

CCCM Case Studies

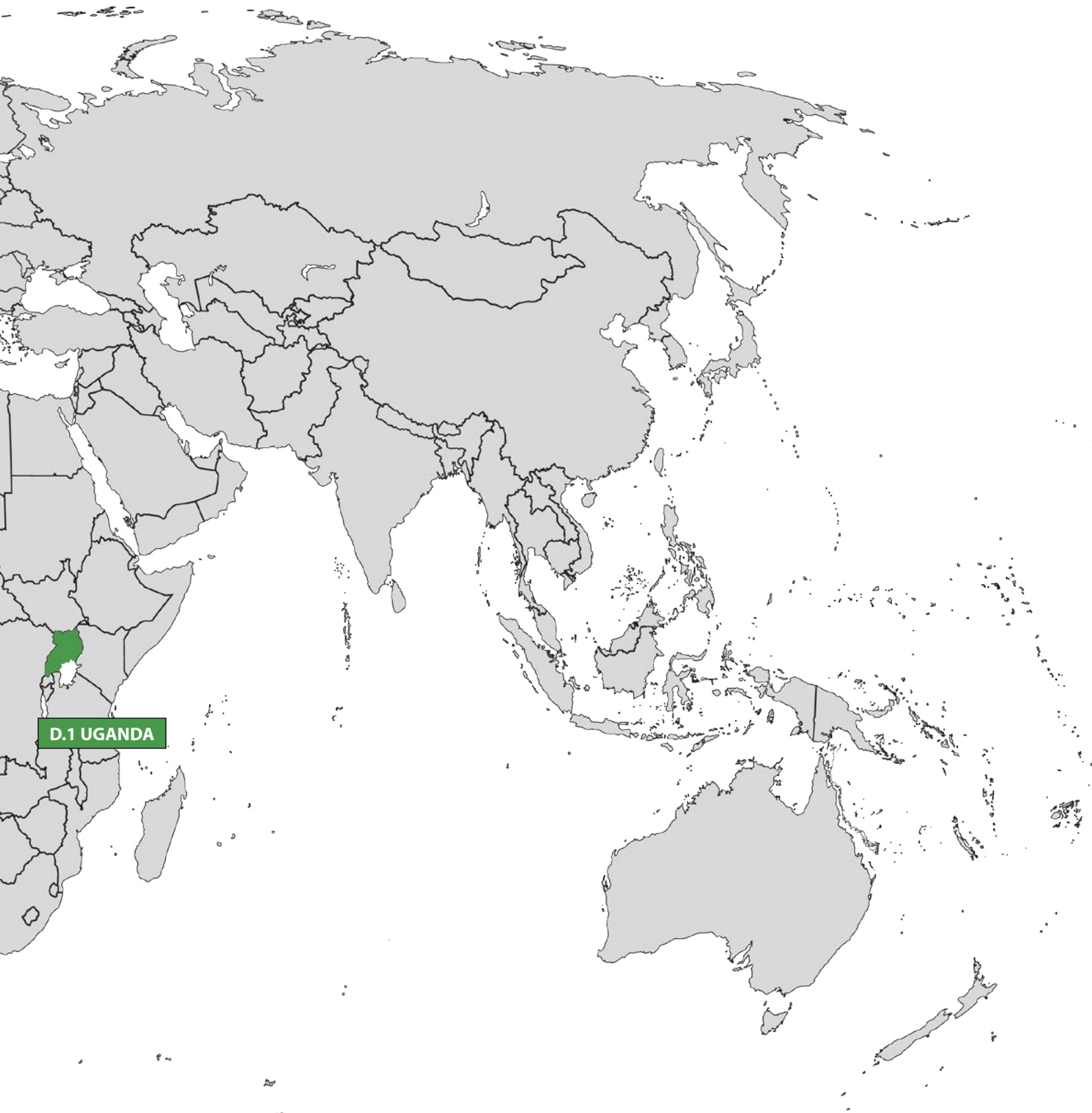
Environment

2020



World Map





D.1 UGANDA

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Keyword Matrix

THEME / CHAPTER	COUNTRY	CASE STUDY	Displaced populations*				Location			Settlement options/ scenarios		Camp life-cycle			
			Refugees	Internally displaced	Returnees (refugees/IDPs)	Others of concern (e.g. migrants)	Rural	Peri-urban	Urban	Returnees	Relocation	Dispersed (rent/hosted/spontaneous)	Communal (collective centres/planned sites/settlements/unplanned sites)	Set-up/ improvement	Care & Maintenance
A. Participation	Introduction														
	Bangladesh	A.1 Women's Participation													
	Bangladesh	A.2 Response to COVID19													
	South Sudan	A.4 Inclusion of Persons with Disabilities													
	South Sudan	A. 5 Kondial FM													
	Afghanistan	A.3 COVID-19 Communications													
B. Localisation Capacity Building	Introduction														
	Somalia	B.1 Capacity Building to Key Stakeholders													
	Yemen	B.2 National-referral and escalation system													
	Indonesia	B.3 Online CCCM training													
	Bangladesh	B.4 Joint Capacity Sharing Initiative (CSI)													
	Bangladesh	B.5 Lighting installation													
South Sudan	B.6 Beyond Bentiu Response														
C. Camp Management and Coordination	Introduction														
	Chad	C.1 Relocation of IDPs from Diamerom to Amma													
	Somalia	C.2 Barwaqo relocation project													
	Nigeria	C.3 Maffa Approach													
	Nigeria	C.4 Strengthening the Protection of IDPs through Camp Coordination and Camp Management (CCCM)													
	Yemen	C.5 Improving living conditions within IDP hosting sites in Yemen													
D. Environment	Introduction														
	Uganda	D.1 ReForest Project													

CCCM responses / approaches	CCCM INTERVENTION																														
	Representation & Inclusion							Service Coordination & Monitoring					Site environment					Strategic Planning & Exit													
Formal / Camp Management																															
Site Management support																															
Risk Communication and Community Engagement (RCCE)																															
Community-led																															
Remote Management																															
Preparedness response																															
Out of Camp																															
Community Participation																															
Groups at Risk																															
Disability Inclusion																															
Capacity building																															
Communication with Communities																															
Women participation																															
Site/ community governance structures																															
Information management																															
Site/ community level coordination																															
Monitoring of services																															
Multi-sectorial assessment																															
Referral pathways																															
Service mapping																															
