of IDPs to new sections of the site could only occur once all areas were secure. This required available security forces, the finished construction of a four meter high wall and military observation posts, as well as external fencing. As the expansion progressed, ready blocks were progressively handed over to key service providers for provision of infrastructure and services such as shelters and WASH facilities. Partners aimed to assist IDPs to relocate to the newly developed areas in June 2015. As of mid-August 2015, the expansion of the PoC site was completed and approximately 55,165 individuals were relocated to the new or rehabilitated areas of the PoC and provided with complete shelter units.

An important achievement was the ability to adapt the project to meet the needs of people who experienced further conflict in Unity State, along with the support from UNMISS and the humanitarian and donor communities. UNMISS agreed to allocate 180,000 square meters of space to construct contingency areas for the new IDPs arriving in July 2015.

Lessons learnt

- Innovative and flexible responses are needed to manage unprecedented displacement situations for CCCM practitioners in site planning and responding to sudden influxes, when sites cannot be chosen because of the context.
- Cluster coordinators can benefit from strong, forward planning with regard to logistics and suppliers in contexts where extreme weather variability and poor infrastructure determines transportation possibilities and access to the affected population is intermittent due to conflict.
- More realistic context and conflict analysis should be considered in the planning phase to incorporate worst case scenarios, particularly in places with known volatility.
- Camp managers' focus on accountability and the involvement of the camp population included incorporating the displaced population in the planning of the expansion, and ensuring clear communication regarding the site expansion. Two way communication allowed essential messages about safety to be passed to the population in a timely way, one example being to avoid children getting hurt by playing with construction machinery.



A ship washed ashore after Super Typhoon Haiyan (Yolanda) destroyed over 90 % of the infrastructure of Leyte Island. © UNHCR / P. Behan

PHILIPPINES

CCCM Cluster's role in mitigating Gender-Based Violence (GBV) in evacuation sites

Context

The Philippines is situated on the 'Pacific Ring of Fire,' an area prone to natural disasters including typhoons, earthquakes and occasional volcanic eruptions. An average of 20 severe weather events cause significant loss and damage in the Philippines every year.

In November 2013, Super Typhoon Yolanda (known internationally as Typhoon Haiyan) swept through the central Philippines with winds of up to

270 km per hour, causing the death of 6,201 people, the forced displacement of four million people, and widespread destruction, making it the deadliest natural disaster in the country's history. Such was the scale of the devastation, that on the 12th November 2013 a humanitarian system-wide emergency activation, or Level 3 activation, was designated.

Following the path of the typhoon, the government identified a priority corridor covering 171 municipalities



Displacement Data

Country: Philippines

Cause of displacement: Typhoon Haiyan (Yolanda)

Disaster date: 8 November 2013

Number of people affected/ displaced: 14, 000, 000

Project Location: Tacloban City, Ormoc City, Western Leyete, Biliran Island, Eastern Samar, North Cebu, Panay Islands

CCCM Cluster: Activated

Keywords

- Camp Coordination and Camp Management (CCCM)
- Community Communication
- Coordination
- Displacement Tracking Matrix (DTM)
- Gender-Based Violence (GBV)
- Inter-cluster Collaboration
- Protection

Gender-Based Violence (GBV) / Sexual and Gender-Based Violence (SGBV)

The term "gender-based violence" is often used interchangeably with the term "violence against women."

- Gender-based violence is especially problematic in the context of complex emergencies and natural disasters, where civilian women and children are often targeted for abuse, and are the most vulnerable to exploitation, violence, and abuse simply because of their gender, age, and status in society.
- It is important to note, however, that men and boys may also be victims of gender-based violence, especially sexual violence.
- Within UN, agencies use different terminologies: WHO uses Violence Against Women; UNFPA, IOM and UNICEF use GBV and UNHCR uses SGBV.

in 14 provinces and three regions, the most affected provinces being Western Visayas, Central Visayas and Eastern Visayas. Of the 14 million people affected by the typhoon, up to 40 per cent were already living below the poverty line. Nearly 1.1 million homes were damaged or destroyed along with serious damage to fisheries, forestry and agricultural sectors. Estimates indicated that 1.8 million farmers were impacted, with one million tons of crops destroyed over an area of 600,000 damaged hectares. In total, the livelihoods of an estimated 5.6 million people were affected, of which 2.5 million were already classified as vulnerable prior to the typhoon.

