

CCCM Case Studies

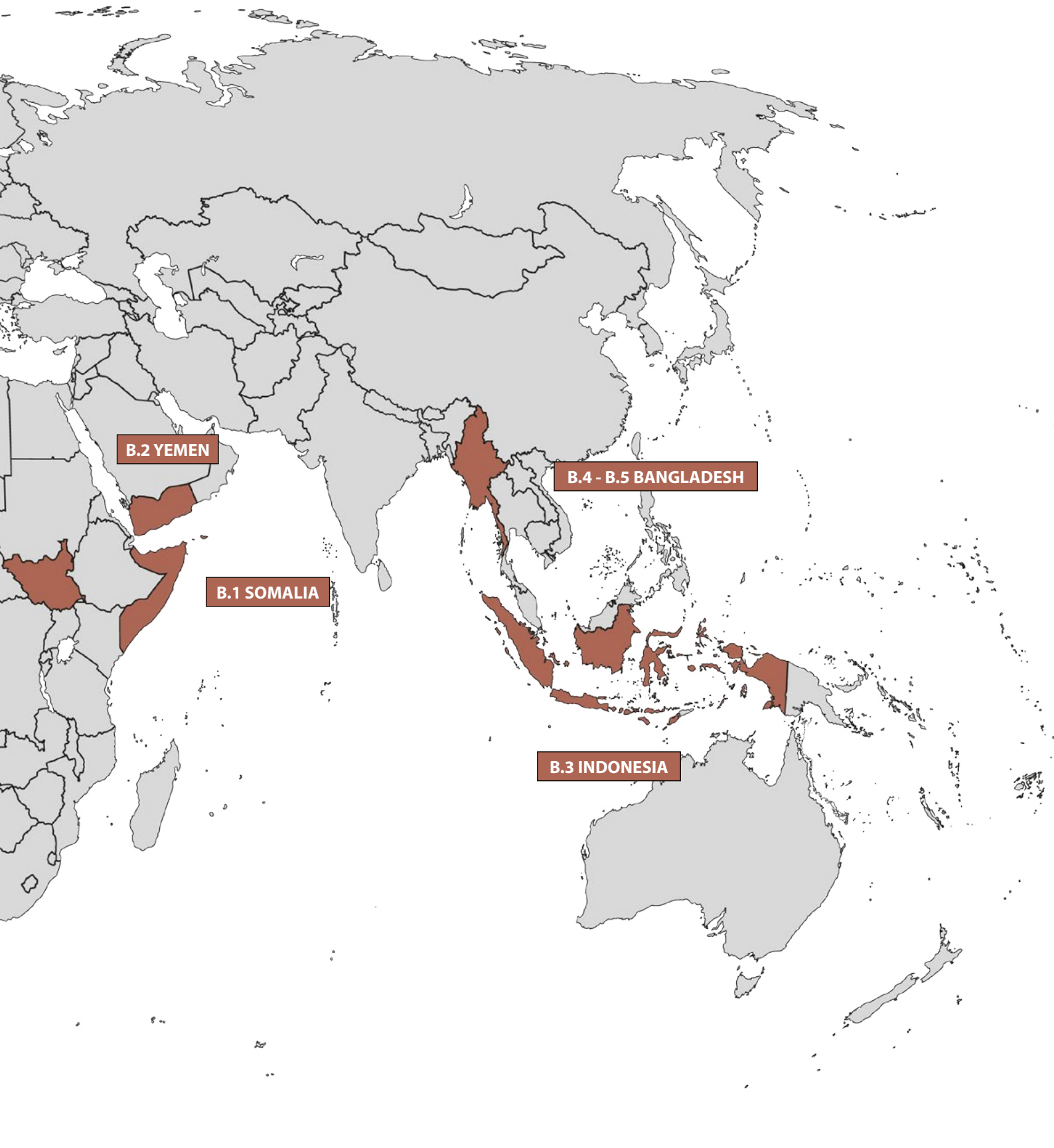
Capacity Building

2020



World Map





B.2 YEMEN

B.1 SOMALIA

B.3 INDONESIA

B.4 - B.5 BANGLADESH

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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	



B. CAPACITY BUILDING

Since its inception in 2015, one of the main responsibilities of the Global Camp Coordination and Camp Management (CCCM) Cluster has been to **build the competencies of CCCM stakeholders working in field operations**. A considerable amount of time, energy and resources has been invested to improve the quality of interagency CCCM responses and ensure effective coordination and management of CCCM operations.

Fifteen years on, capacitating and empowering Cluster Coordinators, Camp Managers, and national authorities to respond to the assistance and protection needs of displaced persons living in camps and camp-like settings remains crucial.

In 2020, COVID-19 accelerated cluster partners' approaches to learning with new and innovative methods. Online learning and Zoom trainings became the norm in order to provide support to teams taking on new roles and trying to reach a wider range of stakeholders, individuals, and organizations. Capacity efforts in 2020 aimed to support local NGOs and national authority counterparts, who are frequently the first responders to CCCM operations as they act in the role of de facto camp managers during sudden onset disasters and in hard-to-reach areas.

The CCCM Cluster and partners each rose to this challenge in different ways.

In Somalia, capacity building initiatives focused on strengthening new coordination fora and was key in obtaining the buy-in of local authorities on the added value of mobile CCCM activities. In Yemen, the Referral and Escalation System (RES) provided a formalized way to address gaps that cannot be resolved at site level as part of an CCCM area-based approach. In Indonesia, the first online CCCM localization training was piloted with national NGOs and the Ministry of Social Affairs over a period of six weeks. In Bangladesh, an agency focused on technical capacity building and trained refugee and host community members in solar light installation and maintenance. Another initiative in Bangladesh established a training platform to facilitate training of government site management staff using context specific material.

Global CCCM Cluster Capacity Development Working Group

The aim of the Capacity Development Working Group (CDWG) is to exchange views on adapting, delivering and improving operational capacity in CCCM according to the Global CCCM Cluster mandate and strategy, which prioritizes the predictable, timely, effective and quality management and coordination of camps and camp-like settings in response to humanitarian crises. The objective of the Capacity Development Working Group is to facilitate exchange among trainers on learning needs, best approaches, new resources and tested methods with focus on strengthening CCCM operational capacity, coordination, and tools. In addition, the CDWG is a forum for driving the Global CCCM Cluster to develop new capacity building initiatives, exchange information and knowledge around CCCM learning initiatives, as well as provide linkages to learning initiatives from other Clusters.

Localization

While the Global CCCM Cluster has yet to arrive upon a set definition for localization, the World Humanitarian Summit in 2016 has broadly described it as "finding more support and funding tools to local and national responders" and for humanitarian action to be "as local as possible, as international as necessary". The lead agencies of the Global CCCM Cluster alongside its main Strategic Advisory Group (SAG) members were among the agencies that signed onto this ambitious commitment. The aim is to improve the quality of assistance by using the strong relationship of the local organizations with the local context, politics, and culture, thus better serving the affected people while also reducing the transactional costs.

CAMP MANAGEMENT STANDARDS REFERENCE

STANDARD	INDICATOR	REMARKS	CASE STUDY REFERENCE
<p>1.3 SMA and site management team capacity</p> <p>Site management teams have the operational and technical capacity to manage the site.</p>	<p>1.3.3 % of site management staff who have completed adequate training related to their role.</p>	<p>Site management teams need to be supported by organizations to receive core CCCM training in the minimum topics of core CCCM training (roles and responsibilities, participation, providing information and listening back, coordination, site improvement and site closure.)</p> <p>In circumstances where field staff are not trained, the sector lead should appoint support to help them implement the minimum standards for camp management through capacity building. Local NGOs have proved to be successful site managers. Where access to the site population is granted, and its overall acceptance is achieved, this can be a favorable option.</p>	<p>B.1 Somalia Providing CCCM support to communities and key stakeholders</p> <p>B.5 Bangladesh Joint Capacity Sharing Initiative</p>
<p>3.2 An appropriate environment</p> <p>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>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.</p>	<p>B.4 Bangladesh Light for Rohingya</p>
<p>4.1 Site coordination</p> <p>Services are coordinated to meet the needs of the displaced and host populations.</p>	<p>4.1.1 Coordination meetings include all stakeholders or stakeholder groups</p>	<p>In non-camp settings, the exchange of information will be between a broader range of stakeholders including local authorities. In these circumstances, the role of the site management team will be to support site/area-level coordination by convening and connecting various stakeholders, including community members (both displaced and host communities), and the strengthen/ establish communication and coordination mechanism(s).</p>	<p>B.2 Yemen CCCM Referral and Escalation System</p>
<p>5.1 Transition to a new SMA and site management team</p> <p>Site populations continue to receive appropriate and timely support and service provision during site management transition periods.</p>	<p>5.1.1 % of the site population who are satisfied with services provided during transition periods.</p>	<p>Incoming SMAs may be humanitarian organizations, government authorities (local or national) or community groups. It is crucial to build capacity and provide technical support and overlap between senior staff and new agency staff coming in to complete activities and consultations.</p>	<p>B.5 Bangladesh Joint Capacity Sharing Initiative</p>

SOMALIA



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CONTEXT

Since the onset of the Somali Civil War in 1991, a result of colonial divisions and the eventual breakdown of the democratic government, Somalia is drowning under a sea of conflict and violence championed by radical groups, struggling to take control of the different regions. This has raised a lot of concern as more and more civilian populations are killed or displaced. In addition, disasters mainly triggered by drought and flooding have aggravated food insecurity and also contributed to past and current displacement in Somalia. Till date, over 2.6 million IDPs were recorded in Somalia and over 750,000 Somali refugees remain in neighboring countries (Kenya, Yemen and Ethiopia).

Conflict and violence increased sharply in Somalia by mid-2020 and triggered significant new displacement caused by conflict and natural disaster, larger than the total displacement recorded for the whole of 2019. A major conflict incident took place in Gedo in the southern state of Jubaland, where the outbreak of new conflict led to 56,000 displacements between February and March 2020.

between April and May Flooding triggered 505,000¹ new displacements with approximately a quarter of IDPs living in the IDP sites displaced for a second time. This was followed by the Tropical Cyclone Gati devastating parts of Somalia in November 2020 and resulted in flash flooding in Puntland's Bari region.

The 2020 rainfalls in East Africa, also created the conditions for a severe locust infestation that posed a significant threat to food production and agriculture in Somalia and other surrounding countries. Most of the Somali population depend on agriculture for their livelihoods, and those whose crops were destroyed were forced to move in search of assistance and other channels of livelihood. Drought triggered significantly fewer displacements than in previous years, at around 5,000 and Bushfires in Galgaduud region also led to 4,000 displacements in June, mostly of pastoralists whose traditional grazing areas were burnt.

The humanitarian situation in Somalia is weak and with the arrival of the Covid-19 pandemic the country faces a new threat. Almost half of Somalia's confirmed Covid-19 cases as of July 2020 were recorded in the Banadir region, which hosts about 500,000 IDPs in

around 700 informal settlements. Movement limitations and loss of livelihood are expected to lead to a decrease in remittances, which are an essential source of income for many IDPs. In Somalia, about 40 per cent of the population receives remittances from relatives and friends abroad. A survey conducted in displacement sites in Mogadishu found that more than 65 percent of IDPs identified inflation as one of the main impacts of Covid-19 on their daily lives, as prices for food and services skyrocketed. The pandemic has also impeded efforts to carry out durable solution initiatives in Somalia as human and financial resources have been redirected to respond to floods and other challenges.

In Somaliland, persistent and complex series of natural and manmade humanitarian crises are drivers to displacement. According to the FSNAU- FEWS NET- Post Gu Technical release in September 2019, more than 650,000 people were at risk of crisis or worse (IPC Phase 3 or higher) through to December 2019. This increase of people in these phases is testament to the impact of underperforming rains and the drought like conditions which are leading to displacement. This trend is present in all five regions of Somaliland: Awdal, Woqooyi Galbeed, Togdheer, Saanag and Sool.

Tension and occasional clashes between Somaliland and Puntland over the contested Sool and Sanaag regions has led to displacement of more than 1,000 households to nearby locations in 2019. According to reports from Puntland's Humanitarian Affairs and Disaster Management Agency, the situation remains tense and hostilities could resume anytime. Most of the primary IDP settlements are in Crisis or Stressed in the presence of humanitarian assistance. Conditions for IDPs are likely to deteriorate unless humanitarian support is scaled-up. Camp Coordination and Camp Management is a relatively new approach for key stakeholders in Somaliland, including government officials and humanitarian agencies. CCCM projects funded and implemented in 2019 will help target 16 informal sites in Hargeisa and 3 informal sites in Sanaag and facilitate and support the establishment of effective coordination, information management, site management and equitable service delivery to IDPs in Somaliland.

PROTECTION RISKS

A number of serious protection risks persist in the country, including attacks against civilians and gender-based violence (GBV). Vulnerable groups include women, children, people with disabilities, older persons and members of marginalized groups are among those who are particularly vulnerable. Girls in internally displaced person (IDP) camps are exposed to early or forced marriage as a coping mechanism. School closures have impacted child development and access to education. Many IDPs whose

homes have been damaged or destroyed face the prospect of prolonged displacement. Forced evictions are also one of the main triggers of secondary displacement in the country. IDPs living in rented accommodation are exposed to a heightened risk of eviction. Blocked roads from flooding in and around towns, prevent access to affected populations who need emergency shelter, food, clean water, sanitation and health services. Covid-19 and inadequate health facilities have led to an increase in mortality.

¹ 2020 Mid-year update

SOMALIA

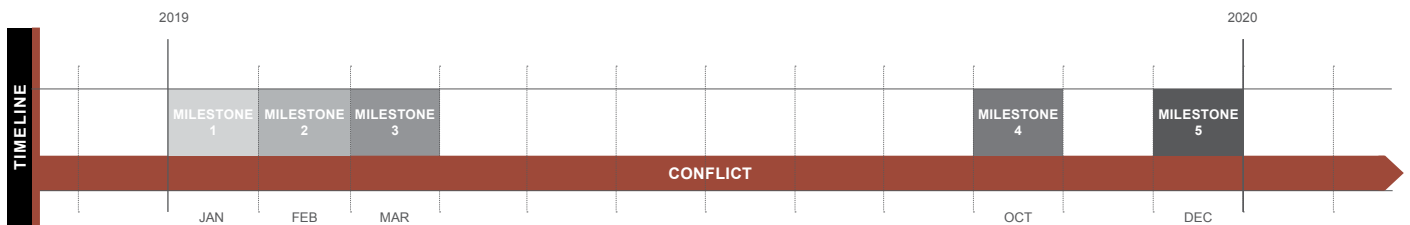
PROVIDING CCCM SUPPORT TO COMMUNITIES AND KEY STAKEHOLDERS IN SOMALILAND

Cause of displacement	Drought / Insecurity
People displaced	2,6 million (Somalia)
Project location	Hargeisa (Woqooyi Galbeed), El Afweyn (Sanaag), Burao (Togdheer), Erigavo (Sanaag), Ainabo (Sool)
Project duration	12 months
# Targeted by project	70,296 individuals (Hargeisa), 7,176 individuals (El Afweyn)
CCCM coordination mechanism	<ul style="list-style-type: none"> • CCCM National Cluster Somalia • CCCM Sector Somaliland (Sub National Cluster reporting to the Somalia CCCM National Cluster)



Summary

Following the activation of the CCCM Sector in Somaliland, capacity building initiatives targeting local authorities, displaced communities and humanitarian partners were developed to introduce stakeholders to the newly activated sector. The initiatives aimed to improve stakeholders' knowledge of the roles and responsibilities of actors involved in CCCM responses. The initiatives contributed to enhanced coordination and provided quality assistance and protection to the displaced communities living in urban sites.



- | | | | |
|---|--|---|---|
| <ol style="list-style-type: none"> 1 January 2019 2 February 2019 3 March 2019 | <ul style="list-style-type: none"> CCCM activities rolled out in Hargeisa Started reporting on CCCM activities to the Protection Sector Partner Conducted a CCCM training for NDRA | <ol style="list-style-type: none"> 4 October 2019 5 December 2019 | <ul style="list-style-type: none"> Established the CCCM Sector for Somaliland Conducted trainings and workshops in Burco, Ainabo, Erigavo and El Afweyn to strengthen the newly established coordination fora |
|---|--|---|---|



PROJECT OVERVIEW AND OBJECTIVES

The capacity building initiatives aimed at strengthening the newly established coordination fora for relevant stakeholders in order to contribute to a more informative response to IDP needs. This was driven by the need to enhance coordination and scale up humanitarian support across internally displaced persons (IDP) settlements in Somaliland and followed the formal activation of the Somaliland CCCM Sector, a sub-national cluster reporting to the Somalia CCCM Cluster. The capacity building initiatives

were created in order to develop shared understanding of camp management roles and responsibilities, Accountability to Affected Population (AAP), coordination and information management in camps and camp-like settings to ensure improvement in service provision. Through the capacity building trainings, stakeholders gained a robust knowledge of site management and coordination necessary to safeguard participation and access to assistance and protection for the displaced population.

SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

In 2019, CCCM interventions across Somalia and Somaliland¹ supported vulnerable displaced populations living in informal settlements in Somaliland. To identify the areas to prioritize for interventions, the Somalia CCCM Cluster consulted partners and accessed existing assessments, secondary data sources and available District Site Assessments. In addition, an annually produced information management product² consisting of maps of informal sites was used to assign district priority scores based on indicators agreed with the Cluster.

To determine prioritized intervention within the districts, assessments were conducted in coordination with the local authorities. Through this process, Hargeisa and El Afweyn districts were selected. Hargeisa district is the area of Somaliland with the largest displacement caseload. The sites targeted in Hargeisa were urban sites with a mixed caseload of long-term displacement and new arrivals. El Afweyn is a district in Sanaag, an underserved area,

where displacement is triggered by drought and inter-clan conflict in the area.

In these districts:

1. 16 informal IDP sites in Hargeisa were targeted with a total of 70,296 individuals participating,
2. 3 informal IDP sites in El Afweyn were targeted with a total of 7,176 individuals participating,
3. 45 representatives from the local authorities³ and 60 partners from humanitarian organizations were targeted through a series of workshops and trainings following the Global CCCM Cluster training package⁴, which was contextualized and adapted. This capacity building aimed to strengthen coordination for the newly established CCCM sector as well as regional and district level coordination.

CCCM ACTIVITIES

Due to the nature of displacement in Somaliland, a mobile CCCM approach for site monitoring was tailored to both the country and local levels. Key activities when launching the mobile approach included the development of a training regime to strengthen the national response along with regular capacity building at site level. Site level capacity building included local stakeholders such as humanitarian partners and relevant government actors⁵ of Burao, Ainabo, Erigavo and El-Afweyn. These capacity building events were the first in these districts and complemented trainings previously conducted for National Displacement and Refugee Agency (NDRA) personnel and humanitarian partners in the capital of Hargeisa in March 2019.