Disaster Risk Reduction																															
Site/ settlement planning																															
Care & maintenance																															
Inclusion/ accessibility																															
Safety & security																															
Gender based violence																															
HLP issues																															
Durable Solutions																															
Mentoring of local authority																															
Localisation /local authorities																															
Camp closure																															
District/area multi-stakeholder coordination																															



D. ENVIRONMENT

The dynamic of environment and sustainability with humanitarian response is twofold: the environment impacts a humanitarian response and humanitarian response can affect the environment. Displaced persons often settle in environmentally marginal locations in host countries, where the demands on the ecosystem from migration influxes are outpacing planning that could prevent excess environmental degradation. In many host sites for displaced people, vegetation cover has been greatly depleted to accommodate the population, and land-use conversion from forest cover to agricultural production is prevalent. Environmental deterioration affects both displaced and host populations, inhibiting their capabilities and resilience in different ways, including livelihoods, impacts on health, an increase in changes in weather and other dimensions of their well-being. Moreover, competition over scarce natural resources, such as firewood, water and grazing land has the potential to generate animosity and occasionally to spark friction or conflict between displaced and host communities

Environmental degradation can be long-lasting and difficult to reverse. Displaced populations lack access to energy sources, and in particular clean, sustainable, reliable and affordable resources. According to estimates by the Moving Energy Initiative, some 85% of displaced populations in camps burn biomass such as firewood for cooking, and around 97% have limited or no access to electricity¹. In situations where firewood is the main source of fuel, the competition for dwindling natural resources has frequently been the cause of tension between displaced and host communities, and also has a negative impact on the local ecosystems. At the socioeconomic level, access to sustainable household energy supports social cohesion in environments with scarce resources. Additionally, degraded environmental conditions and altered ecosystems due to climate change can drive displacement, with more people living in disaster-prone areas. According to UNCHR, 59.5 million people are situated in 'climate change hotspots' globally, facing the risk of secondary or repeated displacement due to natural hazards and the effects of climate change². Moreover, the Internal Displacement Monitoring Centre's (IDMC) 2015 Global Estimates report states that "since 2008, an average of 26.4 million people per year have been displaced from their homes by disasters brought on by natural hazards³".

