MANAGEMENT AND COORDINATION OF COLLECTIVE SETTINGS THROUGH MOBILE / AREA BASED APPROACH

Working Paper - April 2019

Title: Management and coordination of collective settings[1] through Mobile Approach

Context/ Rational

The traditional accommodation option for both internal displacement and those seeking safety abroad has been for several decades the establishment of formal camps in rural zones, which allowed for organized management of assistance and services, control of movement and maintaining security (of the host population, while providing some to the displaced).

With the protraction of displacement and the associated burden on the host communities, limited funding and more permissive governmental policies on movement, governments are often reluctant to establish formal camps. Increasing numbers of displaced people find shelter and livelihood opportunities outside traditional camps, and by end 2017, over 70% of internally displaced people were accommodated in informal settlements or remained dispersed in host community homes and in rural, peri-urban and urban environments; these last seen as places of sanctuary and locations of opportunity.

In addition to general urbanization trends, other drivers account for the occurrence of displaced people finding refuge in alternative collective settings or preferring non-formal camp environments[2]. These include the limited availability of land to legally occupy and use for generating livelihood, restrictive access to markets, security considerations and coping strategies. Families may get by squatting in informal areas, unfinished buildings or marginalized neighbourhoods, such as slums and informal settlements.

All collective settings need some form of management to create safe and secure living environment in order to meet the basic human rights of displaced populations, as the main objective of Camp Management[3]. Increasing diversity in modalities of settlement scenarios requires an adaptable approach to camp management, that can be applied to

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[1] . Please note: The Camp Management Tool Kit has defined the terminology of planned camps, self-settled camps and collective centres; within this document the terminology *collective settings* encompass formal camps and other camp-like sites, such as informal settlements and collective centers (i.e. reception, transit or evacuation centers) in rural, peri-urban and urban environments.
CM Tool kit:www.globalcccmcluster.org/system/files/publications/CMT_2015_Portfolio_compressed.pdf

[2] Host governments are often reluctant to establish formal camps for political reasons, wishing to avoid the visible acknowledgement of a displaced population under their responsibility, or anticipating pull factors by which local people will be drawn to camps in search of assistance and services not available to them elsewhere. Formal, planned camps require intricate preparation, as well as adequate land rights, budget and permission from authorities – all of which are often lacking. Moreover, many displaced people prefer not to live in planned camps due to concerns such as poor access to markets and livelihoods opportunities, as well as the association of camps with a lack of freedom of movement.

[3] Refer to CM Toolkit, chapter 1, as above

rented accommodation and spontaneous settlements, in communal collective and/or unplanned settings as well as in dispersed host communities.

The guidance here results from a request made in the 2017 CCCM Global Retreat by participants to reflect CCCM experience and best practices of mobile Camp Management (CM) approaches from the global and field levels[4]. This guidance serves as a departure point for continued learning and adaption by CCCM practitioners as well as of interest to the wider humanitarian community and sectorial specialists.

Key features of a CCCM Mobile Approach

The Camp Management and Camp Coordination (CCCM) mobile approaches have been tested in different contexts as the case studies illustrate. The key features identified as contributing to their efficiency and appropriateness are: mobility and adaptability; multi-sectorial focus; and a variable and tailored expertise of the team members.

1) Mobility and flexibility/adaptability:

The CCCM Mobile Approach (CCCM-MA) responses are primary characterized by the response teams' ability to visit selected communal displacement settings at regular intervals and, as soon as possible, agree on a schedule of such visit, which, from the perspective of the displaced persons as well as the humanitarian actors, adds to predictability of the humanitarian intervention and contact in an otherwise highly fluid environment. It also allows to reach displaced populations living in hard-to-reach contexts, such as unplanned urban, peri-urban[5] or rural collective accommodations and settlements, often overlooked in the early stages of emergencies when the focus is on larger and accessible locations.