Background

This case study highlights the CCCM Cluster's collaboration with the Protection Cluster to mitigate the risks of and respond to Gender-Based Violence (GBV) during an emergency response with large-scale displacement.

GBV is of significant concern in the Philippines where one in four women has experienced sexual or physical violence. There are existing laws prohibiting sexual assault, intimate partner violence and human trafficking, however, following a disaster, disruptions to families, health and law enforcement services, loss of homes and livelihoods, as well as the challenge of providing basic necessities, including food, water and shelter, can increase the risk of GBV.

Based on the National Demographic Health Survey, the UN Population Fund (UNFPA) estimates that 375,000 women and girls in the areas affected by Yolanda had experienced sexual violence before the typhoon. Without attention to security and interventions focused on GBV and trafficking, this number could have increased by 75,000. In addition to the primary trauma, sexual assault puts survivors at risk of pregnancy, unsafe abortions, sexually transmitted diseases, psychological trauma and stigma.

Current and accurate data on the conditions within the affected areas and of the population is crucial to ensure humanitarian interventions are targeted in a timely and effective manner. As part of the response to Yolanda, the CCCM Cluster worked closely with key members of the Protection Cluster

on the prevention of GBV and human trafficking. The CCCM Cluster's Displacement Tracking Matrix (DTM) aided the identification of vulnerable groups, such as unaccompanied minors at risk of trafficking and GBV in the immediate post-emergency displacement phase.

Challenges

Women and girls are often vulnerable to GBV even before an emergency and displacement then exposes them to increased risk of GBV. The risk of physical and sexual violence is especially high during the early stages of emergencies, which are characterized by chaos, the collapse of family and community structures, precarious housing, and lack of access to basic services. At a later stage, other forms of GBV can also emerge, including human trafficking, intimate partner violence and harmful practices such as forced and early marriage, honor killing, and female genital mutilation.

CCCM Framework

The raison d'être for Camp Management is to provide assistance and protection to displaced communities. National authorities are responsible for fulfilling these objectives at every stage with support from humanitarian actors. In certain contexts, like the Philippines the national authorities have the role of the Camp Management Agency and Camp Coordination Co-lead alongside IOM.

Gathering sufficient information about a sudden-onset disaster's impact, scale, and severity in order to identify humanitarian priorities in the immediate aftermath is a challenge. In the past, each cluster or agency has tended to gather this information independently, which can result in an incomplete picture of humanitarian needs.

Achievements

In the aftermath of Yolanda, strong inter-cluster coordination and collaboration between CCCM and Protection agencies led to faster, more comprehensive responses to humanitarian needs. Joint monitoring and response teams ensured protection concerns

were not only monitored and raised but that immediate action was taken to respond.

Sex and age disaggregated data collection using Displacement Tracking Matrix (DTM)

Displacement Tracking Matrix (DTM)

The DTM collects and provides information including basic demographic composition and living conditions and access to services in displacement sites. It is designed to provide site managers with the information they need to coordinate services and guide the development of multi-sectorial interventions for displaced people. It enables CCCM to flag urgent issues and enables camp managers to map displacement trends in order to understand the locations, demographics and needs of the displaced population. Mobile DTM and camp management networks also share information on mechanisms available for GBV response in all displacement sites. The data collected is shared by the CCCM Cluster and disseminated through the inter-cluster coordination group (ICCG) at both the national and local levels.