Humanitarian programming that addresses environmental degradation from the early phases can address and divert a number of challenges and bring positive results, such as addressing underlying environmental issues that may have contributed to the crisis and reducing the risk of recurrence. Programming can also protect livelihoods by safeguarding the natural resources on which they depend, improve communities' health and safety by reducing pollution and waste and reduce the potential for conflict over scarce resources at local level. Humanitarian planning can protect displaced and host populations and the environment from future hazards through mitigation activities, building back better. Moreover, addressing environmental considerations early in programming can reverse or slow trends that have led to

deforestation, desertification and pollution, thereby supporting community resilience, biodiversity, food security and economic development⁴.

The **Core Humanitarian Standard (CHS) Commitments 3, 6 and 9⁵** are essential for environmental considerations and should be considered in response contexts. Effective coordination and responsible management and use of resources can lead to common solutions and result in improved lives and livelihoods, particularly in regions with a fragile ecology and economic poverty. These tend to be the regions that are at higher risk of natural disasters. Consulting and involving local environmental authorities and organisations can highlight key issues that heavily impact the community, including environmental sensitivities, availability of natural resources, environmental hazards and land tenure rights. Moreover, rapid environmental impact assessments with the participation of both displaced and host communities can help determine environmental risks and mitigation measures that should be in place as early as possible. A thorough analysis of the links between environmental factors and protection is needed in humanitarian programming as a step towards mitigation.

At a minimum, humanitarian response should not contribute to unsustainable management of natural resources or the occurrence of environmental emergencies. The environment bears the potential or actual unintended negative effects of humanitarian activities that may compromise people's safety, dignity and rights. The location and planning of the site for a displaced population has critical impacts on the health and protection of the population, and CCCM partners have the responsibility of managing daily activities, ensuring participation and developing relationships with the host community. Camps are often set up with the expectation that they will be short-term, however, planning should always aim for long-term needs and unexpected possibilities. National authorities are responsible for this allocation of land, and, with CCCM partners and cluster lead agencies, for ensuring that all actions taken during the camp lifecycle are comprehensive, inclusive, well-coordinated and uphold the rights of the displaced population.

The **Minimum Standards for Camp Management**, in line with CHS Commitment 1⁶, aims to address the environmental challenges faced in CCCM contexts. Under the heading of Site Environment⁷, two standards guide CCCM partners in implementing effective humanitarian response to assess environment risks alongside wider assessments and situational analyses to avoid exacerbating local vulnerabilities. Particularly in contexts where natural disasters or environmental degradation affect both displaced and host communities, it is essential for CCCM partners to ensure coordination and collaboration with national and local authorities and jointly lead programmes in addressing crucial environment challenges such as deforestation. Successful collaboration with national and local authorities is demonstrated in the Uganda context, where the Government of Uganda and humanitarian partners coordinated closely in implementing the "ReForest Project" to support energy resources in all refugee-hosting sites across the country.



CAMP MANAGEMENT STANDARDS REFERENCE

STANDARD	INDICATOR	REMARKS	CASE STUDY REFERENCE
<p>3.1 A safe and secure environment</p> <p>All site residents and service providers live in a dignified environment that is safe and secure from harm or violence.</p>	<p>3.1.1 % of recommended mitigation actions from safety audit directly integrated into site maintenance and improvement plans (or addressed with site maintenance activities).</p>	<p>Safety audits are a tool designed to give SMAs and service providers an understanding of how all groups (including those at risk such as adolescents, older people and people with specific needs) feel about their safety and security when using site facilities during both day and night.</p>	<p>D.1 Uganda The ReForest Project</p>
<p>3.2 A safe and secure environment</p> <p>An appropriate environment. All site residents have an environment that is physically, socially and culturally appropriate.</p>	<p>3.2.1 There is an agreed site plan developed with community involvement and appropriate technical expertise that meets the needs of all groups in the displaced population.</p> <p>3.2.2 % of the site population, including host communities, indicating that the site reflects their needs, safety and priorities.</p>	<p>The role of site managers and their teams in planning sites or site improvements is to ensure that all stakeholders, including the site population and host communities, participate in developing the site plan. Site managers support site residents and host communities to influence site planning and site improvement decision-making through participatory methods such as assessment, consultative meetings, focus group discussions and go-and-see visits. People with specific needs and marginalised groups should be consulted to make sure the site plan reflects and addresses their needs.</p>	<p>D.1 Uganda The ReForest Project</p>

¹ Energy in situations of displacement. Global Plan of Action for Sustainable Energy Solutions in Situations of Displacement (GPA). Moving Energy Initiative.