Each training lasted three days and included modules such as Introduction to CCCM, Coordination and Information Management, Support to Community Participation, Communication with Communities (CwC) and Accountability to Affected Populations (AAP). The trainings were contextualized to suit the Somaliland coordination scenarios and mechanisms, and included explanation of CCCM Cluster Terms of Reference and the introduction of CCCM Cluster-endorsed reporting tools and reports, from the region/district to the Hargeisa main coordination hub. These reports capture key information on displacement in the districts, displacement trends and key updates on service provision, gaps and priority needs stated by the community.

With the introduction of the reporting initiative in the districts, the CCCM Cluster - for the first time since its activation - received bi-monthly reports⁶ on key displacement issues from the districts

with no dedicated camp management agency. It included updates on population movements, population needs and participation. The reporting enhanced coordination and information sharing at regional and district level, improving field responses in displacement sites across Somaliland.

Three full-day workshops were organized for partners and service providers active within 3 areas. The workshops raised awareness on the establishment of CCCM in Somaliland and strengthened information sharing on displacement and displaced population needs from the district level to the Hargeisa coordination hub. The workshops focused on introducing CCCM to field-based humanitarian partners and service providers and exploring the function of the CCCM Sector in Somaliland, including roles and responsibilities, lines of communications and available information management tools.

CCCM intervention significantly improved safety and security in sites through site maintenance and site improvement activities. In addition, a safety audit workshop was organized for local authorities, humanitarian partners and camp management committee members to discuss findings from the Hargeisa safety audit conducted in 2019. It strengthened the capacity of the stakeholders and supported their concrete action plans to reduce GBV risks and vulnerabilities in the sites. In an effort to improve site safety and security, solar lights were installed to provide dusk to dawn lighting, which allows the residents to move freely at night, make use of latrines and wash stations and keep small shops open late into the night.

¹ Somaliland is a self-independent state of Somalia that is recognized as an autonomous region consisting of five regions, i.e. Togdheer, Sanaag, Sool, Woqooyi Galbeed and Awdal with Hargeisa as its capital city. It is situated in the northern part of Somalia bordering the republic of Djibouti to the West and Puntland State to the East. Additional information available at: <https://www.sheltercluster.org/hub/somaliland>

² by REACH INITIATIVE

³ Local Authorities from El Afweyn (Sanaag) and Hargeisa. These locations were chosen in coordination with UNHCR as sector lead and NDRA, the national displacement agency, as they

present the highest numbers of displaced individuals in Somaliland

⁴ Topics included Humanitarian Principles, Roles and Responsibilities in CCCM, Protection Mainstreaming, Information Management and Coordination, Community Participation and Communicating with Communities

⁵ Staff of humanitarian organizations intervening in displacement sites, NDRA (National Displacement and Refugee Agency) staff, staff from local municipality offices

⁶ The Somalia CCCM Cluster received information from partners, and reports were taken and adapted to support NDRA personnel working in Burao, Ainabo, Erigavo and El Afweyn

WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

The CCCM Sector in Somaliland is led jointly by CCCM partners and the Somali National Government. The CCCM Sector acts as a subnational cluster for CCCM in Somalia and is crucial part of the Inter-Sector Coordination Mechanism.

Community participation, community engagement and Communication with Communities were put at the center of all intervention. CCCM partners worked closely with all IDP stakeholders to enhance coordination and improve protection and

assistance at site level. Camp managers, who are central to effective site management, were trained on different topics, including coordination, sustainable leadership, ability to take responsibility for the continued management of the sites and ensuring knowledge remains in the community beyond the timeline of the intervention. This allows for positive outcomes to be achieved and to take root and grow for the benefit of the target communities.

KEY ACHIEVEMENTS

- Established and strengthened coordination mechanisms for the whole of Somaliland through training and capacity building initiatives.
- Built the capacity of IDP stakeholders, including camp management committees, local authorities and humanitarian partners.
- Improved site safety and security through site maintenance and site improvements.
- Improved information management through service delivery monitoring and development and circulation of information management products.
- Promoted the participation of the affected population through site-level coordination meetings, casual labor, Communication with Communities, trainings and data collection.

CHALLENGES

- Due to limited funding, it was not possible to expand the capacity building activities to Awdal region and other crucial districts for the displacement response in Somaliland.
- Limited funding also limited the presence of CCCM actors to only certain areas of the country.
- Strategic and technical capacity building initiatives must also be accompanied by practical and day to day project management capacity building in order to support the localization process.



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LESSONS LEARNED AND RECOMMENDATIONS

- **Capacity building initiatives are key** to obtain the buy in of local authorities on the added value of CCM activities.
- **Strengthening coordination at the site and area levels** goes hand in hand with building the capacity of key stakeholders, including the camp population, local authorities and other humanitarian partners.
- The localization process must be designed based on **comprehensive and long term strategies for building capacities** at the local level.

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YEMEN



CONTEXT

Yemen has commonly been described as the largest humanitarian crisis in the world, with over 24 million people in need of humanitarian assistance. Political instability and the rise of insurgent groups since 2015 has submerged the country in violent attacks and military clashes. Civilian populations are caught in the middle and over 100,000 people have died in combat. The government has been unable to provide public services such as water, electricity, and fuel to effectively respond to the growing humanitarian crisis. Consequences of the war include mass displacement, disruption to livelihoods and damage to housing, land and property. Since the beginning of the conflict, an estimated 4.3 million people have fled their homes, including approximately 3.3 million people who remain displaced and 1 million returnees. Approximately 6.7 million people need emergency shelter or essential household items, including IDPs, host communities and returnees¹.

In 2020, 171,954 IDPs and 10,788 returnees were recorded, with a majority (49 per cent) living in urban and rural settlements. The governorate of Marib counts the highest number of displaced households (12,828). There are over 1,600 informal and spontaneous IDP hosting sites and no formal camps in Yemen. Conflict (82%) and natural disasters (13%) have caused most displacements, particularly in Marib, Al Hudaydah, Al Dhale'e, Tiaz, Al Jawf, and Hadramaut governorates². Other factors such as economic conditions, health and COVID-19 have caused the remaining 5% of displacements. Yemen was also hit with unprecedented flooding in

2020, which left thousands of people homeless and impacted IDP sites.

With the emergence of COVID-19, Yemen is presented with another situation that has shown to already worsen the current humanitarian crisis. Some of the major consequences of the pandemic are restricted humanitarian access to vulnerable populations and limited access to services and facilities such as health facilities. Although migration has significantly declined since the onset of the pandemic, from January to October 2020 an estimated 34,160 migrants arrived in Yemen, 13,895 Yemenis returned from the Kingdom of Saudi Arabia, and another 266 Yemenis returned from the Horn of Africa. The migrants were coming primarily from Ethiopia (93%) and Somalia (7%), with 88% of those tracked heading for Saudi Arabia and 12% towards Yemen. Lack of economic opportunity, political instability and/or environmental degradation are cited as the main reasons for migrating with the intent to cross irregularly into Saudi Arabia.

Famine and food insecurity are also major concerns in Yemen. Over 230 districts are reportedly food insecure and more than half the country's population are hungry and malnourished, especially children (2.1 million) and pregnant or lactating mothers (1.2 million)³. Families mostly depend on food assistance as their livelihoods have been disrupted by the conflict.

PROTECTION RISKS

IDPs continue to be killed and injured by landmines and unexploded ordnance contaminated areas. The damage and closure of schools and hospitals have disrupted access to education and health services, leaving children vulnerable. Vulnerable groups, including children, women, girls, the elderly, IDPs and marginalized people suffer from destroyed livelihoods, limited income opportunities and reduced ability to purchase food and other necessities. Despite ongoing humanitarian assistance, food insecurity remains a major risk as over 20 million Yemenis are food insecure, with many suffering from malnutrition and hunger. Sanitation and clean water are in short supply, and, coupled with poor access to health services, the potential of a disease outbreak (COVID-19 and cholera) in the settlements has significantly risen.

Women and girls are especially exposed to protection risks due to a wide range of contributing factors linked to their displacement, poverty and economic dependency. Gender-Based Violence (GBV) is prevalent in the IDP displacement sites, with women and girls being targeted for a range of abuses. An increase of GBV incidents can be linked to an increase of negative coping mechanisms, for instance, parents having to resort to child marriage to protect girls from sexual harassment and abuse.

In Yemen, gaps in services can now be escalated through the Referral and Escalation System (RES). Because the CCCM response in Yemen takes an area-based approach, the RES provides a way for decentralized sites to escalate gaps up through the inter-agency levels of coordination for resolution.

¹ [Yemen Crisis Overview](#) | OCHA (unocha.org)

² Displacement Tracking Matrix IOM (Yemen 2020) <https://dtm.iom.int/yemen>

³ [Humanitarian Response Plan Yemen](#) (Extension June to December 2020)

YEMEN

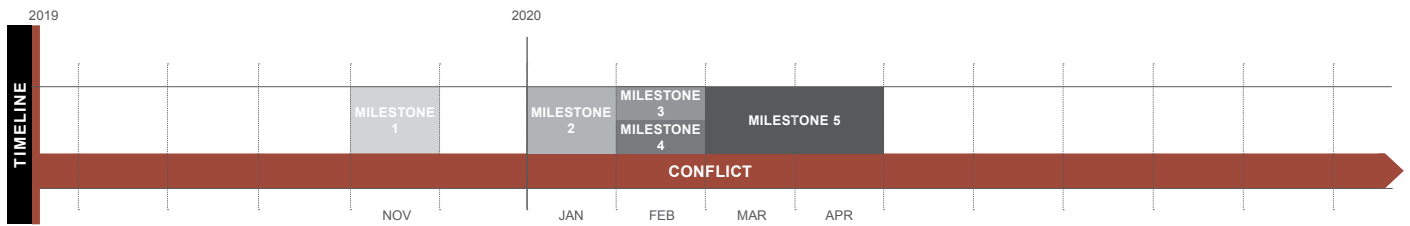
CCCM REFERRAL AND ESCALATION SYSTEM (RES)

Cause of displacement	Conflict
People displaced	3,6 million
Project location	Yemen, country wide
Project duration	On-going
# Targeted by project	1 million individuals
CCCM coordination mechanism	National and Sub-National Cluster Coordination; area-based Coordination



Summary

The Referral and Escalation System (RES) was developed to ensure the logging and tracking of site level multi-sector assistance gaps until their resolution and to fulfil the roles and responsibilities of each coordination structure. To this effect, the system offers greater Accountability to Affected Populations (AAP) and emphasizes the need for localised coordination by decentralising engagement at area level.



- | | | | |
|--|--|---|--|
| <ol style="list-style-type: none"> 1 November 2019 2 January 2020 3 February 2020 | <p>Concept of RES discussed with partners</p> <p>Concept paper approved by Cluster</p> <p>Online system technically initiated</p> | <ol style="list-style-type: none"> 4 February 2020 5 March - April 2020 | <p>Area-Based Approach agreed with CCCM Cluster partners and presented to OCHA</p> <p>RES System in testing phase and trainings held</p> |
|--|--|---|--|



Area coordinaton meeting with key stakeholders - West Coast 2019



Coordination meeting with the area coordinator (SDF) and administration authorities (SCMCHA) - Al-Bayda 2021

PROJECT OVERVIEW AND OBJECTIVES

Following the Camp Coordination and Camp Management (CCCM) Cluster's core mandate of improving living conditions during displacement and ensuring assistance and protection of IDPs at hosting sites, the CCCM Cluster in Yemen has established a Referral and Escalation System (RES) through which response gaps are raised and tracked at different coordination structures. The aim of this system is to log and track site level multi-sector assistance gaps until their resolution, and to enforce the roles and

responsibilities of each coordination structure. The RES aims to be established country-wide and utilized by CCCM partners in all sites in Yemen. The Referral and Escalation System is rolled out through an online database¹ that allows logging of referrals, escalation to a higher coordination structure, and tracking of gap determination progress. This system is utilized only when a site level issue cannot be resolved by the CCCM partner through site level coordination as part of their regular programmatic activities.

SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

The targeting for the RES was based on districts rather than sites due to the area-based nature of CCCM activities in Yemen. Although the project is focused on assisting IDPs, service upgrades, such as

access to potable water, take place on a municipal scale, therefore also providing a benefit to the host community.

CCCM ACTIVITIES

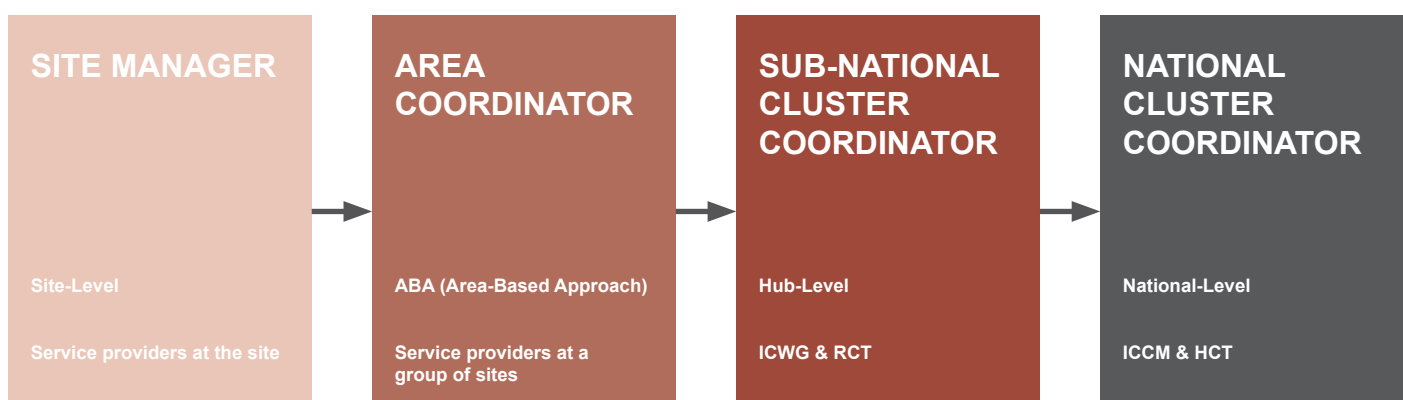
Once a gap is identified and verified, but unable to be resolved at site level, the Site Management and CCCM partner, as the first coordination structure, is responsible for mobilizing response at the site level. If all response coordination attempts fail, the site manager focal point must submit a referral of the gap using the Cluster's Referral and Escalation Database. In the database, she/he will have to input general information about the site location, focal point contact information, information about the gap and coordination attempts made. Each gap is categorized by the sector, relevant Sphere standard and urgency. Each gap's urgency is assessed individually by the site manager, who should indicate the population most affected and the timeframe needed to respond. In most cases, a minimum of two coordination meetings/attempts are needed before escalating to the next coordination structure. This triggers the RES activation.

response mobilizer; thus, they are the first level of referral. The Area Coordinator oversees site management and coordination at a cluster of sites level with a larger number of service providers. Therefore, the role of the Area Coordinator in this case is to coordinate interagency efforts to respond to the gap by mobilizing a sectoral service provider at another site within the area that may have the resources and capacity to respond to the gap.

In the absence of an Area Coordinator or if Area Coordinator's attempts could not be realized, the gap is referred/escalated to the CCCM Sub-National Cluster Coordinator (SNCC). The SNCC can use coordination structures and platforms at the hub level to call for appropriate response. These platforms are the Inter-Cluster Working Group (ICWG) and the Regional Coordination Team (RCT). If all attempts to mobilize response failed up to the Sub-National level, the gap is then finally escalated to the National Cluster Coordination Team (CCT). This team must coordinate with the Inter-Cluster Coordination Mechanism (ICCM) to resolve the gap/issue referred. Depending on the urgency and national capacity, the National Cluster Team can also escalate the referral to the Humanitarian Country Team (HCT).

Referral and Escalation System (RES) Activation

Where the site is part of a cluster of sites coordinated through an area-based approach, the Area Coordinator acts as the second



Referral Flowchart Coordination Structures

¹ The online database is not accessible externally, however the Referral and Escalation Platform is accessible at: <https://rescccm.org/ReferralActions.aspx?id=612>

WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

Coordination plays a key role in ensuring the Referral and Escalation System. For this system to be functional, an area-based approach was implemented promoting a needs-based minimum standard of service provision across IDP sites and surrounding areas. These minimum standards were defined in partnership with the communities living in these areas. The defined areas are smaller than a coordination hub, and larger than a single IDP hosting site. The aim of activating the coordination and area-based approach for the RES was to improve integrated response to needs by mobilising

and linking partners within an area informed by analysis of minimum standards and community and local authority feedback. Coordinating through the area-based approach also facilitates local integration of IDPs through community-led initiatives; addresses Housing, Land and Property issues; identifies return parameters; facilitates coordination of services to sites without a CCCM partner and lastly facilitates access to localized, more granular levels of coordination.

KEY ACHIEVEMENTS

1. Activation of the Area-Based Approach and a more decentralized coordination structure, with additional subnational coordinators in place at a smaller geographical area.
2. Comprehensive area service mapping was conducted.
3. Implementation of data collection activities.
4. Activation of the RES, which is a multi-sectoral needs identification and area coordination system.
5. Service delivery monitoring and developing area-level referral mechanisms through institutional capacity building.
6. Facilitation of regular area coordination and information sharing meetings in order to promote best system practices among partners, to identify challenges faced by partners, and to engage with and support partners in the implementation of system activities. These activities ensured the functionality of the Referral and Escalation System in Yemen, through which gaps identified are solved in a quicker and more organized approach.
7. Successful community engagement for self-organized, community-led projects, complaint and feedback mechanisms and community cohesion initiatives.
8. Monitoring and implementation of the system through Cluster strategy training and capacity building of partners.

CHALLENGES

1. The system requires a solid platform that can be supported with or without Internet access. The technology of the online platform needed to be adapted to the needs of the RES.
2. While piloting the system, it required a significant number of technical revisions. As this is an online system to be used for referrals from the field, Information Management colleagues and CCCM partners at the field-level needed to be in constant contact for revisions during the testing phase.
3. The development of the coordination structure to ensure the system functions requires decentralization and commitment from CCCM partners.



Area-based approach to distribution for beneficiaries from different sites in the Sanaa area - Sanaa 2021



Area-wide cleaning campaign organized by the Area coordinator in Sanaa - Sanaa 2021

LESSONS LEARNED AND RECOMMENDATIONS

- RES has shown to be a useful system in **identifying and ensuring unresolved gaps** are tracked and addressed in a timely manner.
- Through the process of setting up the system, it offered an opportunity for **greater partner engagement at local level** and supported capacity-building initiatives with local stakeholders.
- The RES allows for **better accountability towards beneficiaries** in camp and camp-like settings, particularly for groups at risk.
- This system provides a platform where **gaps are addressed at a timely manner** and provides gaps and protection analysis that can be further discussed at the inter-cluster level.

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Acknowledgements

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INDONESIA



CONTEXT

Described as a “supermarket of disasters”, Indonesia also has faced multiple natural events that have endangered lives, displaced people and destroyed property in the last decade, from tsunamis to slow-onset disasters resulting in thousands of deaths and missing people. The Indonesian archipelago is highly prone to volcanic eruptions, earthquakes, tsunamis, floods and landslides. High exposure to natural hazards, coupled with rapid urbanisation and low coping capacity leaves populations vulnerable to disasters and leads to large numbers of new displacements every year.