Following Yolanda, the DTM was used in a broad range of collective displacement sites. These sites included formal and informal settings, such as evacuation centers, tent cities, spontaneous settlements, bunkhouses and numerous other areas where the displaced population had temporarily settled.

One example of the way DTM worked with other clusters was when the Health Cluster Coordinator in Tacloban requested an analysis of priority locations requiring medical services in a specific municipality. The DTM team was able to identify three key locations which then informed a team of Japanese doctors on mission in the area who were able to provide immediate relief. Many other such cases happened thereafter, with DTM teams training Health cluster colleagues to analyze raw data and refer cases directly. DTM



An IOM staff together with a family in Pan-ay, Capiz who were among those who received help from the Organization. © IOM/ Alain Motus

shared information with the Child Protection Cluster regarding the exact locations and contact details of all evacuation centers with unaccompanied minors. Discussion with the Child Protection Area of Responsibility (AoR) identified key information fields to be shared regularly, including: unaccompanied minors, child friendly spaces and security.

Rapid-onset natural disasters like Typhoon Yolanda affect men, women, boys and girls differently. Sex and age are some of the most powerful indicators of how individuals will experience a disaster. Data that is disaggregated by sex and age assists with the provision of a more targeted, effective and sustainable humanitarian response. For example, disaggregated data identified that there were a high number of older women who became the primary caregivers to their grandchildren due to the death of their parents. This demographic was not necessarily being targeted with family assistance, which was further compounded by having limited means of earning an income.

In another example, reports from DTM identified two areas in a stadium evacuation center that had raised protection concerns. The GBV sub-cluster then liaised with the Women's and Child Protection Desks (WCPD) officers at the site, to conduct targeted sensitizations in those particular areas of the evacuation center. In addition, regular police were asked to patrol those sites more

frequently.

100% of displacement sites were reached by joint DSWD (Department of Social Welfare and Development)-CCCM- DTM teams, allowing for rapid identification of sectoral gaps and referral of urgent needs to relevant clusters for their immediate action. This ensured that the needs of men, women, boys and girls and vulnerable groups were identified.

Inter-cluster operational coordination

The CCCM Cluster's role in inter-cluster coordination was a particular strength of the response to Yolanda. The field partnerships included protection actors such as UNHCR, UNFPA and UNICEF and joint collaboration between the CCCM Cluster, Protection Cluster, GBV sub-cluster, WASH Cluster and Education Cluster ensured that protection concerns were monitored, raised, addressed and that immediate action was taken.

To overcome the absence of a systematic approach to data collection and distribution between hubs, a national DTM workshop was held in Tacloban City in May 2014. This involved the participation of CCCM focal points in all the hubs, including those in charge of DTM. A system to ensure that the data collection was done at the same time and submitted on time in a similar format was agreed upon and timelines were set.

Following the destruction caused by Yolanda in Tacloban City, people sought shelter in pre-identified evacuation centers, most of which were schools. Schools are desirable evacuation centers because they usually have facilities, large spaces such as gymnasiums, and are built to a high standard. The competing priorities of housing and schooling put significant pressure on the use and management of those locations as it was important to re-open the schools to minimize the disruption to children's education. However, there were not sufficient housing solutions for those who remained displaced. This increased the challenge of protecting women and children who were without adequate accommodation once schools re-opened. The Child Protection cluster also raised concerns regarding the safety of students at school intermingling with displaced adults.

An inter-cluster response team chaired by the DSWD provided assistance to displaced people in schools and evacuation centers who were at risk of eviction. As part of the response phase the CCCM Cluster formed an inter-cluster response team with lead agencies and members of Education, Shelter, WASH, and Protection clusters (GBV and child protection sub clusters).