² Global Strategy for Sustainable Energy: A UNHCR Strategy 2019 – 2024. UNHCR.

³ Global Estimates 2015: People displaced by disasters. IDMC.

⁴ Sphere Thematic Sheet 1: Reducing environmental impact in humanitarian response. Sphere.

⁵ CHS Commitment 3: Communities and people affected by crisis can expect: That they are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian

action. CHS Commitment 6: Communities and people affected by crisis can expect: Coordinated, complementary assistance. CHS Commitment 9: Communities and people affected by crisis can expect: That the organisations assisting them are managing resources effectively, efficiently and ethically.

⁶ CHS Commitment 1: Communities and people affected by crisis can expect: Assistance appropriate and relevant to their needs.

⁷ Minimum Standards for Camp Management

UGANDA



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CONTEXT

Uganda is one of the largest refugee-hosting countries in Africa, hosting over 1.4 million refugees fleeing war, violence and persecution in South Sudan, Democratic Republic of Congo (DRC) and Burundi, making up 3.6% of the country's total population of 39 million¹. The refugees are often settled in areas that are environmentally marginal, sensitive or both, where the demands on the ecosystem from rapid refugee influxes has outpaced planning and implementation of remedial measures². The vegetation cover has been greatly depleted in most refugee-hosting areas, and conversion of the land from forest to agricultural production is prevalent in all the refugee-hosting areas.

There are twelve refugee-hosting sites in Uganda, including Kampala, where the settlements have resulted in severe impacts on the environment and natural resources. Examples include deforestation for fuel wood and timber poles for construction, clearance of trees for construction and cultivation as well as mining and bush burning, especially in the host communities to prepare their gardens for cultivation. Refugees and the host community are dependent on natural resources to meet their basic needs for cooking energy, materials for shelter construction and agricultural land, and some refugees also generate income by selling biomass and non-wood forest products. In addition to environmental degradation, competition over diminishing natural resources contributes to tension and disrupts the peaceful co-existence between refugee and host communities.

Addressing these environmental issues have not been fully integrated into programming, and the current humanitarian response focuses largely on short-term interventions³. In 2019, the Office of the Prime Minister (OPM) and partners declared environmental protection and restoration a major priority and a key humanitarian-development nexus issue in the Uganda Refugee Response⁴.

In UNHCR's Ugandan Response and Recovery Plan for 2019-2020, energy and environment have been given a priority section which lays out plans to implement environment and natural resource protection and restoration while promoting green livelihoods⁵. Through this, action plans and forest resource management plans will be developed for each refugee-hosting sub- or micro-catchment area with the aim of planting or naturally regenerating a minimum ratio of 20 trees per refugee per year. The trees will be maintained in both refugee and host communities using incentivised approaches. The need to mainstream energy, the environment and climate-resilient interventions into each sector has been identified as a way forward in humanitarian programming, where climate-smart agriculture such as agroforestry and sustainable construction value chains can be enhanced and prioritised⁶.

In 2019, UNHCR and the Office of the Prime Minister (OPM)⁷, in coordination with key stakeholders such as humanitarian partners and government counterparts working in the refugee operation, conducted a National Participatory Assessment. This assessment, which was conducted in all 12 refugee-hosting districts and involved the participation of the host and refugee communities, identified challenges, capacities, protection risks and proposed solutions in the Uganda refugee response context. Refugees across the settlements shared that environmental and energy-related challenges are among the most important issues affecting their daily lives. They recognise that they are highly dependent on the environment for most of the resources they use in their daily life, such as firewood for energy, which they reported is the primary source of energy for most refugee families. Additional natural resources include timber for construction and grass for building shelters and grazing.

PROTECTION RISKS

In the National Participatory Assessment, refugee women and men have reported several challenges in accessing energy for domestic use. In most of the settlements, the long distances to collect natural resources and unaffordability of energy sources have been reported to be the leading challenge in accessing energy, with reported exposure to violence as a protection risk. Violence was also identified as a challenge in accessing firewood, noting that women and children are especially at risk of exposure to violence such as gender-based violence (GBV) and hostility from the host community. As women and girls are often responsible for firewood collection, they are vulnerable to attacks from wild animals such as snakes as well as exposure to GBV.