In the last five years alone, disaster events have on average destroyed or damaged more than 100,000 houses annually and have affected or displaced more than 24 million people. In September 2018, a series of earthquakes struck Indonesia’s Central Sulawesi province, the strongest a 7.4M earthquake only 10 km deep and with its epicentre close to the Provincial Capital, Palu. 2,227 deaths were recorded with 164,626 people displaced¹. In 2018 and 2019 there was a combined count of 6,340 natural disaster events with over 16 million displaced and affected people. Since these events, over 1 million children and their families have been reached with critical humanitarian assistance. Conflict and violence in the Papua region also led to 23,000 new displacements.

In addition, Indonesia is a country that is strategically located between the Indian and Pacific oceans, making it a transit route for migrants, refugees and asylum seekers fleeing conflict and natural disasters. Indonesia continues to face challenges associated with cross-border entries and monitoring population flows.

Its vast coastline of about 34,000 miles in length is difficult to properly monitor and people are able to cross undetected by local authorities. Asylum seekers from Vietnam, Myanmar, Afghanistan, Pakistan and Sri Lanka use these entry routes into Indonesia. There have also been frequent arrivals of the Rohingya by boat from Myanmar, where they face violence and persecution. The most significant influx of Rohingya occurred during the 2015 Andaman Sea crisis, when thousands were stranded at sea and were helped by local Indonesian fishermen. The influx of asylum seekers has significantly impacted the ability of the national government to accommodate these new arrivals and ensure that they are provided with housing or shelter facilities, access to services and livelihoods.

As experience in large-scale disasters grew, the Indonesian national government made significant changes to policies in disaster management and emergency response. Policies on migration, IDPs and coordination systems have been developed to proactively manage the aftermath of disaster. Since 2014, Indonesia has adopted a cluster system approach to improve coordination, harmonisation as well as effectiveness and efficiency in disaster response. The Ministry of Social Affairs (MoSA), the Ministry of Public Works and Public Housing (PUPR), the National Management Disaster Agency (BNPb) and humanitarian agencies (UN agencies and NGOs) all contribute to response and disaster management. The main obstacle in relation to coordination is the lack of synergy between the different agencies, which often results in overlapping authorities and issues in executing disaster response.

PROTECTION RISKS

Vulnerable groups in Indonesia include the elderly, people with disabilities and asylum seekers with limited livelihoods opportunities. Underage marriage, as well as insufficient feedback mechanisms and referral systems for protection against sexual exploitation and abuse (PSEA), are critical issues in Central Sulawesi². Significant gaps exist in the availability of safe spaces for women and vulnerable groups in the community.

The COVID-19 pandemic has only worsened the situation and reduced access to much needed services and infrastructure. It is

estimated that an additional 5.9 million to 8.5 million people will become poor due to COVID-19. It has also further exacerbated the risk of Gender-Based Violence.

The Indonesia case study focuses on **localisation through capacity building**. The CCCM Capacity Building Initiative is the first step in engaging with local NGOs about CCCM activities, and the trainings are additionally a platform for forging connections among Government, NGO and UN partners.

¹ OCHA Humanitarian Snapshot Central Sulawesi December 2018

² Gender Protection Analysis in the CRS Central Sulawesi Response, December 2018



INDONESIA

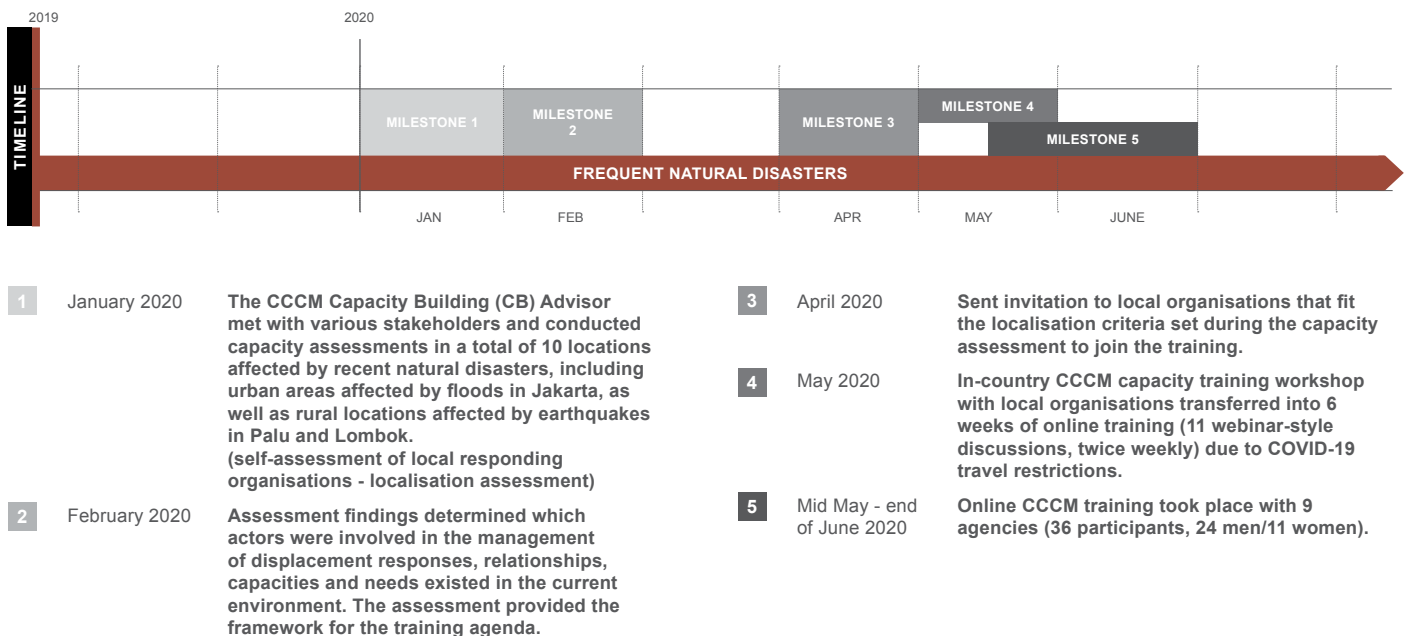
CCCM CAPACITY BUILDING OF LOCAL ORGANISATIONS TO ENHANCE LOCALISATION

Cause of displacement	Frequent natural disasters
People displaced	Refugee/stateless caseload ¹
Project location	Indonesia
Project duration	October 2019 - ongoing
# Targeted by project	9 National NGOs and civil society/ faith-based voluntary groups
CCCM coordination mechanism	National Cluster of Displacement and Protection, with 8 sub-Clusters (Shelter, WASH, CCCM, Protection) adopt and contextualise at the sub-national level.



Summary

Localisation is a needed strategy in the Indonesia context as assessments and consultations found that there are gaps in understanding CCCM at a local level. Despite strong national disaster management, local actors often respond on an ad-hoc basis without a clear division of roles and responsibilities. As a first step, the CCCM Capacity Building Initiative used training as a platform to build local knowledge as well as to forge connections among Government, NGO and UN partners.



LOCALISATION IN CCCM

Over the past several years, the Clusters have been encouraged to find ways to incorporate localisation approaches in their country-level strategies. Cluster coordinators, however, have signaled that they lack the tools and knowledge on how to implement the localisation agenda in their respective Clusters to its fullest potential.

The CCCM Cluster has a unique opportunity to further refine the discussion on localisation. When the World Humanitarian Summit in 2016 sent out a call for humanitarian action to be ‘as local as possible, as international as necessary’, and to improve the efficiency and effectiveness of international humanitarian aid, 18 donor countries and 16 international aid organisations and international non-governmental organisations (INGOs)² agreed to improve the efficiency and effectiveness of international humanitarian aid.

The lead agencies of the CCCM Cluster, along with its Strategic Advisory Group (SAG) member organisations, were some of the agencies that signed onto this ambitious commitment. They agreed to global aggregated targets of at least 25 per cent of humanitarian funding to local and national responders. The aim was to improve the quality of assistance by leveraging the strong relationships of local organisations within the local circumstances, politics and culture, thus better serving the affected people while also reducing the transactional costs.

Using the same signatory motivation, several governments have localised their cluster systems. Indonesia, Bangladesh, Nepal and the Philippines have established their own national cluster coordination systems, with government authorities leading different core capacities of CCCM leadership and response.

While praiseworthy, the national efforts have also left gaps in the CCCM approach to localisation: policy and administrative procedures, site level management responsibilities and inter-camp coordination have incomplete division of roles and responsibilities. This has resulted in unknown impacts on the protection and assistance for displaced persons during emergencies. The CCCM agency is attempting to analyse this issue and has embarked on a pilot project in Indonesia to develop tools and capacity building strategies to assist in localisation processes.

The initiative described in this case study is one of the capacity building efforts to strengthen localisation from 2020, which is still a work in progress. The case study considers the first phase actions, capturing the activities and lessons learned from three perspectives – NGOs, UN agencies and the Government Cluster – in order to point towards broader lessons learnt on the broad topic of capacity building and localisation in CCCM.

BACKGROUND

Indonesia is one of the most disaster-prone countries in the world. Given its geographic positioning on the ‘ring of fire’, Indonesia is susceptible to a range of natural disasters including floods, landslides, tsunamis, volcanoes, and earthquakes. Given Indonesia’s susceptibility to natural disasters, it is imperative that the humanitarian agencies in the country are able to respond in an effective and timely manner when emergencies occur.

Efforts to localise CCCM in Indonesia, including mainstreaming GBV prevention and response measures, started in early January 2020³ when a Global CCCM Capacity Building (CB) Advisor met with various stakeholders and conducted capacity assessments in locations affected by recent natural disasters. These included urban areas affected by floods in Jakarta, as well as rural locations affected by earthquakes in Palu and Lombok⁴. The assessment findings mapped the roles of the different actors involved in the management of displacement responses, the types of the actors’ responsibilities and the existing capacities and needs.

The assessments highlighted the great variations of response arrangement, coordination mechanisms and capacities in different locations in Indonesia. Disaster management in Indonesia has changed dramatically since the 2004 Aceh Tsunami and 2014 Jogjakarta Earthquake. There is now a robust disaster management law and associated disaster management systems in place. Despite the strong disaster response systems at the national level, the division of roles and responsibilities at the local level remains defined on an ad-hoc basis, with key functions fulfilled by a variety of actors with varying capacities. Most key functions appeared

fragile, with support to referrals ranking as the weakest function. The coordination mechanism changes in different disaster responses, placing different government agencies in charge of the response. Discussions with authorities and other stakeholders also revealed that there is no shared understanding of what “localisation” means. The concept of localisation is often perceived as nationalisation. National authorities see the topic of localisation as an issue primarily affecting subnational levels of coordination. Clarity over the division of roles and responsibilities at the local level is still in the process of finding permanent structure, and actors identify the role they could play based on the situation on the field, which often changes many times, particularly at the site level.

Results from both assessments and consultations indicate that there is a need for multi-layered localisation strategies to build more coherent and sustainable mechanisms to respond to disaster-induced displacement. Significant investment would be required in disaster preparedness activities combining the development of local response frameworks with targeted capacity building activities to enable each designated actor to fulfill their role, from site level activities to sub-national coordination systems. Beyond the standardisation of operating procedures and response tools, there is a need to look at the interaction between the authorities, NGOs and civil society/community-based organisations to build strong partnerships, requiring significant and long-term investments.

While not providing a full humanitarian overview, the assessment findings enabled the team to identify trends for the development of a localisation strategy and adaptation ideas of capacity building

¹ Indonesia is not a signatory to 1951 refugee convention.

² IASC Grand Bargain signatories

³ Following an initial scoping mission carried out by the Global CCCM Cluster Coordinator.

⁴ See separate assessment mission report and findings.

activities to support the adoption of a more effective CCCM response. The CCCM response set-up, mechanism and capacities could be decided by national government or sub-national government, depending on the scale of disaster and local government capacity. The national NGO capacity to respond also varied based on the resources that are available within the organisations. In some cases the NGOs were able to fill in the gaps when the government assistance was not available or was delayed. Funding could be sourced from private voluntary funds or institutional funding through donors.

In Indonesia, the concept of camp management has not been clearly defined yet, and is mixed with disaster response in general. As a result, there were no dedicated resources allocated to specifically target and support the implementation of camp management activities at site level in past large-scale emergencies.

The National Cluster framework in Indonesia was adopted in 2014 and it is government-led by the National Disaster Management Agency (NDMA), known as BNPB (Badan Nasional Penanggulangan Bencana). The Cluster has consistently proved that it is able to

provide best practices, coordination and participatory disaster response that allows both government and non-governmental actors to work together. At the national level, the Cluster was arranged based on its national disaster management architecture with 8 national clusters: Search and Rescue, Logistics, Infrastructure and Facilities, Health, Early Recovery, Economy, Education and Displacement and Protection. CCCM is represented at sub-cluster level and falls under the National Cluster of Displacement and Protection (KLANAS PP), led by the Ministry of Social Affairs under the Directorate of Social Protection for Disaster Affected People. Additional sub-clusters are Shelter, WASH, Protection from GBV, Protection for People with Disabilities, Elderly and Other Groups with High Vulnerability, Psychosocial Support and Security. This unique configuration could itself be considered "localised".

The international CCCM agency co-chairs the National Cluster of Displacement and Protection as well as the CCCM Sub-Cluster alongside the National Ministry of Social Affairs. This coordination structure is contextualised at the sub-national level based on the scale of disaster and is merged with the sub-national coordination mechanism.

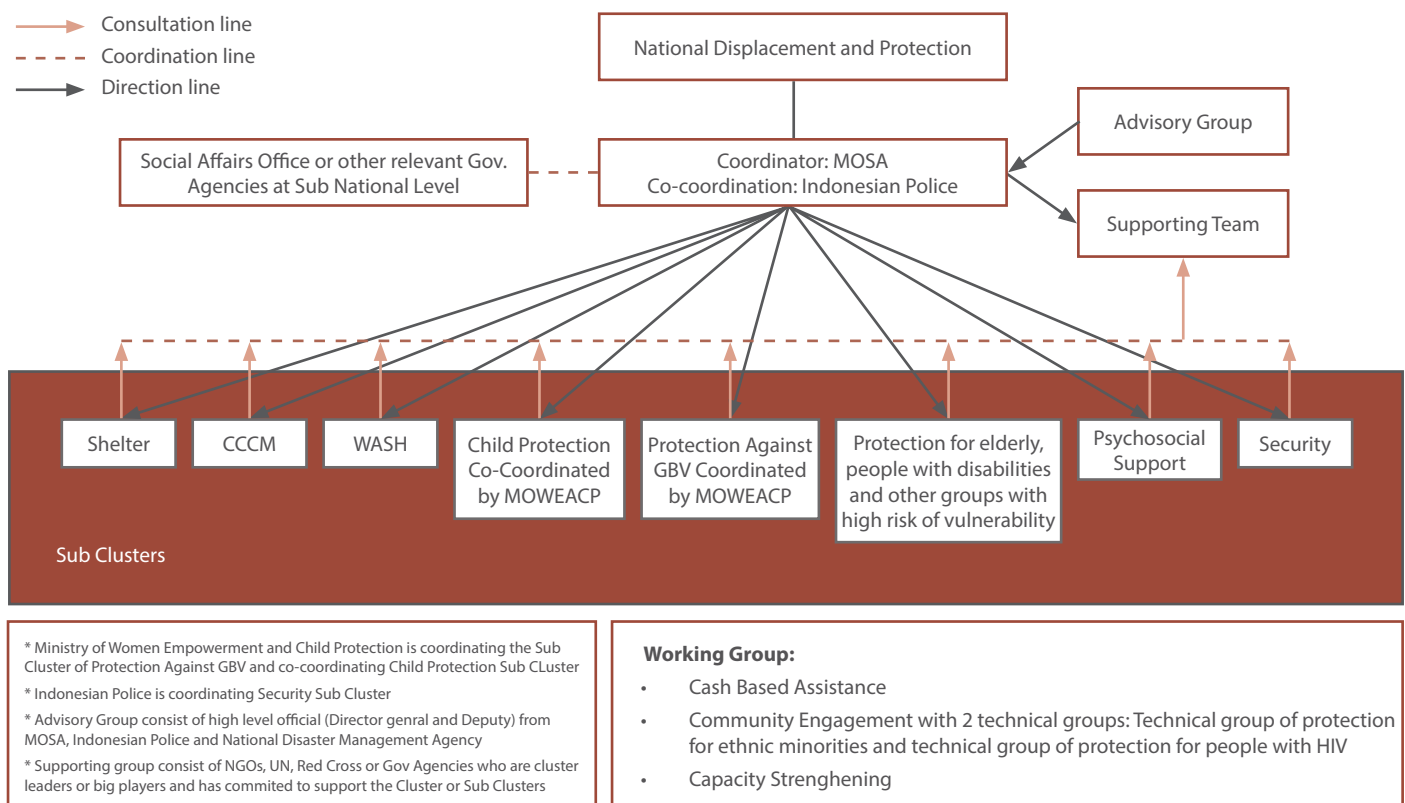


Diagram 1: Position of CCCM Sub-Cluster under National Cluster for Displacement and Protection (KLANAS PP)

A CASE STUDY WITH THREE PERSPECTIVES

PERSPECTIVE 1: GLOBAL CCCM CAPACITY BUILDING INITIATIVE

Building upon the assessment findings and consultations, several needs were highlighted:

- A multi-layered localisation strategy to build a more coherent and sustainable mechanism to respond to disaster-induced displacement.
- A local response framework and significant investment for disaster preparedness activities. This should include: pre-identifying roles and responsibilities in case of crisis, actors who can fulfil these functions and targeted capacity building activities to enable each designated actor to fulfil their role, from site level activities to sub-national coordination systems.
- Standardisation of operating procedures and response tools.
- A closer analysis of the interaction between the authorities, NGOs and civil society/community-based organisations, as well as significant and long-term investments into building strong partnerships between the authorities and NGOs and civil organisations.

In order to introduce the concept of CCCM to local NGOs, the Global CCCM Cluster Capacity Building Advisor planned an in-country capacity building workshop with key actors at the end of March 2020. However, due to the COVID-19 outbreak and subsequent movement restrictions, the workshop was reorganised and adapted to online training.

The training targeted local NGOs with a strong possibility to implement programming at site level and complied with several other criteria: experience with large disasters in Indonesia in the past; acceptance by the community; knowledge of Sphere standards; in-house capacity development, training and mentoring; ability to scale up activities in high risk areas; financial accountability and Human Resources; several office locations; working as part of interagency networks; strategic leadership; PSEA reporting / policy in place; past training on CCCM.