The inter-cluster response team developed a rapid assessment tool and sent a joint rapid assessment team to visit affected schools that had been designated as priorities for response. CCCM prioritized the establishment of permanent CCCM support officers in each of these locations to monitor the situation and provide temporary or transitional shelter solutions. The results of data obtained were compiled and action plans for each location were developed and implemented. This provided humanitarian partners with access to up to date information on the situation of displaced people in schools where accommodation was unreliable and provisional, and where child protection issues were of concern. Education officials and the mayor's office were kept informed of all relevant changes, which enabled them to leverage their influence to advocate for solutions.

The inter-cluster response team engaged with communities to identify key people in affected areas to undertake

practical training on protection principles and to develop community action plans for the prevention of GBV. Men, women, boys and girls were involved in the development of their own house rules about access to and running of the evacuation centers and transitional sites. For example, at one site, the community established a 24 hour neighborhood watch team to patrol the evacuation center with local police. As a result of this multi-sectoral response and the establishment of protection monitoring mechanisms there were no major protection issues reported in these evacuation centers. As of the 28th April 2014, the majority of displaced people had been relocated to newly built transitional shelters or collective bunkhouses.

Protection incident monitoring and response

Protecting at-risk persons in displacement sites requires they be engaged in community led consultations and mobilization activities as agents of change rather than just as potential victims. The project demonstrated the success of this approach by encouraging the displaced community to take ownership of their situation. Extending this coordination to involve a broad demographic of the displaced population in decision making over the access and running of the evacuation centers and transitional sites has proven to be an effective way of developing people's ownership and positive participation in addressing

their own needs and concerns.

A successful protection campaign needs to be accompanied by protection support services to anticipate the behavior and policy changes in the affected communities. These included upgrades to common facilities to create space and psychosocial support services for vulnerable people, such as those with disabilities. In addition, it was important to raise awareness of vulnerable groups within the displaced communities. Creative approaches such as the development of a social media campaign which included a twitter message hashtag #KeepThemSafe and the provision of a national helpline number effectively facilitated the promotion of protection key messages to the wider Filipino population and supported initiatives among the affected communities by providing a foundation for protection work.

The establishment of WCPDs in evacuation centers, supported in collaboration with the Protection Cluster and UNFPA through the GBV sub-cluster, was another successful initiative. Each desk was staffed by two female police officers with local language skills who were deployed to Tacloban City from other regional stations. These officers were in charge of security inside the evacuation centers and were tasked with keeping order and protecting women and children from GBV. The all-female WCPD officers were specifically trained as first responders to handle GBV cases



© UNHCR/Phil Behan

in a culturally sensitive and confidential manner. The officers also facilitated bi-weekly awareness raising campaigns to inform community members about laws protecting women and children from abuse, prevention of GBV, and information about how to report a case of GBV. The clusters ensured that when there were changes in displaced populations, the WCPD officers would be informed, prepared and able to shift resources to provide support at priority sites where necessary.

All of the evacuation centers, spontaneous settlements and other displacement sites had male and female focal points and site managers in place to identify and refer urgent needs to sectoral service providers. The field presence of dedicated Protection assistants and national officers providing overall technical guidance on gender and protection mainstreaming has been identified as one of the most significant differences to other emergency responses in the Philippines previously.

Lessons learnt

- Include local government and law enforcement authorities to facilitate the acceptance and success of GBV prevention measures put in place.
- Involve displaced communities in identifying and implementing their own GBV prevention and response strategies.
- Coordinate dissemination of DTM information through inter-cluster collaboration to facilitate fast and appropriate response to GBV and protection needs.
- Inter-cluster collaboration ensured that protection concerns were monitored and immediate action was taken in response to issues raised.
- Create spaces and services for vulnerable groups as well as awareness of GBV prevention techniques.
- Creative approaches that incorporated social media such as the hashtag '#KeepThemSafe' facilitated the effective promotion of protection support initiatives among affected communities.
- Dedicated protection assistants and national officers in the field provided technical guidance on gender and protection mainstreaming and were essential to preventing GBV in the wake of the natural disaster.