Some challenges, particularly the exposure to violence, have been linked to existing conflicts between refugees and host communities. Members of the host community report often feeling that refugees

use communal resources to the detriment of the host community. Shared resources that are a source of competition and conflict include water points, grass and firewood.

Additional shared environmental challenges around collecting firewood include deforestation and a rise in strong winds and flooding. Through the assessment, refugees and members of the host community acknowledged that they contribute to the environmental problems and want a more efficient and low-cost source of energy to replace the reliance on firewood.

The case study for Uganda is focused on the ReForest Project, which includes planting fast-growing tree seedlings and protecting existing forests. These resources will allow both refugee and host communities improved access to energy resources as well as sustainable livelihoods opportunities.

¹ UNHCR Uganda Response and Recovery Plan (2019 – 2020)

² Uganda: Water and Environmental Refugee Response Plan (2019 – 2022)

³ as highlighted in a recent report by Duguma, 2019

⁴ UNHCR Representation in Uganda, 2019

⁵ UNHCR, 2019a: 45

⁶ UNHCR, 2019a: 45

⁷ Full report

UGANDA

“REFUGEE REFORESTATION PROJECT”

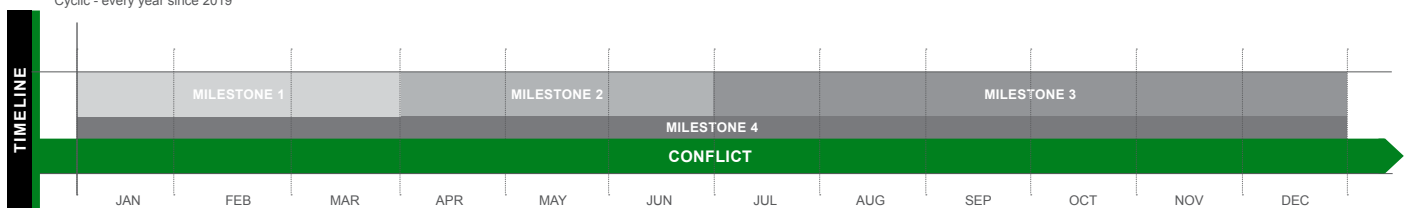
Cause of displacement	Armed Conflict
People displaced	1,470,858 (as of March 2021)
Project location	12 districts: Yumbe (236,718); Adjumani (219,644), Madi Okollo & Terego (192,171); Isingiro (146,690); Kikuube (126,454); Kyegegwa (124,712); Obongi (124,106); Kampala (91,223); Kamwenge (76,303); Kiryandongo (71,554); Lamwo (55,574); Koboko (5,709) ^{1,2}
Project duration	Open, phased in 12-month cycles
# Targeted by project	1,470,858 refugees indeterminate number of host community members
CCCM coordination mechanism	UNHCR (Source of funding and Oversight), National Forest Authority - NFA (Seedling Production and Technical Support), Ministry of Water & Environment - MWE through the Forest Sector Support Department – FSSD (Technical Support & Oversight), District Local Governments – DLG through the District Forest Services – DFS (Stakeholder Mobilisation & Monitoring), Implementing Partners namely DCA, LWF and Nsamizi Training Institute (Beneficiary Outreach and Identification, Field Extension & Implementation), Office of the Prime Minister – OPM (Oversight).



Summary

In response to increasing environmental degradation in refugee-hosting areas of Uganda, the ReForest Project was designed to protect existing forests and promote tree seedling planting. ReForest is a long-term, sustainable project that incorporates forest monitoring, maintenance and protection. Through this project, both refugee and host communities are able to benefit from improved access to energy resources and increased socio-economic inclusion.

Cyclic - every year since 2019



1 Quarter 1	Preparation of planting material, beneficiary identification, and planning	3 Quarter 3, 4	Season 2 planting, planning for next year's planting, stock-taking
2 Quarter 2	Season 1 planting, preparation of planting material for Season 2 planting	4 Quarter 1-4	Forest protection activities, stakeholder engagement, maintenance of planted forests