The training was conducted over several weeks in Bahasa and English simultaneously. Overall, it aimed to increase the capacity of key stakeholders at national and sub-national levels to deliver humanitarian assistance in a more dignifying manner to the affected population as well as to enhance localised action and expertise, mitigate the risk of Gender-Based Violence (GBV) in the displacement settings and promote the importance of durable solutions and the Camp Management Cycle. Each module addressed key learnings of Camp Management, such as:

- Camp management covers a wide range of site typologies, but many lessons overlap between the different typologies;

- Better camp management comes from a combination of 'hard' and 'soft' skills that need to be identified and purposefully worked toward in humanitarian work/ disaster response;
- Participation is a valuable aspect of camp management and forms the foundation of site-level work. Recognising this, camp management agencies will work with a wide range of stakeholders and each site is likely to be different;
- Gender-based violence is a particular challenge in displacement settings, and appointed camp management agencies have a unique responsibility to prevent and mitigate GBV through their presence at a site;
- Standardised tools are a way of building the capacity of different focal agencies working at site level and raising the quality of response by the CCCM Sub-Cluster;
- Preparedness for emergencies can never be total, however, some guidelines can help teams know what to do in certain emergencies.

In organising the first online Camp Management training, it was essential to design a simplified conversational course. Participants and trainers needed to share information about the Indonesian emergency system and at the same time instructors needed to relate the theory of CCCM in ways that could be easily relatable. A blended learning programme was designed for participants to engage over the course of six weeks, consisting of 11 webinar-style discussions held twice weekly with offline assignments. Each webinar was supplemented by a pre-course reading and a short group task, representing 36 learning hours in total.

During the course, participants were also encouraged to engage with the facilitators with discussion on actual issues they are currently facing on the ground with the ongoing disasters occurring in Indonesia. A total of 36 participants (24 men, 12 women) from non-governmental and civil society organisations participated. The trainings needed to be delivered in Bahasa Indonesia, so a new method of delivery and facilitation had to be invented. WhatsApp messages provided live simultaneous translation from Bahasa to English, and live subtitle functions were installed on Microsoft Teams accounts. Taking advantage of the travel restrictions, a broad training team was assembled, including former staff from Indonesia Ministry of Social Affairs who successfully completed Global CCCM ToT in 2019 who participated from Australia, and a Deputy Chief of Mission in South Sudan, who is an Indonesian national and CCCM expert. Each training session took days to prepare, going back and forth between the Global CCCM Capacity Building Advisor as materials were translated and contextualised.

KEY ACHIEVEMENTS

- Field assessments showed a real need for further engagement with national NGOs in CCCM, particularly in capacity building so a shared understanding could be developed.
- A strong training team from the Government and UN

complemented the approach for CCCM.

- The training has increased the awareness of key issues such as community participation, durable solutions and GBV in camp setting, which are critical to build a stronger CCCM response.

CHALLENGES

- Online learning can be a successful method; however, it requires a lot of follow up.
- Building tools, using examples and having trainers from the local context and in local language is essential.

- Meeting people prior to the training helped to build relationships and keep commitments strong, but more is needed to maintain this.

PERSPECTIVE 2: NATIONAL NGO (HUMAN INITIATIVE)⁵

Human Initiative (HI) was a participant in the CCCM training and provided their perspectives on the CCCM training and shifts in programming that they took as a result of their participation and learning.

Established in December 1999 in response to civil unrest in Indonesia and officially registered as an NGO with Special Consultative Status with the United Nations, the vision of Human Initiative is 'to become a trustworthy world-class organization in establishing self-reliance'.

Since 2004, Human Initiative has focused on managing humanitarian programming, with the mission of:

1. Utilising emergency, recovery and empowerment programmes to upgrade the quality and self-reliance of beneficiaries;
2. Carrying out research, capacity building and development strategies to strengthen the agency of civil societies to provide alternative and innovative solutions to protracted humanitarian crisis;
3. Building an effective, innovative and accountable organisational capacity and competency which is oriented to quality of services and
4. Developing advocacy programmes promoting equity and equality at local and national levels.

With their rich background experience in responding to disasters at the local level, HI has successfully gained insight from the training on how to transform their organisation from service delivery based into focusing on supporting the CCCM activities. The first step in transforming the organisation is to conduct an internal assessment to see which capacities should be increased to support CCCM activities in the future. This shift means it will be essential to educate HI's donors on the importance of CCCM as well to explain why it is essential for HI to shift its focus to mainstreaming CCCM in Indonesia. To ensure CCCM core concepts and foundations were mainstreamed throughout HI, the staff members who attend the capacity building trainings duplicated the lessons learnt with other staff in HI, to not only enhance their individual capacity, but also the organisation's capacity. Moreover, HI has adapted their code of conduct based on SPHERE standards, and they now have a more comprehensive understanding of the CCCM Standards, which they would like to use as a reference for their organisation.

HI was working on multiple responses in Indonesia, including in

Balaroa, Sulawesi and in Aceh with boat arrivals of Rohingya from Bangladesh. Prior to attending the CCCM training in May 2020, HI internally discussed the responsibility of the organisation for camp management in Indonesia. CCCM responsibility usually falls on the state: in this case, the government of Indonesia with support from the CCCM Cluster Co-leads. However, given Indonesia's diversity, with two hundred different cultures and languages, it would be challenging for a non-local organisation to implement CCCM. Localisation and building the capacity of local NGOs engaged in camp management were identified as an important aspects of CCCM in Indonesia. Through this, organisations would be equipped with the skills needed to respond to disasters and/or crises which require camp management expertise.

From the CCCM trainings, HI staffs' capacity was improved, particularly in the implementation of their projects in Balaroa and Aceh. By combining the training with the situation that they faced on the ground, participants recognised the necessity of having a strategic exit plan/durable solution as part of the management of the camps.

In reflecting on the CCCM induction training, a participant in a post training interview shared:

"I have increased capacity to improve my projects in Balaroa because the situation that you provided in the CCCM training is very related to my project. In Balaroa, there are more than 200 families still living in camps one and a half years after the disaster. We have to find a solution for them because the camp situation is not a permanent solution for the beneficiaries. In our opinion the camp solution is only the last solution that we have to provide to the community."

For the response in Aceh, it was important to coordinate between UN organisations and NGOs and consult with the arriving Rohingya to understand their needs through a focus-group discussion. The discussion identified that setting up a local committee would ensure that the needs of the community are heard, particularly on the living conditions. This committee was set up with a representative from each family and ensured the number of men and women in the committee was balanced. Through consultations, families were either supported with rent donations or shelter construction to address their concerns regarding their living conditions.



© Central Sulawesi, September 2020

KEY ACHIEVEMENTS

- The training has brought a comprehensive knowledge and understanding of camp management that could be applied directly into practice in Balaroa and Aceh.
- The timing of the training coincided with the implementation of the HI shelter programme in Palu. It has contributed to the smooth running of the programme, where the main output is to move the IDPS from camps to safer, more comfortable and dignified shelters. This is closely related to the shelter closure strategy discussed at the CCCM training.
- The training provided insight for HI's future on how to better coordinate CCCM through the Sub-Cluster.
- The training series reinforced important topics related to humanitarian response such as humanitarian principles, GBV mitigation etc.
- HI was able to build new networks through participants in the training, which enabled them to share experience, good practices and challenges in managing camps.

CHALLENGES

- Language could be a barrier for some participants who were not confident using English as a primary language.
- A joint project would be beneficial to put the learning process in practice as a CCCM community and would allow the knowledge to be transferred to the field level.
- Holding the training virtually was a challenge, especially when participants were still adapting to using online platforms for training. Moreover, with most of the participants doing the training part-time, it was a bit difficult to focus and put aside workloads.
- There is a lack of clarity of the CCCM framework within Indonesia and the mandate for an organisation to implement CCCM or to be a camp management agency.
- The humanitarian context in Indonesia is mostly caused by disasters, which do not require large and long-term camp management. This is different from conflict settings, so more contextualisation was needed.

PERSPECTIVE 3: INDONESIA GOVERNMENT

The Indonesia Government has been trying to encourage a formal endorsement between UN agencies, NGOs and the government. Moreover, the Indonesian Government recognises the importance of the role local organisations play in CCCM and advocates for building their capacity. The CCCM Sub-Cluster should be used in more strategic manner, particularly in coordination. The Sub-Cluster could conduct regular meetings to establish CCCM communities at the country level as well as to identify potential key actors that could take CCCM roles in order to improve predictability of future disaster responses. The Sub-Cluster could also be a platform to build dialogue among CCCM actors, particularly from government agencies, so that they could have a clearer vision of how to place the government agencies into different roles to support CCCM without changing the current structure.

Information management is also another key issue that could be addressed within the CCCM Sub-Cluster to provide more accurate data, particularly about service delivery within the camp. Moreover, the CCCM Sub-Cluster could work together with other Sub-Clusters, for example with the Protection Against GBV Sub-Cluster to ensure that there are coordinated actions in addressing GBV issues in camp settings.

For the CCCM training, a government representative who was trained on CCCM assisted in facilitating the trainings. The CCCM training ignited a discussion amongst the participants from local NGOs that collaboration and coordination is needed in responding to disasters, as well as capacity building of their staff members and the community. The process of localisation is not easy, and adapting and contextualising this training to a village or township level to involve more local actors will be long.

A difference is noticeable after the training was conducted. Before the CCCM training, most organisations were unaware of the specific role played by CCCM, particularly in responding to a disaster and what constitutes a camp management agency. After the training, the participants were well aware of the distinction and how to localise CCCM not only within their organisations, but in Indonesia based on the capacities and resources that are available. The NGOs

have smaller branches of their organisations at the village level, and they used their knowledge from the training to disseminate the change of perspectives within their own networks. The trainer from the Ministry of Social Affairs has provided coaching and support to these organisations to help them facilitate localisation and capacity building efforts.

The CCCM training was delivered in a simplified and conversational manner to allow for building relationships and networking. The trainer from the Ministry of Social Affairs enabled and drove the networking between the participants and the local organisations, and allowed for bridging connections with new contacts met through the training. Forging the connections and relationships between the local organisations was important to strengthen trust as well as understand the role and capacity of each organisation. This will help with collaboration and coordination in the future for CCCM. In the Indonesia context, informal relationships are a significant factor to develop coordination into a more structured and formal form. In addition, reflecting on the few last disasters in Indonesia (particularly Sulteng and NTB), the spirit within the government to work collaboratively with non-government actors is evolving. This is a good momentum that should be captured to foster localisation by strengthening capacity at the local level.

The process of having this capacity building efforts to support localisation is essential in the bigger picture, particularly in engaging with local actors and understanding the culture and context. Understanding the power relations between the local organisations, UN agencies and the government is important, particularly to promote a people-centred approach in decision making from response to recovery. During this decision-making process, there are many different perspectives from the different stakeholders about what kind of assistance is needed and should be prioritised, the process and how to address the recovery of areas affected by disaster or crisis. Having the viewpoints of all stakeholders from the government down to the villages and communities is essential in localisation. Additional engagement with communities on the ground would provide valid information on the reality of how the disaster or crisis has affected the community.

⁵ Human Initiative's website



KEY ACHIEVEMENTS

- CCCM training has provided a platform that created a dialogue between the subnational and local non-government organisations about their potential to support CCCM activities in the future to support the government.
- The training has encouraged participants to build more discussion with key government agencies towards building a CCCM mechanism in Indonesia, including the roles and responsibilities of CCCM agencies as well as legal standing to support their work.
- Some concrete actions to foster localisation were achieved, such as the translation of some materials (GBV Pocket Guide), and guidelines on camp management for the Indonesia context.

CHALLENGES

- The training has opened many ideas and discussion on how to put the CCCM concept into practice for the Indonesia context, however, it requires a commitment from organisations to take the lead, oversee the process and support the concrete actions.
- There is a need for a strong team of trainers from the Indonesian Government and UN partners.
- Continuous engagement with some key stakeholders is necessary in order to keep the momentum, and it should be done in more structured manner.
- More advocacy is still required for all the key government actors to agree on a common perception of CCCM in Indonesia and formalise it.



LESSONS LEARNED (INCLUDING ALL THREE PERSPECTIVES)

- This training was only the tip of the iceberg. Without **dedicated staff capacity and continuous support**, the impact made through the initial training will not be absorbed by either the cluster system or participants involved from the various NGOs.
- Despite strong disaster response systems at the national level, the division of roles and responsibilities at the local level **remains defined on an ad-hoc basis**, with key functions fulfilled by a variety of actors with very different capacities; most key functions appeared fragile, and difficult to scale and predict.
- Discussions with authorities and other stakeholders revealed that **there is no shared understanding of what “localisation” means** and how it should be translated in implementation.
- National authorities see the topic of localisation as an issue primarily affecting subnational levels of coordination, and there is an **overall lack of clarity over the division of roles and responsibilities at the local level**. Actors struggle to identify the role they could play, particularly at the site level.
- It is a challenge to have an **agreed framework on localisation in camp management** by all actors, including the national and subnational authorities, local NGOs, UN agencies and donors.

ANNEX COURSE OVERVIEW

READING ASSIGNMENTS	ONLINE SESSIONS	TOPIC	REFLECTION
CM Toolkit pg. 22-37	MAY 15	Introduction to the course	Photos of different types of camps
IDMC Grid 2019 report	MAY 19	Displacement Overview: Global and Indonesia	Needs of the displaced
CM Standards	MAY 22	Humanitarian Standards including Camp Management	Service Mapping
CM Toolkit pg 42-46	MAY 29	Site Management Agencies (Commitment 1)	Team organigram
CM Toolkit pg 53-55, 63-64	JUNE 2	Representation	Ways to engage representatives
CM Toolkit pg 47-50	JUNE 5	Service Monitoring	3W and Site Monitoring template
CM Toolkit pg 312-325	JUNE 9	Site Environment	Safety Audit
CM Toolkit pg 208-227	JUNE 12	Site Closure	Checklist
Peer generated	JUNE 16	Question/Answer	Day in the life of...
😊	JUNE 19	Action Planning	Agency specific
	JULY / AUGUST	Follow up evaluations	Interview questions

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Acknowledgements

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INDONESIA

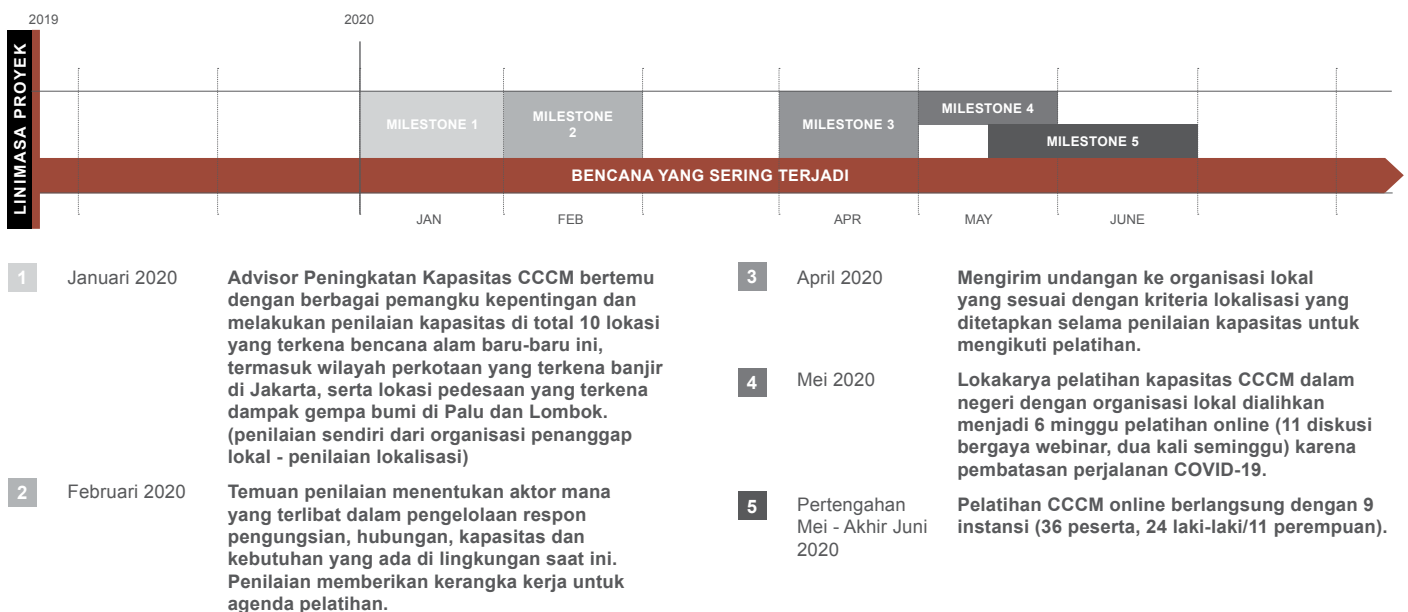
PENINGKATAN KAPASITAS ORGANISASI LOKAL PERIHAL KOORDINASI DAN MANAJEMEN TEMPAT PENGUNGSIAN (KMTP/CCCM)

Penyebab Pengungsian	Bencana yang sering terjadi
Pengungsi	Pengungsi/kasus tanpa kewarganegaraan ¹
Lokasi Proyek	Indonesia
Durasi	Oktber 2019 – sekarang
# Target Proyek	9 Organisasi non-pemerintah dan masyarakat sipil /kelompok kerelawanan berbasis agama
Mekanisme Koordinasi CCCM	Klaster Nasional Pengungsian dan Perlindungan, dengan sub klaster (Shelter, WASH, CCCM, Perlindungan) mengadopsi dan mengkontekstualisasikan di tingkat subnasional.



Ringkasan

Lokalisasi adalah strategi yang diperlukan dalam konteks Indonesia karena berdasarkan penilaian dan konsultasi ditemukan bahwa ada kesenjangan dalam memahami CCCM di tingkat lokal. Terlepas dari manajemen bencana nasional yang kuat, para pelaku lokal seringkali merespons secara ad-hoc tanpa pembagian peran dan tanggung jawab yang jelas. Sebagai langkah pertama, Inisiatif Pengembangan Kapasitas CCCM menggunakan pelatihan sebagai platform untuk membangun pengetahuan lokal serta untuk menjalin hubungan antara Pemerintah, LSM dan mitra PBB.



IKHTISAR AND TUJUAN PROYEK

Selama beberapa tahun terakhir, kluster telah didorong untuk menemukan cara untuk memasukkan pendekatan lokalisasi dalam strategi di level negara. Namun, koordinator kluster telah mengisyaratkan bahwa mereka kekurangan alat dan pengetahuan tentang bagaimana mengimplementasikan agenda lokalisasi di masing-masing kluster secara maksimal.

Kluster CCCM² memiliki kesempatan unik untuk lebih menyempurnakan diskusi tentang lokalisasi. Saat Konfrensi Tingkat Tinggi Kemanusiaan Dunia pada tahun 2016 menyerukan aksi kemanusiaan untuk menjadi *'as local as possible, as international as necessary'*,³ 18 negara donor dan 16 organisasi bantuan internasional dan organisasi non-pemerintah internasional (INGO)⁴ sepakat untuk meningkatkan efisiensi dan efektivitas bantuan kemanusiaan internasional.