Relocation of Angolan refugees in Nangweshi camp
© IOM/Philippe Galabert

ZAMBIA

This case study highlights the role of the CCCM Cluster in building the capacity of local authorities, Red Cross volunteers and NGOs to respond to a displacement situation and manage a camp efficiently and ensure the participation of the affected population.

Context

The CCCM Cluster has been providing support through a three-phase CCCM and Disaster Risk Management (DRM) programme to enhance national capacity in several countries in Southern Africa to respond before, during and after natural disasters. The programme is being implemented in Angola, Botswana, Malawi, Mozambique, Namibia and Zambia, and the objective is to build on the advances that many of the governments have made in DRM, and further develop technical capacities of government officials and key partners to strengthen their ability to protect and assist displaced and at-risk populations. Whilst orientated towards natural disaster risk management and response, the training proved highly relevant and essential following a land dispute matter in Kitwe that resulted in the forced displacement of a local community by a mining company.

The copper mining industry, based in the Copperbelt province in the northern part of the country, represents the backbone of the Zambian economy. The latest data indicates that in 2014, refined copper, copper alloys and copper based goods (such as cathodes, wire and sheets) represented approximately 74% of Zambia's commodity exports and approximately USD \$7.2bn in value. The Copperbelt region has developed into one of the most densely populated and urbanized parts of the country. However, urban developments centered around the mines have resulted in conflict over resources between the mining companies and the urban poor who seek affordable housing. This conflict between the needs of a rapidly increasing population on the one hand, and the needs of the mining industry on the other, has in certain cases put the mining companies, who have acquired large tracts of land from the authorities, at odds with local commu-



Displacement Data

Country: Zambia

Cause of displacement: Land ownership

Conflict date: June 2015

Number of people affected/ displaced: 594 households

People targeted by project: 1,746 in the camp (291 households)

Project Location: Kitwe

CCCM Cluster: Not activated

Keywords

- Camp consolidation
- Capacity building
- Coordination
- Improving standards
- Local capacities
- National authorities
- Community participation
- Preparedness
- Protection

nities, who often base their land rights on customary or tribal law.

Kitwe is one of the main cities in the Copperbelt and is the second largest city in terms of size and population in Zambia, comprised of townships and suburban areas. In June 2014, a community of approximately 550 households was informed that they did not have a legal right to remain on the land on which they had built their village. The land had been owned by the local city council and was sold to a mining company. As a result, people's houses were demolished, and the community was left with no shelter or land on which to build.

Following the leveling of their homes, most of the families had nowhere to go and were living out in the open near their former village. Eventually, the government, through the Disaster Management and Mitigation Unit (DMMU), stepped in to assist by identifying land for a temporary camp until the community could find an alternative site to relocate more permanently. A school sports field was selected for this purpose, tents were quickly set up and the vulnerable families were moved there. Camp residents were informed that they could live there for three months, after which it was expected that the camp would be closed.

CCCM Activity

The DMMU, in conjunction with the Red Cross and other partners, identified a school sports field where the temporary camp was set up, and appointed the Zambia Red Cross society as the camp management agency. Whilst the Red Cross had the institutional capacity to carry out site management, the CCCM Cluster played a crucial role in developing both the Red Cross' and DMMU's

CCCM Framework

Red Cross volunteers act as camp managers in all disaster situations in Zambia, while the DMMU operates as camp coordinator. IOM continues to work as a capacity builder to both entities through the CCCM and DRM Capacity Building Programme as well as other specific training events.



Some of the traders in the market in Solwezi Zambia, come from the neighbouring DRC.
© Mpho Seleka

knowledge on IDP rights with the aim of ensuring dignity, promoting community participation and developing a camp closure plan.