PROJECT OVERVIEW AND OBJECTIVES

In order to address the urgent need for sustainable management of biomass sources of energy in Uganda, a new initiative was conceived in 2019 to establish pilot bamboo plantations and nurseries. Bamboo has the potential to provide a sustainable supply of biomass for the production of fuel briquettes as well as other uses. Thus, the Refugee Forestation Project – “ReForest” – was born. The ReForest Project is anchored to Outcome 2 of Uganda’s Water and Environment Sector Environment Refugee Response Plan (WESRRP) 2019, which aims for a “restored, conserved and protected environment and natural resources for existing and degraded

situations.” The design of the ReForest Project ensures compatibility and continuity with existing frameworks for sustainability and complementarity of interventions. In addition, it aims at protecting natural forests and wetlands in refugee-hosting areas, restoring degraded forest areas and promoting planting of multi-purpose tree species in both refugee and host communities. Moreover, the project strengthens preparedness for increased or potential new refugee flows and facilitates solutions to protracted refugee situations through the sustainable socio-economic inclusion of refugees in their host country.

SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

Increasing environmental degradation in refugee-hosting areas in Uganda has become a major obstacle to effectively sustaining the refugee-hosting model. The most visible and immediate impact of the environmental degradation has been loss of forest cover and vegetation in refugee-hosting areas. 20% of total refugee income in Uganda is spent on energy. Refugees have limited access to expensive, low quality energy, which has serious impacts on the health and safety of the displaced populations and the environment: 15 million trees were felled in Adjumani Refugee settlement alone in 2018. Because of the energy poverty faced by the refugee community, negative coping mechanisms such as skipping and/or undercooking meals and selling food rations to purchase firewood

or charcoal are prevalent. It is estimated that households in refugee settlements spend up to US\$4 million annually buying firewood. 30% of that total amount is purchased and the rest is collected freely, however, these “free” sources are declining by the day.

In 2019, the Government of Uganda and humanitarian partners declared environmental protection and restoration a key humanitarian-development nexus issue in the Uganda Refugee Response. To address the environmental degradation, refugee-hosting areas in all 12 districts across Uganda that have been most heavily affected by deforestation were targeted for the ReForest Project.



Biogas plant construction in a school in Kyangwali to reduce firewood use for cooking

¹ Arranged in order of number of refugees hosted

² [Uganda Comprehensive Refugee Response Portal](#)

THE REFOREST ACTIVITIES

The initial pilot project included establishing bamboo demonstration sites in three districts³ in or near Central Forest Reserves adjacent to refugee settlements, in partnership with the National Forest Authority. In the same vicinity, the project restored degraded areas with both fast-growing and hearty species, with the expectation of harvesting within the first three years of the project.

This initiative has since been expanded to the entire operation, which includes about 1.5 million refugees. Since “tree-growing” is a long-term undertaking, the ReForest project continues to nurture the trees established in 2019 even as new planting sites are established. In a typical 12 month implementation cycle, the main activities include monitoring and maintenance of previously planted forests, new tree planting and planning for the following year’s planting. There are also ongoing forest protection activities throughout the cycle.

1. Monitoring and Maintenance of Planted Forests

Monitoring is an important activity in “tree growing”, which entails a long-term process, contrasted with “tree planting”, which is an event that in isolation has no sustainable long-term impact. Monitoring was undertaken at different levels by different stakeholders to achieve the specific objectives of the project. The stakeholders included UN agencies, several departments of the Government of Uganda, civil society and the private sector. The support provided ranged from forest policy planning and formulation, technical backstopping, sector coordination and regulating trade in forest products.

Maintenance activities such as community education have been essential in raising awareness on the role of trees in overall wellbeing, how to protect forests, tree planting and maintenance. This community education was implemented by stakeholders in coordination with the district and national government. Refugee community engagement was done through established

community structures such as the Refugee Welfare Committees and Environment Committees. All key stakeholders are required to adhere to IASC guidelines that set out essential actions that humanitarian actors must take in order to effectively identify and respond to the needs and rights of the displaced populations.

2. Ongoing Reforestation and Tree-Planting Activities

Every year, new tree planting targets were identified, which were largely guided by resource availability as well as the severity of environmental degradation in a given refugee settlement. A key eligibility criterion was that the intervention area must be adjacent to a refugee settlement, and must be impacted by refugee presence. The refugee community was supported through this project with trees to plant: typically one to five seedlings of fast-growing multipurpose trees to increase tree cover. These trees will restore the vegetation cover and sustain the ongoing demand for biomass energy.

Similar activities were implemented in the surrounding host communities, contributing to peaceful coexistence. With larger land areas available, host communities were able to plant more trees which could then be supplied to displaced population at an affordable cost to meet their diverse needs for biomass.