Badan utama kluster CCCM, bersama dengan organisasi anggota Kelompok Penasihat Strategi⁵, adalah beberapa lembaga yang menandatangani komitmen ambisius tersebut. Mereka menyetujui target agregat global yang mana setidaknya 25 persen dari dana kemanusiaan diberikan untuk responden lokal dan nasional. Tujuannya adalah untuk meningkatkan kualitas bantuan dengan memanfaatkan hubungan yang kuat dari organisasi lokal dalam situasi, politik dan budaya lokal, sehingga dapat menyediakan layanan yang lebih baik untuk orang-orang yang terdampak, sementara itu juga mengurangi biaya transaksi.

Dengan motivasi penandatanganan yang sama, beberapa pemerintah telah melokalisasi sistem kluster mereka. Indonesia, Bangladesh, Nepal dan Filipina merupakan negara yang telah membentuk sistem koordinasi kluster nasional, dengan otoritas pemerintah untuk memimpin kapasitas inti yang berbeda dalam kepemimpinan dan respons CCCM.

Meskipun patut dipuji, upaya nasional juga telah meninggalkan celah dalam lokalisasi pendekatan CCCM yaitu prosedur kebijakan dan administrasi, tanggung jawab manajemen tingkat lokasi dan koordinasi yang tidak selesai antar tempat pengungsian dalam pembagian peran dan tanggung jawab. Hal ini mengakibatkan dampak yang tidak diketahui pada perlindungan dan bantuan bagi pengungsi selama keadaan darurat. Lembaga CCCM sedang mencoba untuk menganalisis masalah ini dan telah memulai proyek percontohan di Indonesia untuk mengembangkan alat dan strategi pengembangan kapasitas untuk membantu proses lokalisasi.

Inisiatif yang dijelaskan dalam studi kasus ini merupakan salah satu upaya peningkatan kapasitas untuk memperkuat lokalisasi semenjak tahun 2020 dan masih dalam proses. Studi kasus ini mempertimbangkan tindakan fase pertama yaitu mempelajari kegiatan dan pembelajaran dari tiga perspektif - LSM, PBB dan Kluster Pemerintah - untuk menunjukkan pembelajaran yang lebih luas tentang topik pengembangan kapasitas dan lokalisasi di CCCM.

PEMELIHAN PENERIMA MANFAAT DAN TARGET GEOGRAFIS:

Indonesia merupakan salah satu negara yang paling rawan bencana di dunia. Mengingat posisi geografisnya yang berada di 'cincin api', Indonesia rentan terhadap berbagai bencana alam termasuk banjir, tanah longsor, tsunami, gunung berapi, dan gempa bumi.

Mengingat kerentanan Indonesia terhadap bencana alam, sangat penting untuk lembaga-lembaga kemanusiaan di negara ini dapat merespons secara efektif dan tepat waktu ketika keadaan darurat bencana terjadi.

AKTIVITAS CCCM

Upaya untuk melokalisasi CCCM di Indonesia, termasuk mengarusutamakan tindakan pencegahan dan penanggulangan Kekerasan Berbasis Gender (KBG), dimulai pada awal Januari 2020 ketika Penasihat Pengembangan Kapasitas CCCM Global bertemu dengan berbagai pemangku kepentingan dan melakukan penilaian kapasitas di lokasi yang terdampak bencana alam baru-baru ini. Lokasi tersebut termasuk daerah perkotaan yang terkena banjir di Jakarta, serta lokasi pedesaan yang terdampak gempa bumi di Palu dan Lombok. Temuan penilaian memetakan peran berbagai pelaku yang terlibat dalam pengelolaan tanggap darurat untuk pengungsian, jenis tanggung jawabnya dan kapasitas serta kebutuhan yang ada.

Penilaian tersebut menyoroti variasi dari pengaturan respon, mekanisme koordinasi dan kapasitas di berbagai lokasi di Indonesia. Penanggulangan bencana di Indonesia telah berubah secara dramatis sejak Tsunami Aceh tahun 2004 dan Gempa Jogjakarta tahun 2014. Saat ini telah tersedia Undang - Undang Penanggulangan Bencana yang solid dan sistem manajemen bencana yang terkait. Terlepas dari sistem tanggap bencana yang kuat di tingkat nasional, pembagian peran dan tanggung jawab di tingkat lokal tetap dilaksanakan secara ad-hoc, dengan

berbagai fungsi utama yang dipenuhi oleh beragam pelaku dengan kapasitas yang beragam pula. Sebagian besar fungsi utama masih tampak rapuh, dengan dukungan untuk rujukan bertingkat sebagai fungsi terlemah. Mekanisme koordinasi berubah dalam proses tanggap darurat di berbagai bencana, menempatkan lembaga pemerintah yang berbeda pula untuk bertanggung jawab atas tanggap darurat tersebut. Diskusi dengan pihak berwenang dan pemangku kepentingan lainnya juga mengungkapkan bahwa tidak ada pemahaman bersama tentang apa yang dimaksud dengan "lokalisasi". Konsep lokalisasi sering kali dianggap sebagai proses nasionalisasi. Otoritas nasional melihat topik lokalisasi sebagai masalah utama yang mempengaruhi koordinasi di tingkat sub-nasional. Kejelasan pembagian peran dan tanggung jawab di tingkat lokal masih dalam proses menemukan struktur permanen dan berbagai pihak mengidentifikasi peran yang dapat mereka mainkan berdasarkan situasi di lapangan, yang mana sering kali berubah.

Hasil dari penilaian dan konsultasi menunjukkan bahwa ada kebutuhan akan strategi lokalisasi diberbagai lapisan untuk membangun mekanisme yang lebih koheren dan berkelanjutan untuk menanggapi pengungsian akibat bencana. Investasi

¹ Indonesia tidak menandatangani Konvensi Pengungsi 1951

² *Camp Coordination and Camp Management = Koordinasi Manajemen Tempat Pengungsian*

³ Bertindak secara lokal sebisa mungkin, bertindak secara internasional seperlunya'

⁴ IASC Grand Bargain signatories

⁵ Strategic Advisory Group (SAG)

yang signifikan akan dibutuhkan dalam kegiatan kesiapsiagaan bencana yang menggabungkan pengembangan kerangka kerja tanggap darurat di tingkat lokal dengan kegiatan peningkatan kapasitas yang ditargetkan. Di luar standarisasi prosedur operasi dan perangkat tanggap bencana, ada kebutuhan untuk melihat interaksi antara pihak berwenang, LSM dan organisasi masyarakat/ masyarakat sipil untuk membangun kemitraan yang kuat, yang membutuhkan investasi yang signifikan dan berjangka panjang.

Meskipun tidak memberikan gambaran kegiatan kemanusiaan yang lengkap, temuan penilaian memungkinkan tim untuk mengidentifikasi kecenderungan pengembangan strategi lokalisasi dan ide adaptasi dari kegiatan pengembangan kapasitas untuk mendukung penerapan respons CCCM yang lebih efektif. Pengaturan, mekanisme dan kapasitas respons CCCM dapat diputuskan oleh pemerintah pusat atau pemerintah daerah, tergantung pada skala bencana dan kapasitas pemerintah daerah. Kapasitas LSM nasional untuk merespons juga bervariasi berdasarkan sumber daya yang tersedia di dalam organisasi. Dalam beberapa kasus, LSM mampu mengisi kekosongan ketika bantuan pemerintah tidak tersedia atau tertunda. Pendanaan dapat bersumber dari dana sukarela swasta atau pendanaan institusional melalui donor.

Di Indonesia, konsep manajemen tempat pengungsian belum didefinisikan secara jelas, dan bercampur dengan tanggap darurat bencana pada umumnya. Akibatnya, tidak ada sumber daya

husus yang dialokasikan untuk menargetkan dan mendukung pelaksanaan kegiatan manajemen tempat pengungsian di titik lokasi dalam keadaan darurat berskala besar di masa lalu.

Kerangka Klaster Nasional di Indonesia diadopsi pada tahun 2014 dan dipimpin oleh pemerintah yaitu Badan Nasional Penanggulangan Bencana (BNPB). Klaster tersebut secara konsisten membuktikan mampu memberikan praktik baik, koordinasi dan tanggap bencana yang partisipatif yang memungkinkan pelaku pemerintah dan non-pemerintah untuk bekerja sama. Di tingkat nasional, klaster disusun berdasarkan arsitektur penanggulangan bencana nasional dengan 8 klaster nasional: Pencarian and Penyelamatan, Logistik, Sarana dan Prasarana, Kesehatan, Pemulihan Dini, Ekonomi, Pengusian Perlindungan. CCCM terwakili di tingkat sub klaster dan berada di bawah Klaster Nasional Pengungsian dan Perlindungan (KLANAS PP) yang dipimpin oleh Kementerian Sosial di bawah Direktorat Perlindungan Sosial Korban Bencana Alam. Sub klaster tambahan adalah Shelter, WASH, Perlindungan dari KBG, Perlindungan Penyandang Disabilitas, Lansia dan Kelompok Lain dengan Kerentanan Tinggi, Dukungan Psikososial dan Keamanan. Konfigurasi unik ini dapat dianggap sebagai "terlokalisasi".

Badan CCCM mengetuai Klaster Pengungsian dan Perlindungan Nasional serta Sub Klaster CCCM bersama Kementerian Sosial. Struktur koordinasi ini dikontekstualisasikan di tingkat sub nasional berdasarkan skala bencana dan digabungkan dengan mekanisme koordinasi sub nasional.

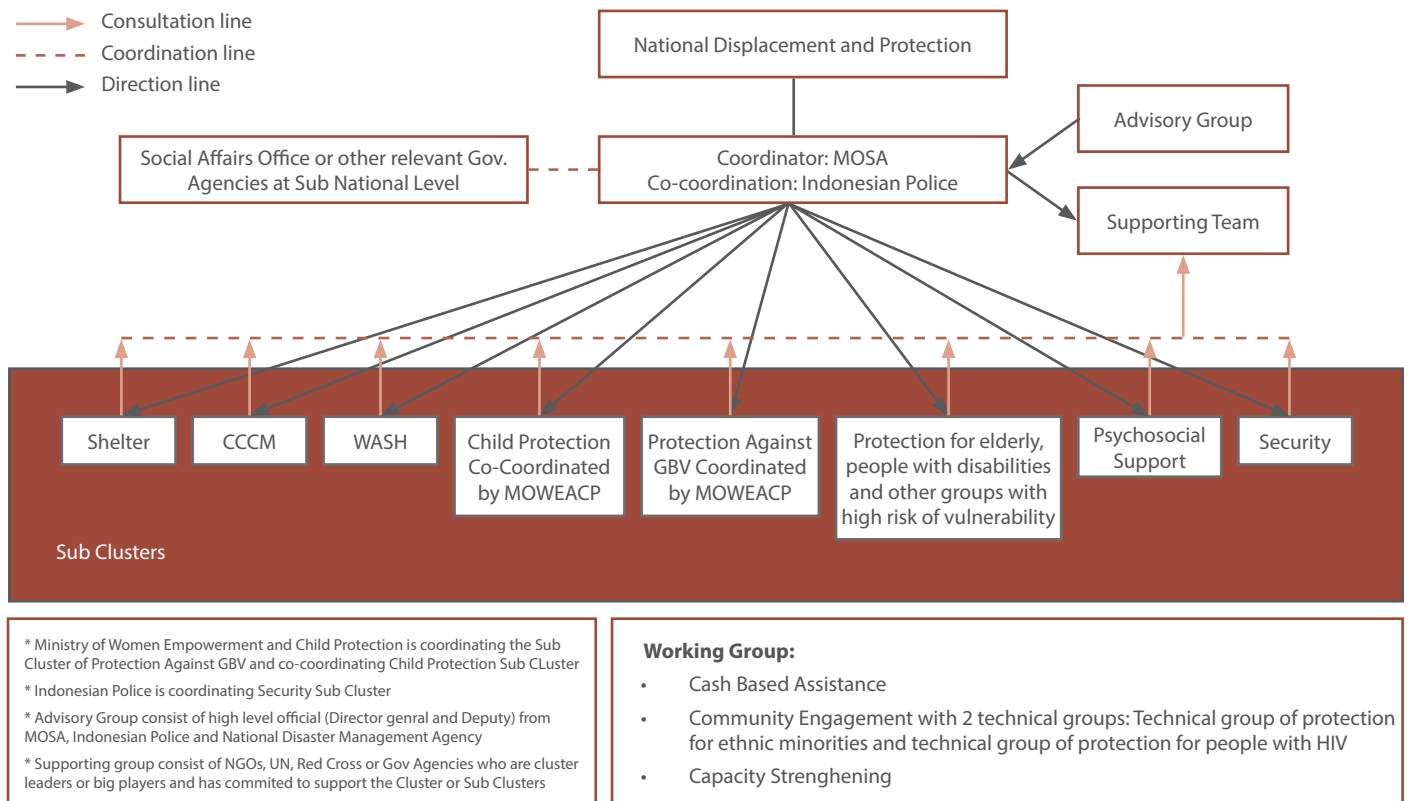


Diagram 1: Kedudukan Sub Klaster CCCM di bawah Klaster Nasional Pengungsian dan Perlindungan (KLANAS PP)

SEBUAH STUDI KASUS DENGAN TIGA PERSPEKTIF

PERSPEKTIF 1: INSIATIF PENGEMBANGAN KAPASITAS CCCM GLOBAL

Berdasarkan temuan penilaian dan konsultasi, beberapa kebutuhan disoroti yaitu,

- Sebuah strategi pelokalan diberbagai lapisan untuk membangun mekanisme yang lebih koheren dan berkelanjutan untuk menanggapi pengungsian akibat bencana.
- Sebuah kerangka tanggap darurat lokal dan investasi yang signifikan untuk kegiatan kesiapsiagaan bencana. Ini harus mencakup: pra-identifikasi peran dan tanggung jawab jika terjadi krisis, aktor yang dapat memenuhi fungsi-fungsi tersebut dan kegiatan peningkatan kapasitas yang ditargetkan untuk memungkinkan setiap aktor yang ditunjuk untuk memenuhi peran mereka, dari kegiatan tingkat lokasi hingga sistem koordinasi sub-nasional.
- Sebuah standarisasi prosedur operasi dan perangkat tanggap darurat respon.
- Sebuah analisis yang lebih dekat tentang interaksi antara pihak berwenang, LSM dan masyarakat sipil/organisasi berbasis masyarakat, serta investasi yang signifikan dan berjangka panjang untuk membangun kemitraan yang kuat antara pihak berwenang dan LSM dan organisasi sipil.

Dalam usaha memperkenalkan konsep CCCM kepada LSM lokal, Penasihat Pengembangan Kapasitas Klaster CCCM Global merencanakan lokakarya peningkatan kapasitas di dalam negeri dengan para aktor kunci pada akhir Maret 2020. Namun, karena wabah COVID-19 dan pembatasan pergerakan selanjutnya, lokakarya direorganisasi dan disesuaikan dengan pelatihan online.

Pelatihan tersebut menargetkan LSM lokal yang memiliki kemungkinan besar untuk mengimplementasikan program di tingkat lokasi dan memenuhi beberapa kriteria lain: pengalaman dengan bencana besar di Indonesia di masa lalu; penerimaan oleh masyarakat; pengetahuan tentang standar SPHERE; pengembangan kapasitas internal, pelatihan dan pendampingan; kemampuan untuk meningkatkan aktivitas di area berisiko tinggi; akuntabilitas keuangan dan sumber daya manusia; beberapa lokasi kantor; bekerja sebagai bagian dari jaringan antarlembaga; kepemimpinan strategis; Pelaporan/kebijakan PSEA⁶ telah tersedia; pelatihan sebelumnya tentang CCCM.

Pelatihan dilakukan selama beberapa minggu dalam Bahasa Indonesia dan Bahasa Inggris secara bersamaan. Secara keseluruhan, hal ini bertujuan untuk meningkatkan kapasitas pemangku kepentingan utama di tingkat nasional dan sub-nasional untuk memberikan bantuan kemanusiaan dengan cara yang lebih bermartabat kepada penduduk yang terkena dampak. Serta untuk meningkatkan tindakan dan keahlian lokal, mengurangi risiko Kekerasan Berbasis Gender (KBG) dalam pengaturan pengungsian dan mempromosikan pentingnya solusi jangka panjang dan Siklus Manajemen Tempat Pengungsian. Setiap modul membahas pembelajaran utama Manajemen Tempat Pengungsian, seperti:

- Manajemen tempat pengungsian mencakup berbagai tipologi lokasi, tetapi banyak pelajaran yang tumpang tindih antara tipologi yang berbeda;

- Manajemen tempat pengungsian yang lebih baik berasal dari kombinasi keterampilan 'teknis' dan 'nonteknis' yang perlu diidentifikasi dan dikerjakan dengan tujuan dalam pekerjaan kemanusiaan/tanggap bencana;
- Partisipasi adalah aspek yang berharga dari manajemen tempat pengungsian dan membentuk dasar dari pekerjaan di tingkat lokasi. Menyadari hal ini, lembaga manajemen tempat pengungsian akan bekerja dengan berbagai pemangku kepentingan dan setiap lokasi kemungkinan akan berbeda;
- Kekerasan berbasis gender merupakan tantangan khusus dalam manajemen tempat pengungsian, dan lembaga yang ditunjuk untuk mengelola pengungsian memiliki tanggung jawab yang unik untuk mencegah dan mengurangi KBG melalui kehadiran mereka di sebuah lokasi pengungsian;
- Standarisasi perangkat adalah cara untuk membangun kapasitas berbagai lembaga yang fokus bekerja di tingkat lokasi pengungsian dan meningkatkan kualitas tanggap darurat oleh Sub Klaster CCCM;
- Kesiapsiagaan untuk keadaan darurat tidak pernah dapat dilaksanakan secara total, namun, beberapa pedoman dapat membantu tim mengetahui apa yang harus dilakukan dalam keadaan darurat tertentu.

Dalam proses menyelenggarakan pelatihan Manajemen Tempat Pengungsian online pertama, penting untuk merancang percakapan yang disederhanakan. Peserta dan pelatih perlu berbagi informasi tentang sistem darurat Indonesia dan pada saat yang sama instruktur perlu menghubungkan teori CCCM dengan cara yang mudah dipahami. Program pembelajaran campuran dirancang agar peserta dapat terlibat selama enam minggu, terdiri dari 11 diskusi yang dilaksanakan secara webinar yang diadakan dua kali seminggu dengan tugas offline. Setiap webinar dilengkapi dengan pembacaan pra-kursus dan tugas kelompok singkat, yang mewakili total 36 jam pembelajaran.