Participants in the capacity building project in Zambia, included national authorities from DMMU and other government departments, as well as Red Cross volunteers, NGO workers and members of civil society. Between December 2014 and May 2015, 13 camp management trainings sessions were held. The establishment of the camp to host the displaced community provided an opportunity to immediately observe the outcomes of the CCCM training directly in the field. The capacity building project began with a learning needs assessment, which informed the development of country specific training materials. The Cluster identified participants, conducted training of trainers, and rolled out trainings to the provinces.

One training participant observed that "The CCCM training has been useful in enabling us to recognize the gaps we have in the way we have been managing the camp. I am confident I will now deliver a better service to the beneficiaries following this training".

Challenges and Achievements

Community participation

Through the learning needs assessment and observations of the camp, the CCCM Cluster identified that commu-

nity participation was one of the most significant challenges in this context. Training was therefore focused on encouraging and facilitating community participation in the governance of the camp and the camp closure process. Following the training, the Zambian Red Cross camp management team set up beneficiary committees to run the camp, including looking after camp welfare and ensuring that grievances were channeled efficiently to the camp leadership structure. The camp management team also engaged the beneficiaries on a regular basis, through their own committee on camp closure plans and durable solutions.

Illustrating the success of the training which highlighted the importance of community participation, one training participant noted "We thought if we engage the beneficiaries in the running of the camp it will create problems for us as we may not be able to address all their grievances. Now I know that I cannot treat them like dependents. They have a say in their lives".

Protection

Another significant challenge was ensuring the protection of rights and dignity of the displaced community. For example, it was identified that the lighting in the camp was insufficient, particularly near the amenities. The DMMU attempted to prevent the risk of fire by banning candles from the camp and relying solely on street lighting.



Vulnerable refugee women at Mayukwayukwa
© UNHCR/Nadeera Jayasinghe

However, this left several unlit areas around the camp. Having undertaken the protection modules incorporated in the CCCM training, the camp managers were aware of the importance of lighting to reduce the risk of violence and prioritized the extension of the street lighting to ensure that there were no unlit areas. They also reorganized the positions of the dwellings so that vulnerable households, including female headed households, had tents located closer to the authorities.

Another protection challenge was managing households with adult relatives who were not part of the immediate family. In these instances, adult male relatives may have been living with the family prior to the displacement and the necessity of sharing the same

tent with the rest of the family in the camp setting was creating considerable pressure, but it placed considerable pressure on the community when these men had to share one tent with the rest of the family in camp settings. After the training, the camp management team offered a communal tent, which was used for administration during the day, and for the single men to sleep in at night. This allowed extended families to remain together in the camp, but allowed immediate families more privacy in the evenings and reduced pressure on individual households. The initiative proved highly popular within community.

Camp closure

The third major challenge was estab-

lishing a strategy for closing the camp on the date specified by the local authorities. The local government had arranged for the community to sign a contract that they would only stay for three months before the camp would be closed. However, the community had nowhere else to go.

Having undertaken training in camp closure, the participants understood the importance of a well-developed camp closure strategy that extends beyond closing the camp to identifying and implementing durable solutions, otherwise one camp would close and another would appear. Participants noted that the authorities needed to find a long-term resettlement solution for the displaced community. As a result, the DMMU and the displaced community negotiated with local authorities to identify land available for resettlement in order to provide a durable solution. To date, the community has relocated to this area and is living in the tents provided while they build permanent housing.

Lessons learnt

- It is important to have not only the right stakeholders at training sessions, but the correct and relevant individuals within those organisations. In doing so, the training will be directly relevant to the participants' work.
- Ensure the participation of the displaced community in camp administration and camp management processes.
- Ensure consultation among stakeholders, clear recognition of roles and responsibilities and accurate assessments of capacity on the ground.
- Identify which individuals have already received training and what participants' training needs are.
- There is a need for the CCCM Cluster to maintain ongoing engagement and support for camp managers after training finishes and throughout the life of the camp.
- It may be more sustainable to integrate CCCM training into broader capacity building in disaster risk management projects.



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