3. Forest Protection Activities

The simultaneous implementation of monitoring, maintenance and protection were carried out to ensure long-term survival of the trees and to achieve the energy and conservation objectives of the project. The forest protection activities were guided and supervised by the National Forest Authority, and included protection against fires, from damage by grazing animals, and from human damage. To provide the displaced population with an additional incentive to participate in activities, they were offered employment in forest maintenance activities such as weeding, slashing woodlots, pot-filling and pricking seedlings, as well as patrolling for protection.

WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

The Refugee Reforestation Project was headed by the National Forestry Authority (NFA), who closely collaborated with the project’s lead agency and the Ministry of Water and Environment⁴ for technical expertise. The lead agency played an important role in ensuring funding for the project and project control monitoring for accountability. Moreover, the lead agency supported district governments and key stakeholders in their specific project roles.

Through the Comprehensive Refugee Response Plan and Water and Environment Sector Response Plan, project activities were mainstreamed through coordination with all stakeholders under the project. The NFA led the project not only in managing

the finances, reporting and logistics, but by also managing the restoration of forests. Additionally, the NFA produced the tree seedlings and provided technical support to districts and stakeholder coordination. Implementing partners and Government partners, including the Office of the Prime Minister (OPM) and district governments, played an important role in coordination and oversight, including leading the community engagement process. Strategic coordination and monitoring of implementation was closely done with all relevant stakeholders. This harmonised and clear stakeholder coordination structure was important in achieving the project objectives and deliverables.

KEY ACHIEVEMENTS

1. Over 10 million indigenous, fruit and fast-growing tree seedlings have been provided to refugee and host communities to increase multipurpose tree cover to restore and sustain the ongoing demand for biomass energy.
2. Direct planting has restored approximately 600 hectares of degraded forest with indigenous species and bamboo, while an additional equivalent of 10,000 hectares of woodlots established in the community planting.
3. Upon maturity, these plants are expected to help reduce cooking energy access challenges. In some cases, even if refugees can afford to buy firewood, there is a lack of firewood. Availability of biomass among the host community will improve access to affordable energy for refugees who have limited land to plant their own biomass.

CHALLENGES

1. Due to inadequate funding, the tree planting implementation is a major undertaking. To address this challenge, it is recommended to seek long-term strategic support from donors.
2. The project planning cycle was 12 months, but tree growing is long-term. This is a challenge in planning for the long-term needs for this project. This project should be linked to long-term strategic support from donors and therefore delinked from an annual planning cycle.
3. The onset of COVID-19 adversely affected implementation of some project activities in 2020. This setback is being addressed by adopting evolving WHO and government protocols for prevention of infection.
4. Given the large number of stakeholders involved, there was initially inadequate coordination among the partners involved in the project. Continued engagement is key, and to address this challenge the project has set up a Standard Operating Procedure (SOP) on support mechanisms to ensure effective coordination and the use of the local coordination structures to reach households.



Mango tree grafting ongoing at Masindi Nursery June 2020

LESSONS LEARNED AND RECOMMENDATIONS

1. There is far more demand for tree seedlings in the host communities than within the refugee settlements due to availability of land. The most preferred tree species in the host communities were the fast-growing exotic plantation species, as most planters were looking at future economic returns from tree planting. Future programming will therefore need to **factor in the desires of the intended beneficiaries**.
2. Monitoring is key to successful implementation of the project in order to **avoid huge deviations from standards**. A monitoring plan needs to be designed with adequate funding dedicated to it to ensure successful adherence.
3. It is important that **stakeholders harmonise their schedules and communicate regularly**.
4. Community engagement is important to **build trust and support and ensure long-term impact**. There is a need to understand the carrying capacity of land to balance supply and demand of resources and inform physical planning.
5. There is a need for **sustainable land use planning and management**. This can be done through designation of zones for residences, services, farming, woodlots, agroforestry and protection (wetlands, shorelines, greenbelts) to ensure that trees, once planted, shall not be cut down.
6. Through the project, it was identified that there is a need for **detailed mapping of existing and planned interventions to track progress and avoid losses** if the same land is targeted for multiple projects.

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David Githiri Njoroge
 George Gasana

³ Moyo, Lamwo and Kyangwali

⁴ Represented by the Forest Sector Support Department (FSSD)



Annex D

ENVIRONMENT AND SUSTAINABILITY CHAPTER

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