Selama proses pelatihan, peserta juga didorong untuk terlibat dengan fasilitator melalui diskusi tentang isu-isu aktual yang mereka hadapi di lapangan dengan bencana yang sedang terjadi di Indonesia. Sebanyak 36 peserta (24 laki-laki, 12 perempuan) dari lembaga swadaya masyarakat dan masyarakat sipil berpartisipasi. Pelatihan perlu disampaikan dalam Bahasa Indonesia, sehingga metode penyampaian dan fasilitasi yang baru harus ditemukan. Pesan WhatsApp menyediakan terjemahan simultan langsung dari Bahasa Indonesia ke Bahasa Inggris, dan fungsi penerjemah langsung diinstal pada akun Microsoft Teams. Memanfaatkan pembatasan perjalanan, dewan tim pelatih dibentuk, termasuk mantan staf Kementerian Sosial Indonesia yang berhasil menyelesaikan Global CCCM Training of Trainer pada tahun 2019 yang berpartisipasi dari Australia, dan Wakil Kepala Misi di Sudan Selatan, yang berkewarganegaraan Indonesia dan merupakan ahli CCCM. Setiap sesi pelatihan membutuhkan waktu sehari-hari untuk mempersiapkan, bolak-balik antara Penasihat Pengembangan Kapasitas CCCM Global saat materi diterjemahkan dan dikontekstualisasikan.

⁶ Policy and Response to Sexual Exploitation and Abuse

PENCAPAIAN UTAMA

- Kajian lapangan menunjukkan kebutuhan nyata untuk keterlibatan lebih lanjut dengan LSM nasional di CCCM, khususnya dalam pengembangan kapasitas sehingga pemahaman bersama dapat dikembangkan.
- Tim pelatih yang kuat dari Pemerintah dan PBB melengkapi pendekatan CCCM.
- Pelatihan tersebut telah meningkatkan kesadaran akan isu-isu kunci seperti partisipasi masyarakat, solusi yang tahan lama dan KBG dalam pengaturan tempat pengungsian, yang sangat penting untuk membangun respon CCCM yang lebih kuat.

TANTANGAN

- Pembelajaran online bisa menjadi metode yang sukses namun membutuhkan banyak tindak lanjut.
- Membangun pedoman, menggunakan contoh, memiliki pelatih dari konteks lokal dan dalam disampaikan dalam bahasa lokal sangatlah penting.
- Bertemu dengan peserta lain sebelum pelatihan membantu membangun hubungan dan menjaga komitmen tetap kuat, tetapi dibutuhkan hal yang lebih banyak untuk mempertahankannya.

PERSPEKTIF 2: ORGANISASI NON-PEMERINTAH NASIOBAL (HUMAN INITIATIVE)⁷

Human Initiative (HI) menjadi peserta pelatihan CCCM dan memberikan perspektif mereka tentang pelatihan CCCM dan melakukan pergeseran dalam pelaksanaan program mereka sebagai hasil dari partisipasi dan pembelajaran dalam pelatihan CCCM.

Didirikan pada bulan Desember 1999 sebagai tanggapan atas kerusuhan sipil di Indonesia dan secara resmi terdaftar sebagai LSM dengan Status Konsultatif Khusus di Perserikatan Bangsa-Bangsa, visi Human Initiative adalah 'menjadi organisasi kelas dunia yang dapat dipercaya dalam membangun kemandirian'.

Sejak tahun 2004, Human Initiative berfokus pada pengelolaan program kemanusiaan, dengan misi:

1. Memanfaatkan program kedaruratan, pemulihan dan pemberdayaan untuk meningkatkan kualitas dan kemandirian penerima manfaat;
2. Melaksanakan penelitian, pengembangan kapasitas dan strategi pengembangan untuk memperkuat lembaga masyarakat sipil untuk memberikan solusi alternatif dan inovatif untuk krisis kemanusiaan yang berkepanjangan;
3. Membangun kapasitas dan kompetensi organisasi yang efektif, inovatif dan akuntabel yang berorientasi pada mutu pelayanan dan
4. Mengembangkan program advokasi yang mempromosikan kesetaraan dan kesetaraan di tingkat lokal dan nasional.

Dengan latar belakang pengalaman yang kaya dalam menanggapi bencana di tingkat lokal, HI telah berhasil memperoleh wawasan dari pelatihan tentang bagaimana mengubah organisasi mereka dari pemberian layanan menjadi fokus pada mendukung kegiatan CCCM. Langkah pertama dalam mentransformasi organisasi adalah melakukan penilaian internal untuk melihat kapasitas apa yang harus ditingkatkan untuk mendukung kegiatan CCCM di masa depan. Pergeseran ini berarti penting untuk mendidik para donor HI tentang pentingnya CCCM serta menjelaskan mengapa penting bagi HI untuk mengalihkan fokusnya ke pengarusutamaan CCCM di Indonesia. Untuk memastikan konsep inti dan fondasi CCCM diurusutamakan di seluruh HI, anggota staf yang menghadiri pelatihan peningkatan kapasitas menggandakan pelajaran yang didapat dengan staf lain di HI, untuk tidak hanya meningkatkan kapasitas individu mereka, tetapi juga kapasitas organisasi. Selain itu, HI telah mengadaptasi kode etik mereka berdasarkan standar SPHERE, dan mereka sekarang memiliki pemahaman yang lebih komprehensif tentang Standar CCCM, yang ingin mereka gunakan sebagai referensi untuk organisasi mereka.

Saat ini HI mengerjakan berbagai tanggap darurat di Indonesia, termasuk di Balaroa, Sulawesi Tengah dan di Aceh dengan kedatangan kapal Rohingya dari Bangladesh. Sebelum mengikuti pelatihan CCCM pada Mei 2020, HI secara internal membahas tanggung jawab organisasi dengan manajemen tempat pengungsian di Indonesia. Tanggung jawab CCCM biasanya berada pada negara: dalam hal ini, pemerintah Indonesia dengan dukungan dari Co-lead Klaster CCCM. Namun, mengingat keragaman Indonesia, dengan dua ratus budaya dan bahasa yang berbeda, akan menjadi tantangan bagi organisasi non-lokal untuk menerapkan CCCM. Lokalisasi dan peningkatan kapasitas LSM lokal yang terlibat dalam pengelolaan tempat pengungsian diidentifikasi sebagai aspek penting CCCM di Indonesia. Melalui ini, organisasi akan dilengkapi dengan keterampilan yang dibutuhkan untuk melakukan tanggap bencana dan/atau krisis yang membutuhkan keahlian manajemen tempat pengungsian.

Setelah mengikuti pelatihan CCCM, kapasitas staf HI meningkat, terutama dalam pelaksanaan proyek mereka di Balaroa dan Aceh. Dengan menggabungkan pelatihan dengan situasi yang mereka hadapi di lapangan, para peserta menyadari perlunya memiliki exit plan/solusi jangka panjang sebagai bagian dari manajemen tempat pengungsian.

Dalam merefleksikan pelatihan induksi CCCM, seorang peserta dalam wawancara pasca pelatihan berbagi:

"Saya telah meningkatkan kapasitas untuk meningkatkan proyek saya di Balaroa karena situasi yang anda bahas dalam pelatihan CCCM sangat terkait dengan proyek saya. Di Balaroa, ada lebih dari 200 keluarga yang masih tinggal di tempat pengungsian satu setengah tahun setelah bencana. Kita harus mencari solusi untuk mereka karena situasi pengungsian bukanlah solusi permanen bagi penerima manfaat. Menurut kami solusi tempat pengungsian hanyalah solusi terakhir yang harus kami berikan kepada masyarakat."

Untuk respon di Aceh, penting untuk berkoordinasi antara organisasi PBB dan LSM dan berkonsultasi dengan Rohingya yang datang untuk memahami kebutuhan mereka melalui diskusi kelompok terfokus. Diskusi tersebut mengidentifikasi bahwa pembentukan komite lokal akan memastikan bahwa kebutuhan masyarakat didengar, terutama mengenai kondisi kehidupan. Komite ini dibentuk dengan perwakilan dari masing-masing keluarga dan memastikan jumlah pria dan wanita dalam komite seimbang. Melalui konsultasi, keluarga didukung dengan sumbangan sewa atau pembangunan tempat tinggal untuk mengatasi kekhawatiran mereka mengenai kondisi kehidupan mereka.



© Central Sulawesi, September 2020

PENCAPAIAN UTAMA

- Pelatihan telah memberikan pengetahuan dan pemahaman yang komprehensif tentang manajemen tempat pengungsian yang dapat diterapkan secara langsung di Balaroa dan Aceh.
- Waktu pelatihan bertepatan dengan pelaksanaan program shelter HI di Palu. Hal ini telah berkontribusi pada kelancaran program, di mana output utamanya adalah memindahkan pengungsi dari pengungsian ke tempat penampungan yang lebih aman, nyaman dan bermartabat. Hal ini terkait erat dengan strategi penutupan shelter yang dibahas pada pelatihan CCCM.
- Pelatihan ini memberikan wawasan untuk masa depan HI tentang bagaimana koordinasi CCCM yang lebih baik melalui sub-klaster.
- Rangkaian pelatihan ini memperkuat topik-topik penting terkait dengan respon kemanusiaan seperti prinsip-prinsip kemanusiaan, mitigasi KBG, dan lainnya.
- HI mampu membangun jaringan baru melalui peserta pelatihan, yang memungkinkan mereka untuk berbagi pengalaman, praktik baik dan tantangan dalam mengelola tempat pengungsian.

TANTANGAN

- Bahasa dapat menjadi kendala bagi sebagian peserta yang tidak percaya diri menggunakan Bahasa Inggris sebagai bahasa utama.
- Sebuah proyek bersama akan bermanfaat untuk mempraktekkan proses pembelajaran sebagai komunitas CCCM dan akan memungkinkan pengetahuan untuk ditransfer ke tingkat lapangan.
- Menyelenggarakan pelatihan secara virtual merupakan tantangan, terutama ketika peserta masih beradaptasi menggunakan media online untuk pelatihan. Selain itu, dengan sebagian besar peserta melakukan pelatihan secara paruh waktu, agak sulit untuk peserta fokus dan mengesampingkan beban kerja mereka.
- Konteks kemanusiaan di Indonesia sebagian besar disebabkan oleh bencana, yang tidak memerlukan manajemen tempat pengungsian yang besar dan jangka panjang.



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⁷ Human Initiative's website

PERSPEKTIF 3: PEMERINTAH INDONESIA

Pemerintah Indonesia telah berusaha untuk mendorong dukungan formal antara badan-badan PBB, LSM dan pemerintah. Selain itu, Pemerintah Indonesia menyadari pentingnya peran organisasi lokal dalam CCCM dan menganjurkan untuk membangun kapasitas mereka. Sub Klaster CCCM harus digunakan secara lebih strategis, terutama dalam koordinasi. Sub Klaster dapat melakukan pertemuan rutin untuk membentuk komunitas CCCM di tingkat negara serta untuk mengidentifikasi aktor kunci potensial yang dapat mengambil peran CCCM untuk meningkatkan prediktabilitas respon bencana di masa depan. Sub klaster juga dapat menjadi wadah untuk membangun dialog antar aktor CCCM, terutama dari instansi pemerintah, sehingga mereka dapat memiliki visi yang lebih jelas tentang bagaimana menempatkan instansi pemerintah dalam peran yang berbeda untuk mendukung CCCM tanpa mengubah struktur saat ini.

Manajemen informasi juga merupakan masalah utama lain yang dapat ditangani dalam Sub Klaster CCCM untuk menyediakan data yang lebih akurat, terutama tentang pemberian layanan di tempat pengungsian. Selain itu, Sub Klaster CCCM dapat bekerja sama dengan sub klaster lain, misalnya dengan Sub Kluster Perlindungan Terhadap KBG untuk memastikan bahwa ada tindakan yang terkoordinasi dalam menangani masalah KBG di lingkungan tempat pengungsian.

Untuk pelatihan CCCM, perwakilan pemerintah yang dilatih tentang CCCM membantu memfasilitasi pelatihan. Pelatihan CCCM memicu diskusi di antara para peserta dari LSM lokal bahwa kolaborasi dan koordinasi diperlukan dalam menanggapi bencana, serta peningkatan kapasitas anggota staf mereka dan masyarakat. Proses pelokalan tidak mudah, dan mengadaptasi serta mengontekstualisasikan pelatihan ini ke tingkat desa atau kota untuk melibatkan lebih banyak aktor lokal akan memakan waktu lama.

Perbedaan terlihat setelah pelatihan dilakukan. Sebelum pelatihan CCCM, sebagian besar organisasi tidak menyadari peran khusus yang dimainkan oleh CCCM, khususnya dalam menanggapi bencana dan apa yang dimaksud dengan lembaga manajemen tempat pengungsian. Setelah pelatihan, para peserta lebih menyadari perbedaan dan bagaimana melokalisasi CCCM tidak hanya dalam organisasi mereka, tetapi juga di Indonesia berdasarkan kapasitas dan sumber daya yang tersedia. LSM memiliki cabang organisasi

yang lebih kecil di tingkat desa, dan mereka menggunakan pengetahuan mereka dari pelatihan untuk menyebarluaskan perubahan perspektif dalam jaringan mereka sendiri. Pelatih dari Kementerian Sosial telah memberikan pembinaan dan dukungan kepada organisasi-organisasi ini untuk membantu mereka memfasilitasi upaya lokalisasi dan peningkatan kapasitas.

Pelatihan CCCM disampaikan dengan cara percakapan yang sederhana untuk memungkinkan membangun hubungan dan jaringan. Pelatih dari Kementerian Sosial mengaktifkan dan mendorong jaringan antara peserta dan organisasi lokal, dan memungkinkan untuk menjembatani hubungan dengan kontak baru yang ditemui melalui pelatihan. Menjalinkan hubungan dan relasi antar organisasi lokal penting untuk memperkuat kepercayaan serta memahami peran dan kapasitas masing-masing organisasi. Ini akan membantu kolaborasi dan koordinasi di masa depan untuk CCCM. Dalam konteks Indonesia, hubungan informal merupakan faktor penting untuk mengembangkan koordinasi ke dalam bentuk yang lebih terstruktur dan formal. Selain itu, bercermin pada beberapa bencana terakhir di Indonesia (khususnya Sulawesi Tengah dan Nusa Tenggara Barat), semangat dalam pemerintah untuk bekerja sama dengan aktor non-pemerintah berkembang. Ini adalah momentum yang baik yang harus ditangkap untuk mendorong lokalisasi dengan memperkuat kapasitas di tingkat lokal.

Proses memiliki upaya peningkatan kapasitas untuk mendukung lokalisasi ini sangat penting dalam gambaran yang lebih besar, terutama dalam melibatkan aktor lokal dan memahami budaya dan konteksnya. Memahami relasi kuasa antara organisasi lokal, badan-badan PBB dan pemerintah adalah penting, terutama untuk mempromosikan pendekatan yang berpusat pada masyarakat dalam pengambilan keputusan mulai dari tanggap darurat hingga pemulihan. Selama proses pengambilan keputusan ini, ada banyak perspektif berbeda dari para pemangku kepentingan yang berbeda tentang jenis bantuan apa yang dibutuhkan dan harus diprioritaskan, prosesnya dan bagaimana menangani pemulihan daerah yang terkena bencana atau krisis. Memiliki sudut pandang semua pemangku kepentingan mulai dari pemerintah hingga desa dan masyarakat sangat penting dalam pelokalan. Keterlibatan tambahan dengan masyarakat di lapangan akan memberikan informasi yang valid tentang realitas bagaimana bencana atau krisis telah mempengaruhi masyarakat.

PENCAPAIAN UTAMA

- Pelatihan CCCM telah menyediakan platform yang menciptakan dialog antara organisasi non-pemerintah sub nasional dan lokal tentang potensi mereka untuk mendukung kegiatan CCCM di masa depan untuk mendukung pemerintah.
- Pelatihan telah mendorong peserta untuk membangun lebih banyak diskusi dengan lembaga-lembaga kunci pemerintah untuk membangun mekanisme CCCM di Indonesia, termasuk peran dan tanggung jawab lembaga CCCM serta kedudukan hukum untuk mendukung pekerjaan mereka.
- Beberapa tindakan nyata untuk mendorong lokalisasi tercapai, seperti terjemahan beberapa materi (Buku Saku KBG) dan Standar Minimum Manajemen Tempat Pengungsian untuk konteks Indonesia.

TANTANGAN

- Pelatihan telah membuka banyak ide dan diskusi tentang bagaimana menerapkan konsep CCCM dalam konteks Indonesia, namun membutuhkan komitmen dari organisasi untuk memimpin, mengawasi proses dan mendukung tindakan nyata.
- Diperlukan lebih banyak advokasi kepada semua aktor kunci pemerintah untuk menyepakati persepsi bersama tentang CCCM di Indonesia dan memformalkannya.
- Diperlukan tim pelatih yang tangguh dari Pemerintah Indonesia dan mitra PBB.

PEMBELAJARAN DAN REKOMENDASI (TERMASUK DARI KETIGA PERSPEKTIF)

- Pelatihan ini hanyalah puncak gunung es. Tanpa **kapasitas staf yang berdedikasi dan dukungan yang berkelanjutan**, dampak yang diperoleh melalui pelatihan awal tidak akan terserap baik oleh sistem kluster maupun peserta yang terlibat dari berbagai LSM.
- Otoritas nasional melihat topik lokalisasi sebagai masalah yang terutama mempengaruhi tingkat koordinasi sub nasional, dan **ada ketidakjelasan secara menyeluruh mengenai pembagian peran dan tanggung jawab di tingkat lokal**. Para aktor berjuang untuk mengidentifikasi peran yang dapat mereka mainkan, terutama di tingkat situs.

ANNEX GAMBARAN UMUM PELATIHAN

BACAAN WAJIB SEBELUM SESI	JADWAL SESI ONLINE	TOPIK	REFLEKSI (UPLOAD KE TEAMS)
Camp Management Toolkit 2015 (Eng.) hal. 22-37	MEI 15	Pengantar Pelatihan	Foto berbagai tempat pengungsian di Indonesia
Laporan IDMC Grid 2019	MEI 19	Tinjauan pengungsian: Dunia dan Indonesia	Kebutuhan pengungsi
Standar di Tempat Pengungsian	MEI 22	Standar Kemanusiaan termasuk Manajemen Tempat pengungsian	Pemetaan Layanan
Camp Management Toolkit 2015 (Eng.) hal. 42-46	MEI 29	Lembaga Manajemen Tempat pengungsian (Komitmen 1)	Organigram tim KMTP
Camp Management Toolkit 2015 (Eng.) hal. 53-55, 63-64	JUNI 2	Keterwakilan	Cara-cara untuk melibatkan perwakilan masyarakat
Camp Management Toolkit 2015 (Eng.) hal. 47-50	JUNI 5	Pemantauan Layanan	Dokumen 3W dan template pemantauan tempat pengungsian
Camp Management Toolkit 2015 (Eng.) hal. 312-325	JUNI 9	Lingkungan Tempat Pengungsian	Audit Keamanan dan Keselamatan
Camp Management Toolkit 2015 (Eng.) hal. 208-227	JUNI 12	Penutupan Tempat Pengungsian	Checklist penutupan tempat pengungsian
Input dari peserta	JUNI 16	Pertanyaan/Jawaban	Kehidupan keseharian di...
😊	JUNI 19	Rencana Aksi	Spesifik lembaga
	JULI / AGUSTUS	Evaluasi dan tindak lanjut	Pertanyaan Interview

Kontak	Jennifer Kvernmo jkvernmo@iom.int
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CONTEXT

The Rohingya of Myanmar have faced decades of systematic discrimination and targeted violence from military and radical group attacks. A major conflict that took place across the townships of northern Rakhine in Myanmar in 2017 involved burnt down villages, rape and killings and led to the rapid influx of Rohingya refugees fleeing persecution. This resulted in the spontaneous establishment of more than thirty sites or informal settlements in Bangladesh. Cox's Bazar is the largest of those refugee sites¹, and the Rohingya refugee population in the areas of Ukhiya-Kutupalong and Teknaf have reached over 900,000 individuals².

The settlement sites resulted in the creation of what can be described as mini-cities, growing from temporary sites to permanent places, with some refugees having been born and raised in camps. These unprecedented sites unfortunately lack the basic infrastructure and necessities to meet the requirements of the growing Rohingya population, as more and more refugees arrived. The newly settled sites faced ongoing challenges due to the initial lack of time to scale up site planning, the high density of households and the risk of natural hazards. In addition is the complexity of providing basic needs and protection in a coordinated manner, and ensuring access to services for all Rohingya women, girls, men and boys.

716,915 Rohingya arrivals have been recorded since 2017, with 1.2 million Rohingya refugees and host community members in need of humanitarian assistance³. In response to the needs of Rohingya refugees, the humanitarian community is working to strengthen security and social cohesion between Rohingya refugees and the host communities in Bangladesh. The Rohingya refugees are reliant on humanitarian assistance for their basic needs as they are not allowed to work outside of the camps and can only work in the camp through cash for work programs for a limited number of hours per month. Among many other challenges Rohingya refugees face,

several acts of violence, especially towards women and children at night, have been reported. In this context, humanitarian agencies have initiated various solutions to increase long term safety and empowerment of Rohingyas refugees based on a strong collaboration with host communities and local authorities.

To ensure the presence of national authorities and to support operations, the government of Bangladesh rapidly mobilized senior civil servants from various ministerial bodies to act as Site Administrators in the form of the Camp-in-Charge (CiC) and Assistant Camp-in-Charge (ACiC) in the spontaneous sites that the Rohingya refugees populated. Capacity building initiatives were necessary to ensure that local authorities and entities could begin taking on site management responsibilities. However, local authorities and local NGOs face several significant structural limitations considering the size of sites, number of Rohingya women, girls, men and boys, and the complexity of needs. Most of the local structures had not been exposed to humanitarian operations or ever received specific sector trainings prior to their deployment to the sites. The Site Administrators were also limited in numbers, often responsible for multiple sites, and especially early on after the Rohingya influx there was high turnover of CiC staff, making it difficult to institutionalize and transfer the knowledge they had acquired.

Moving forward, the Government of Bangladesh, in close collaboration with humanitarian actors, aims to meet critical needs of the refugees, such as food security, health care and water access, nationalize site coordination and management to the extent possible and employ over 300 additional staff who will be based in sites along with CiCs and ACiCs. In preparation for the nationalization process, humanitarian partners have a shared responsibility to create conditions conducive for a successful transition that does not impact the quality or continuity of site management services.

PROTECTION RISKS

Protection remains a significant concern in the Rohingya sites with human trafficking affecting most of the population groups. Women and girls face conflict-related sexual and physical violence, sexual harassment in public places and poor access to quality health care services. Child protection issues such as early child marriage and access to education are predominant. Many of the Rohingya refugees face multiple barriers in accessing livelihood opportunities and remain dependent on humanitarian assistance. Cyclones, monsoons and bad weather conditions cause damage to shelters and site infrastructure, leaving people homeless and forced to stay in undignified and unsafe living spaces. As more and more Rohingya refugees arrive from Myanmar, sites become overcrowded and congested, preventing physical distancing, and thus enabling the spread of diseases such as COVID-19.

Lack of adequate household-level and communal area lighting

is a key security concerns for camp inhabitants, including the elderly, women and girls, people with disabilities and men. Lack of adequate lighting in the camps results in increased GBV risks for women and girls, risk of accidents, and fear of using waterpoints and latrines at night. It increases the inaccessibility of services for people with disabilities, who already face significant limitations in navigating their day to day lives in and around the camps.

One of the case studies focuses on the issue of lighting. In Ghumdhum and Balukhali camps, camp residents and members of the host community were trained in how to install and maintain solar lighting to address associated protection concerns. Meanwhile, the second case study looks at capacity building with Government of Bangladesh site management staff through a suite of contextualized trainings on core CCCM, Protection and Gender Mainstreaming topics.

¹ by December 2018

² The New Humanitarian | [The Rohingya: Tracking the history of today's refugee crisis](#)

³ IOM Bangladesh: [Rohingya Humanitarian Crisis Response External Situation Report](#) December 2020-January 2021.

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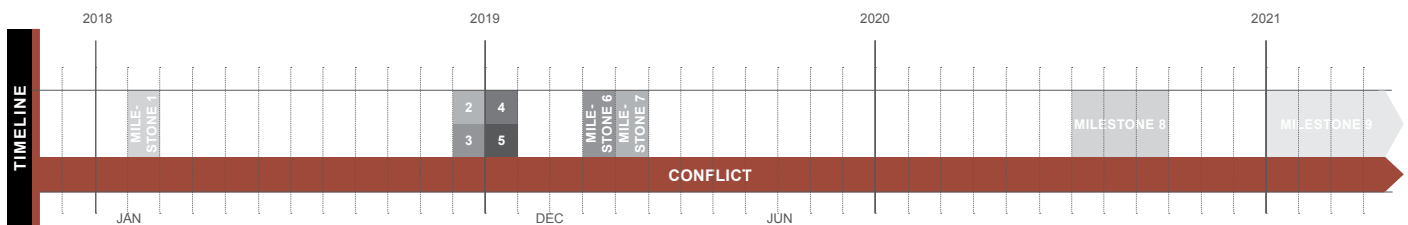
LIGHT FOR ROHINGYA: TRAINING, INSTALLATION AND MAINTENANCE OF SUSTAINABLE LIGHTING INSTALLATIONS

Cause of displacement	Conflict
People displaced	865,000 as of May 2020 ¹
Project location	Ghumdhum and Balukhali camps in Cox's Bazar, Bangladesh
Project duration	22 months
# Targeted by project	8,000 (indirect)
CCCM coordination mechanism	Site Management and Site Development (SMSD) Sector



Summary

“Light for Rohingya” is an innovative model that aimed to establish sustainable lighting provision to support safer access to hygiene and water installations for women and girls in the Cox's Bazar refugee camps. Training was offered to Rohingya refugees and host community members to gain valuable technical skills to install, maintain and fix electrical lighting devices.



- | | |
|--|---|
| <ul style="list-style-type: none"> 1 February 2018 Needs assessments 2 December 2018 Designed solution: identification of partners, beneficiaries, priority 3 December 2018 Partnership agreements 4 January 2019 Finalisation of education training materials 5 January 2019 Arrival of equipment in-country | <ul style="list-style-type: none"> 6 April 2019 Completed theoretical and hands-on practical training 7 May 2019 Inspection of installations 8 Q3-2020 Impact study (pending sanitary conditions evolution) 9 2021 Duplication of the project (pending sanitary conditions evolution) |
|--|---|



PROJECT OVERVIEW AND OBJECTIVES

The project focused on the installation of external lighting around latrines and water wells as part of the overall efforts to create a safer environment for women and girls in Ghumdhum and Balukhali camps. It aimed to contribute to GBV risk reduction for women and

girls. The project included technical training on the installation, maintenance and repair of lighting devices to ensure long-term well-maintained equipment, as well as developed entrepreneurial activities for the refugee and local communities.

SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

A lighting needs assessment was conducted by the implementing agency in collaboration with the Camp in Charge (elected as the Bangladeshi representative in the camp) to identify the priority zones within the camps for the project. The targeting was based on the general reported level of insecurity, reported GBV incidents and lack of lighting around communal wells and latrine blocks. As the success of the project relied on the ability of the beneficiaries to install, maintain and repair the electrical materials themselves,

it was critical to select trainees for the technical training who were most likely to use their newly gained technical skill in the future. Therefore, the selection of the trainees was based on several requirements, including a target age group between 14 and 30 years old, a basic education and basic Bengali language skills. In addition to the refugee participants, trainees from the poor socio-economic group of the surrounding host community were included.

CCCM ACTIVITIES

The implementing agency worked closely with UN site management agencies to understand the context, constraints, legal requirements and other related programmes. The implementing organization worked closely with their local partner organisation and the site managers to identify the priority areas, the beneficiaries and the training participants. The project activities contained the following components:

1. Solar light installation: Solar lighting materials (75 Solar Street Lamps and 52 Solar Home Systems) were installed in 127 areas of the camp, which provide lighting in and around nearby latrines and water wells.
2. Training on installation, maintenance and repair of electrical devices: A 10-day training programme consisting of theoretical and hands-on practical training was developed and built the capacities of 22 Rohingya and Bengali trainees. The training programme included modules on Street Light and Solar Home Systems (SHS); charge controller and panel inclination; voltage drop; watt, voltage and intensity; series and parallel connection; wiring and corrective maintenance; calculation for solar power; recycling of components and entrepreneurship. To facilitate exchanges, the trainings, while conducted in English, were translated into Bengali and Rohingya languages.

3. Monitoring of installed lights: Monitoring information for all installed street lamps and solar power systems was collected according to formats shared by solar lighting suppliers. This was done on a monthly basis to ensure adequate functionality and maintenance if lights were faulty or damaged by adverse weather conditions.
4. Distribution of individual lamps: 704 Solar Individual Kits were distributed and 1,054 households benefitted. The households were selected following the results of the lighting needs assessment conducted in coordination with site management.
5. Mentorship and support with job hunting procedures: Trainees were mentored and guided by the local partners for two years after completion of the training in solar light installation and entrepreneurship. Bi-weekly meetings were conducted with trainees to assist them to find income-generating opportunities. Trainees who had successfully completed the technical training were supported in CV writing and networking to find possible job opportunities with international organisations present in the camps, camp authorities and small businesses. The project took the opportunity to support the young trainees in establishing a network for potential future job opportunities.

¹ IOM Needs and Population Monitoring Portal



WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

From the beginning of the project, a steering committee composed of all stakeholders was established. The steering committee was kept informed of project progress, constraints and delays that

were encountered in the field, which made it possible to adapt the implementation schedule and remain flexible within the constraints of the COVID-19 context.

KEY ACHIEVEMENTS

- The project promoted sustainable practices by procuring sustainable solar lighting materials and enabling beneficiaries to maintain and repair various types of electrical materials which would have been otherwise thrown away.
- The Rohingya and Bengali trainees installed all electrical equipment themselves under the trainer’s supervision, fostering ownership of the installation.
- The Rohingya and Bengali trainees maintained and repaired all equipment without further humanitarian support throughout the project period. They used their newly acquired skills to create income either through entrepreneurship/setting up their own business or being hired by other international organisations in the camp on lighting issues. Two Rohingya trainees have been engaged in regular maintenance of solar lights at WASH points.
- Training the two communities (Rohingya and Bengali) together was a real success. They were able to collaborate closely to complete the training programme and worked together without any difficulties.
- In January 2020, the implementing agency received the Zayed Sustainability Prize for the «Energy» category based on the project’s successful social innovation and replicability in similar camp settings. Plans are currently underway to expand the lighting project to other IDP or refugee camps.



CHALLENGES

- Access to the sites was challenging due to delays to obtain project permissions during the country’s election period.
- Customs clearance procedures and timeframes were also impacted by the restricted access and difficulty in obtaining permits.
- Labour laws and refugee management as well as local rules hindered some of the project activities. Specifically, Rohingya refugees do not have permission to work in Bangladesh and they cannot leave their area within the camp. Foreigners are also restricted, and have limited access to the sites and a requirement to leave before sunset. This limited the intervention’s expected outcomes of the training.

Camp Area	Solar Street Lamp	Solar Home System for Toilets	Solar Individual Kit
C-6	3	-	-
C-7	13	14	554
C-8E	9	-	-
C-8W	33	28	150
C-17	11	-	-
C-18	3	10	-
C-20	3	-	-
Total	75	52	704

For Solar Street Lamps, Solar Home Systems, Solar Individual Kits the documentation is available upon request



© Electriciens sans frontières

LESSONS LEARNED AND RECOMMENDATIONS

- The strong and reliable collaboration between various project partners was established and was crucial to success, in particular the **collaboration with local partners and the private sector**. Constructing the project with local actors helped to take into account the actual needs, objectives and constraints on the ground (climate, culture, regulations) while also helping to identify competencies and possible income-generating activities. Working with the private sector contributed to business development activities.
- Training of local field technicians was a sustainable practice that **fostered empowerment and created income generating activities for the trainees**. For example, some trainees were hired as technicians with humanitarian organisations. Trained refugees living in the sites are able to safely maintain and repair the electrical installations within their areas and can support their neighbourhoods.
- It is essential to have all training and educational materials **adapted and translated** in the local languages from the beginning of the training.
- Sustainable solar lighting materials need to be provided to ensure **long lasting usage**. The quality of the equipment should have a sufficient product lifetime in line with the expected lifetime of the camp. Equipment must also be tried and tested, and must be repairable and dismantable.
- Establishing a **contingency budget** that can mitigate unforeseen delays or events was critical for completing the project successfully.

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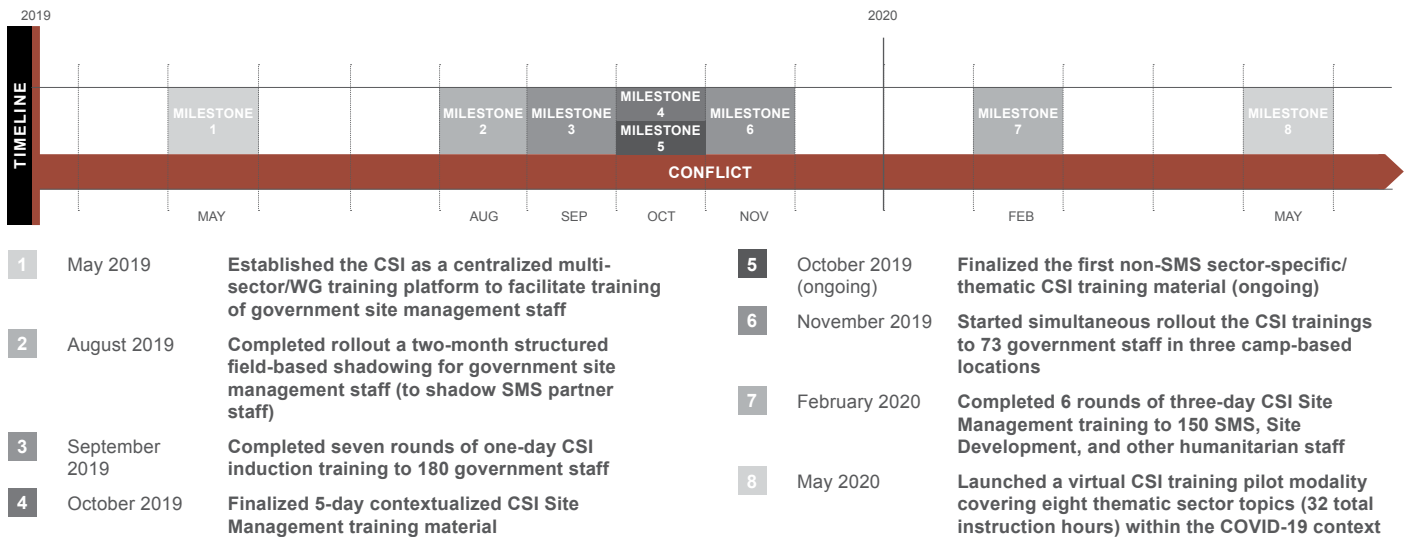
JOINT CAPACITY SHARING INITIATIVE (CSI) - A MULTI-SECTOR AND INTER-AGENCY LEARNING AND SKILLS TRANSFER PLATFORM

Cause of displacement	Conflict
People displaced	Approx. 900,000 refugees
Project location	Cox's Bazar, Bangladesh
Project duration	anticipated 3 years+
# Targeted by project	300 Government Site Management Staff 200+ Humanitarian Staff
CCCM coordination mechanism	Site Management and Site Development (SMSD) Sector



Summary

The Capacity Sharing Initiative (CSI) is a comprehensive, multi-sectoral and inter-agency skills transfer and learning platform coordinated through the Site Management and Site Development (SMSD) Sector. The Initiative systematizes and channels humanitarian actors' expertise to newly recruited government of Bangladesh site management staff. The CSI aims to ensure Rohingya refugees have access to adequate and equitable humanitarian assistance in line with technical standards, best practices and guiding principles by increasing the knowledge and operational skill set of government site management staff.



Learning to use toolkit

PROJECT OVERVIEW AND OBJECTIVES

The CSI project is ongoing and part of a long-term strategy; however, within the case study period it aimed to:

1. Ensure refugees have access to humanitarian assistance in line with technical standards and principles by increasing the knowledge and operational skill set of government site management staff across the Rohingya sites.
2. Establish and institutionalize a multi-sector training approach built on one centralized platform and coordination mechanism through the SMSD Sector that capacitates government site management staff to effectively support coordination of refugee assistance.
3. Standardize and harmonize the development of a teaching modality for multi-sector training materials and operational reference tools for government site management staff.

In May 2019, the CSI was established as a centralized multi-sector/working group (WG) training platform to facilitate training of government site management staff. It consisted of several elements,

including the core induction training, a series of specialized sector/working group trainings, a three-day CSI Site Management training and structured field-based shadowing for government site management staff. The platform also procured and distributed various CSI/Camp-in-Charge (CiC) Support Staff training materials.

The CSI training methodology is based on interactive use of scenarios, role playing and participant presentations to be context specific and appropriate for the CiCs and Assistant Camp-in-Charges (ACiCs). All trainings were facilitated in Bangla by national trainers using dual projectors and two screens so participants could see visual slides in both English and Bangla. As most government staff resided near camps, the trainings were held in camp-based venues, allowing field day exercises to be included. Using appropriate language is a critical aspect of the CSI, often consisting of technical humanitarian terminology from English to Bangla for each sector's modular package.

SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

The CSI project is primarily targeting government site management staff, and it is later expanding to humanitarian staff working within

Rohingya refugee sites in Cox's Bazar, Bangladesh.

CCCM ACTIVITIES

The CSI training commenced with a 1-day core induction training that trained 180 staff, including CiC Support Staff, office guards and cleaners. This was then followed by a series of specialized sector/working group trainings over a span of 13 days (65 hours), some of which integrated field activity. Out of the 36 training modules, 11 were on Site Management, 6 on the Protection Legal Framework and Coordination, 3 on Community-based Protection, 3 on Communicating with Communities, 6 on Gender Mainstreaming, 3 on Natural Hazards and 4 Disaster Risk Reduction (DRR).

In addition to the trainings, a field-based shadowing program facilitated by Site Management Support (SMS) partners using the "Observation" Shadowing Framework was initiated. It facilitated 73 CiC Support Staff consisting of 21 Care and Maintenance Officers, 17 Information Management Assistants and 35 Community Mobilization Assistants to shadow experienced SMS partners and to be orientated on camp operations, humanitarian assistance and ways of working through "hands on" experiences.

While the impetus for the CSI was to target government site management staff, the CSI is a flexible training framework, using

the newly developed training material for national humanitarian staff and community representatives as well. Training of Trainers (ToT) training was delivered to national humanitarian staff in various international organizations. These consisted of a 4 day Site Management training for 24 national staff, a half day Gender Mainstreaming training for 2 national staff and a 1 day DRR training for 6 national staff. In addition, a 3 day Site management training was also delivered to 152 humanitarian staff who were primarily site management and site development (SMSD) staff and a half day Site Management and Community Representation training was delivered to 49 elected refugee representatives.

Various CSI/CiC Support Staff materials for visibility were procured and distributed, including Camp Management toolkits and pre-loaded USB sticks with CSI training materials. CiC reflective vests and backpacks were distributed to guards at CiC offices. The CSI also tasked each sector with developing their own pre- and post-test evaluation to evaluate knowledge transfer, but this was later cancelled due to limited amount of available training time.

WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

Although one SM agency led the CSI, developed the contextualized SM training material and oversaw implementation and coordination with stakeholders, all SM partners contributed towards its operationalization and jointly facilitated trainings. The SMSD Sector coordinated the CSI Technical Working Group and represented

the CSI externally, advocating for support from other sectors, government and donors. A mixed CSI Technical Working Group (TWG) was established with SMS, Protection and Gender partners to review and provide feedback, ensuring protection and gender mainstreaming were integrated within all content.

¹ Somaliland is a self-independent state of Somalia that is recognized as an autonomous region consisting of five regions, i.e. Togdheer, Sanaag, Sool, Woqooyi Galbeed and Awdal with Hargeisa as its capital city. It is situated in the northern part of Somalia bordering the republic of Djibouti to the West and Puntland State to the East. Additional information available at: <https://www.sheltercluster.org/hub/somaliland>

² by REACH INITIATIVE

³ Local Authorities from El Afweyn (Sanaag) and Hargeisa. These locations were chosen in coordination with UNHCR as sector lead and NDRA, the national displacement agency, as they

present the highest numbers of displaced individuals in Somaliland

⁴ Topics included Humanitarian Principles, Roles and Responsibilities in CCCM, Protection Mainstreaming, Information Management and Coordination, Community Participation and Communicating with Communities

⁵ Staff of humanitarian organizations intervening in displacement sites, NDRA (National Displacement and Refugee Agency) staff, staff from local municipality offices

⁶ The Somalia CCCM Cluster received information from partners, and reports were taken and adapted to support NDRA personnel working in Burao, Ainabo, Erigavo and El Afweyn

KEY ACHIEVEMENTS

- There was effective collaboration and cooperation both within the SMSD Sector and with other sectors; this is reflected in the “one team” approach taken by SM partners.
- Sectors built upon their respective expertise and established effective synergies. For example, quarterly roundtable meetings of all Technical Experts and CiC Staff were facilitated to share experiences, encourage harmonization, discuss challenges, and identify potential solutions/lessons learned.

CHALLENGES

- Ensuring sufficient time for translation of training material from English to Bangla, and ensuring time for a final review of Bangla version by sector specialists.
- Training time was reduced due to extended travel time to reach camp-based training venue.
- Due to time constraints, pre- and post-tests for each training module were not implemented; thus, the project could not measure impact and skills transfer.
- CSI aimed to use an interactive and dynamic training methodology to maximize learning, but facilitators often reverted to lecturing, which limited participant engagement.



Group Activity with Government Staff



Gender power walk

LESSONS LEARNED AND RECOMMENDATIONS

- **Ensure a lead agency with dedicated staff and financial support:** Sufficient capacity development bandwidth, expert staffing and financial resources are required by all sector secretariats and/or sector partners to lead capacity building activities for their respective sectors. Contextualisation, engagement with stakeholders and coordinated of the rollout are essential.
- **Delay initial output to focus on multi-sector buy-in:** The long term aims of the CSI required repeated engagement and presentations to gain the participation of all sector coordinators, partners and government representatives. This process was lengthy and required continued attention, especially due to staff turnover.
- **Ensure translation support and dual language use:** The translation cycle needed about three weeks to submit, draft initial translation and quality check with technical feedback. Using appropriate language was critical for the success of the project.
- **Integrated flexibility (targeting multiple stakeholders and virtual modality):** The CSI remained flexible, and with limited access to the camps during the COVID-19 response, the material was easily modified for virtual use by replacing group activities with Question and Answer activities.
- **Prioritizing a national Training of Trainers (ToT) pool:** It is recommended to continue the ongoing delivery of ToTs to expand the cadre of national trainers, and to deliver refresher ToTs to continue strengthening the skill set of existing facilitators.

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SOUTH SUDAN



CONTEXT

South Sudan continues to experience large-scale humanitarian crisis, including protracted and new displacement despite the signing of the peace agreement on the 22nd of February 2020 to end the prolonged conflict. While the overall security situation has improved, 2019 and 2020 have seen increasing intercommunal clashes, localised violence and rising tensions in the Protection of Civilian (PoCs) sites secured by UNMISS.

An estimated 1.6 million people are internally displaced in South Sudan, the majority of whom live in informal settlements across the country in urban, peri-urban or hard to reach locations¹. The remaining population of IDPs lives in Protection of Civilians (PoC) sites or collective sites.

The coordination amongst humanitarian agencies outside of PoC sites in South Sudan has been less standardised, risking duplication

or gaps in services. In addition, there is a real disconnect between the displacement-affected communities and humanitarian actors due to lack of existing data on these informal locations, lack of presence of a coordination mechanism and communication and access difficulties due to insecurity and poor infrastructure.

The need for greater oversight of the situation of displaced populations outside of the PoCs who need access to services led to the formation of the Bentiu Roving CCCM team. Assessments were conducted by key partners in four counties (Mayom, Rubkona, Guit and Koch) to understand the population of the displaced people living in spontaneous settlements, informal IDP sites and within the host community, and to gather evidence about challenges to access basic humanitarian services including access to food, clean water and proper health care.

PROTECTION RISKS

Lack of access to humanitarian agencies by remote communities affected by displacement: Across displacement sites in Mayom, Rubkona, Guit and Koch counties, households in informal settlements, spontaneous sites or non-camp settings face challenges in ensuring their right to life with dignity. In addition, many have limited access to basic services due to their location, lack of local support systems, discrimination by host communities or irregular humanitarian services linked to access impediments. Humanitarian agencies have highlighted the need to access more remote communities through integrated missions with protection, camp coordination and camp management (CCCM), gender-based violence (GBV), and even food security and livelihoods (FSL) teams to address these challenges.

Lack of safety and security: Instability and intercommunal conflict continue despite the 2020 peace agreement. Due to violence in the form of cattle raiding, looting of properties and revenge killing, the physical safety of IDPs, returnees and host community members remains fragile. Incidents of violence continue to occur, with many casualties reported. In this regard, the CCCM team continues to closely monitor the situation in different areas and gather timely information that will be used for advocacy for the protection of civilians.

The South Sudan case study focuses on a **roving, area-based CCCM approach** focused on reaching IDPs living in temporary locations outside of formal camps with service provision and access to information.

¹ South Sudan Humanitarian Needs Overview 2021

SOUTH SUDAN

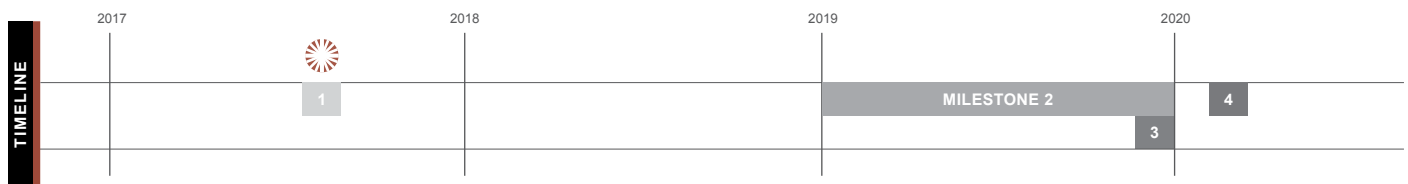
BEYOND BENTIU RESPONSE

Cause of displacement	Conflict and natural disaster
People displaced	1.6 million people displaced in South Sudan
Project location	Unity State, South Sudan
Project duration	2017 – ongoing (3 years)
# Targeted by project	67,224 (IDPs, returnees, and host community members)
CCCM coordination mechanism	National CCCM Cluster and Sub-national CCCM Cluster



Summary

Through an area-based, roving approach across four counties in Unity State, South Sudan, humanitarian partners support IDPs displaced by conflict, disease and food insecurity and returnees. Through this approach, CCCM partners target displaced persons who stay in temporary locations outside of formal camps or with the host community and lack both adequate information and coordinated service provision. The Beyond Bentiu Response (BBR) project addresses these challenges in hard-to-reach areas in the unique context of South Sudan.



- 2017 **Project start**
- August 2017 The pilot project was initiated within the identified BBR locations.
- 2019 A brief transition plan was developed to provide structure and planning for IDPs in specific sites, such as the collective centres in Bentiu and Rubkona. In addition, formal monitoring of returnees was established, and support to the existing team on IDP returnees in Rubkona, Mayom, Koch town and Mir-Mir was enhanced.

- December 2019 The roving CCCM team established a daily presence in Koch County to enhance the coordination and collection of information amongst the communities and service providers.
- February 2020 Expansion of its information management activities in hard-to-reach areas by introducing mobile information desks along the static ones to circulate information to the community.



Training of community leaders on CCCM and participation, Bentiu town, November 2020



Partners and community leaders coordination meeting, Koch December, 2020

PROJECT OVERVIEW AND OBJECTIVES

Across the four counties in Unity State (Mayom, Rubkona, Guit and Koch), households in informal settlements, spontaneous sites, or non-camp settings face limited access to basic services. Barriers include their location, lack of local support systems, discrimination by host communities or irregular humanitarian services. Moreover, instability and inter-communal conflicts in these areas threaten the physical safety of IDPs, returnees and host community members.

To respond to these challenges, the Beyond Bentiu Response (BBR) project aims to ensure that humanitarian assistance in out-of-camp displacement is coordinated amongst humanitarian actors on the

basis of need to support a more coordinated, dignified and 'do no harm' response. This is done through quality information collection and assessments. Accountability to Affected Populations (AAP) ensures that communities affected by displacement are actively participating in services provided to them, with stakeholders held accountable. The pilot BBR project aimed to increase the amount and quality of information gathered and to identify gaps in key services within the identified locations to ensure that informed humanitarian response in out-of-camp settings is implemented by a range of actors to support displacement-affected communities.

SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

Four counties in Unity State, South Sudan were identified for an area-based approach (ABA): Mayom, Rubkona, Guit, and Koch. While there are some collective centers in key towns in the Beyond Bentiu Response (BBR) counties, there are no camps and

no other 'camp-like settings' inhabited by only internally displaced populations (IDPs). Instead, the targeted locations are in general towns or villages where populations are a mixture of IDPs, recent returnees and host community members.

CCCM ACTIVITIES

Community Participation and Communication

Community Participation and Communication (CPC) activities are those which the CCCM team carries out with direct engagement with communities and local authorities. This approach, based on extensive experience across South Sudan and the region, is specifically designed to improve the involvement of affected populations in humanitarian response by ensuring that information on needs at the site level is accurate and comparable. The approach also promotes local ownership of the management and coordination of humanitarian assistance in displacement-affected locations. This approach ultimately provides a more locally owned, accountable and cost-effective way of coordinating humanitarian assistance.

Within the four counties identified in Unity State, key activities include monthly coordination meetings between community leaders and service providers, which are currently taking place in eight locations. Additionally, community leadership training on CCCM was conducted alongside Community Participation and Communication (CPC) activities to strengthen each location's leadership to properly coordinate issues raised by their communities. This has been effective since the beginning of the project. Although some of the leadership structures had dwindled, they were re-activated in coordination with the local authorities and strengthened through capacity building. To understand the level of the knowledge gained by community leaders through trainings and other capacity-building activities, the roving CCCM team developed a 'Capacity Assessment of Community Leadership Structures' tool to capture both an assessment of the community leadership at that moment and to also identify what training topics the leadership requests.

Monitoring, Assessments, and Information Management

For partners operating across the four counties, the roving CCCM team took on the information manager's role. The different activities defined the kind of information management run by the roving CCCM team, from daily activities to quarterly exercises. Information was collected through static and mobile complaints and feedback desks that also served as information desks. All the complaints brought to these desks are recorded and entered into a database managed by the team to refer cases to relevant partners, follow up and record information for future reference. Daily service monitoring was conducted in Bentiu and Rubkona collective sites, where any critical cases observed or reported were immediately referred to relevant partners.

Additionally, the roving CCCM team conducted multi-sector needs assessments using the Risk Assessment Site Profile (RASP) tool at BBR locations and new areas of interest. The purpose of the assessment is to identify needs and gaps in service provision for partners who may be operating in the location or planning to implement an intervention. Following each assessment, the CCCM team produced a report using infographics/factsheets¹ shared with the CCCM Cluster focal point and OCHA for broader dissemination to key partners. The service mapping included in these factsheets covers each humanitarian sector and all four counties, providing the 3W reporting, and is shared with all partners on a monthly basis.

To provide evidence for planning transition options for IDPs in collective centres in Bentiu and Rubkona, a headcount exercise was conducted in both sites. The exercise is segregated by age and gender, and the following factsheet was shared with the Cluster focal point to help partners operating or planning interventions in the two locations.

With the developing context, formal monitoring of returnees was established to support the existing returnee team. This work is carried out by CCCM outreach workers, who track returnee arrivals and carry out questionnaires and focus-group discussions (FGDs) with returnees to collect information on countries of asylum, intentions, next destination, the reason for return, basic needs and vulnerabilities. Based on this information, the CCCM team produces bi-weekly summaries, which are shared with CCCM partners and the Solutions Working Group (SWG) for advocacy purposes.

¹ South Sudan: Beyond Bentiu Response Humanitarian Service Map, October 2019

WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

In 2019, there was an increase in the need for coordination and advocacy with other agencies and stakeholders. More agencies moved into BBR locations² and an increased number of returnees and increased population size in these locations added to the complex situation. Coordination and advocacy activities have therefore been scaled up, with the roving CCCM team establishing a daily presence in Koch County to enhance the coordination and collection of information amongst communities and service

providers. The roving CCCM team is a member of the sub-national CCCM Cluster and engages directly with other members for coordination of activities and exchange/sharing of experiences. Moreover, the team engages with other Clusters through the Inter-Cluster Coordination Group (ICCG) at the state level for advocacy and information sharing, alongside engagement with the national CCCM Cluster and other coordination forums.

KEY ACHIEVEMENTS

1. The roving CCCM team reached and assessed hard-to-reach areas where humanitarian presence was limited. The team was able to identify multi-sectoral needs and flag them to partners present at the field or state level using the RASP tool and other assessments, produce timely reliable information for the service providers and advocate for scale-up of response.
2. Population movement in Bentiu and Rubkona collective sites was monitored through a headcount exercise conducted by the roving CCCM team on a quarterly basis.
3. Monthly coordination meetings have been initiated between service providers and community leaders in all out-of-camp settings. Through these meetings, the participation of affected communities in humanitarian programming has been enhanced as they are brought closer to the planning process, communicating with communities has been more effective and humanitarian actors are held accountable.
4. Through its capacity-building approach to support self-governance structures, the roving CCCM team continues to support eleven committees across Unity State, providing tailored training modules and continuous coaching.
5. The introduction of mobile information desks along with the static ones enabled the roving CCCM team to circulate information to the community, identify needs and gaps and ensure the reference of needs to relevant actors.

CHALLENGES

1. Most of the locations are inaccessible during the rainy season due to bad road conditions. To continue collecting information in these locations, the roving CCCM team has strengthened communication channels with partners on the ground, deep-field focal points and local authorities. In addition, when feasible and applicable, the team hires CCCM staff from those locations to ensure year-round access.
2. Gathering data on populations and beneficiary numbers is complex as the IDP population is usually mixed with the host community, making it difficult to conduct disaggregated headcounts.
3. Advocating for remote and hard-to-reach communities is challenging. Often, other agencies cannot access the communities with the most appropriate support due to lack of funding and priorities. This sometimes affects the active engagement of the communities in CCCM activities.
4. Female participation in the existing, traditional and organic leadership structures is limited and often regulated by cultural norms³. To overcome this challenge, the CCCM team will continue its effort to enhance women's representation in these structures through continuous training on participation and the importance of inclusion of women, regular coaching and engagement with women's committees and groups.



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Partners and community leaders coordination meeting, Koch, March 2021

LESSONS LEARNED AND RECOMMENDATIONS

1. Regular in-person communication with the self-governance structures in hard-to-reach areas **is not feasible during the rainy season** as the team is not able to physically reach these locations. Finding alternative ways to keep in communication with these communities is one of the project's key learnings. The roving CCCM team developed a monitoring tool through which community representatives can record gaps in services and needs of the population and share them once there is humanitarian presence on the ground. The roving CCCM team trained the community representatives on this tool. However, this modality has not been very effective as the information is delayed in reaching the team due to road inaccessibility, which therefore also delays any response from humanitarian actors.
2. Through proper planning and engagement with other teams, such as Protection and other actors representing different sectors externally, **effective inter-sectoral assessments were conducted**. This was a holistic needs assessment of the communities, and the results were presented to the Inter-Cluster Coordination Group (ICCG) for advocacy to the respective Clusters to respond to needs identified.
3. Due to the roving approach's nature, **continuous on-ground monitoring is not possible in hard-to-reach locations** outside Bentiu and Rubkona town. To mitigate this, the CCCM team used a Rapid Assessment Site Prioritisation (RASP) tool to make decisions around the priority level of a location to inform how frequently visits should be made.
4. By working in out-of-camp settings, both peri-urban and rural, in a roving approach, the CCCM team is able to cover a much larger area and **support a more significant number of displacement-affected communities** in Unity State.

² Due to lower security threats, improved road conditions and donor interest.

³ The roving CCCM team does not create new community leadership structures but works with the ones that the team identifies in each location.

Contact & Acknowledgements

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Annex B

CAPACITY BUILDING CHAPTER

1. The Global Shelter Cluster page on Somaliland includes recent documents and links to maps. Additional information available at: <https://www.sheltercluster.org/hub/somaliland>
2. The Referral and Escalation System (RES) in the Yemen case study is not accessible externally, however the Referral and Escalation Platform is accessible at: <https://resccm.org/ReferralActions.aspx?id=612>
3. The UNHCR Operational Portal tracks current statistics on the response in Bangladesh as well as providing a library of documents and reports at https://data2.unhcr.org/en/situations/myanmar_refugees
4. Beyond Bentiu Response in South Sudan publishes maps of humanitarian services (as in this example from October 2019): <https://reliefweb.int/report/south-sudan/south-sudan-beyond-bentiu-response-bbr-humanitarian-service-map-october-2019>