CCCM-MA has the flexibility to decide, based on needs identified in real-time or referrals, which locations to visit and adjust the schedule as needed. It is also adaptable with regards to areas of intervention – while the basic feature is the focus on community engagement and on building/strengthening of community structures, given the ultimate aim to ensure self-management and community-owned recovery process, it can adjust the membership/profile of the team and the timing of visits to address priority areas as required.

Nevertheless, the mobility and adaptability of the CCCM-MA also requires realistic adjustment of the objectives and targets (risk of being overambitious) and prioritization of interventions based on the stability and sustainability of the context (early emergency with continuous new arrivals vs. more established sites and less life-saving needs).

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[4] Document peer reviewed at Global CCCM retreat 2018, retreat report: http://www.globalcccmcluster.org/tools-and-guidance/publications

[5] Peri-urban: an area between consolidated urban and rural regions. Sphere 2018

2) Comprehensive multi-sectorial focus:

As CCCM mobile teams often make first contact with displaced communities in need of support, gathering information on the multi-sectoral needs and gaps and then sharing the data with the relevant external and internal stakeholders improves service delivery and facilitates a prompt and coherent response.

When assessing the needs of each site, the teams look holistically at all the needs across the various sectors and, to the extent possible, with the aim at addressing them in an integrated fashion. Following the initial comprehensive multi-sectorial assessment of sites, data are shared with and referrals made to the humanitarian community (including the various clusters and inter-cluster coordination mechanisms) to deliver first-line responses from the needed sectors as well as carry on more specific sectoral assessments, which can be required for only certain sites.

In order to make best use of the data collection conducted by the CCCM mobile teams, prior sensitization (through the CCCM cluster or other relevant coordination mechanism) concerning the existence of the CCCM-MA programme and agreement on rapid assessment site surveys with input from all the clusters/sectors is required. Participation of the sectors in the assessments conducted by the mobile teams is also advisable.

Site mapping and multi-sectorial information management being a core feature of CCCM actors, this added value is translated into the outputs of the mobile teams whenever the conditions allow for it (e.g. security conditions, availability of resources).

3) Mobile team: Varied and tailored expertise

The "core" profile of the members of CCCM mobile teams is habitually composed of individuals with general protection expertise and familiarity with several technical sectors. The adaptable nature of a mobile approach allows for adjustment of the team profile as appropriate, to include specialized technical experts responding to specific contextual needs of the displaced settlement scenarios. For example, general CCCM teams can be complemented with expertise in case management, Housing, Land and Property (HLP) issues, counselling and legal assistance or various technical sectors (e.g. shelter, site planning, Water, Sanitation and Health (WASH)). As different displacement contexts and population groups present a variety of needs, it is essential that CCCM mobile teams diversify profiles to tailor their response.

What are the strengths of a CCCM mobile approach?

Traditionally, camps and more structured camp-like settings benefit from the presence and activities of a camp management agency (CMA) who organizes the governance

structures of displaced communities and manages the assistance and services provided by humanitarian or other actors (private entities, local authorities, etc[6].).

CCCM-MA relies on the adaptation of CCCM responses to scattered, numerous and less structured locations where permanent presence of a CMA is not feasible or desirable. Due to its **mobile character**, **multi-functional nature**, as well as **technical and protection expertise**, the CCCM-MA enables a **flexible response to the multi-sectoral needs** of displaced people residing in a specific displacement setting. It focuses mainly on management of and coordination between communal sites of different sizes and dispersed locations but, if required by the context, can also target broader populations living within any given area to ensure area-based coordinated response.

Common to all CCCM response options, mobile teams have the ability to significantly increase protection space and efficiency in the provision of assistance and services to displaced individuals living in communal settings by providing a platform to exchange information, foster community engagement and facilitate coordination forum for intervening actors[7].

Experience has shown that providing dedicated camp/site management teams for a significant number of scattered displacement sites is extremely challenging and resource-intensive. The mobile approach's flexible and adaptable nature allow for partners to address needs in dispersed informal settlements and collective settings across a wide geographical area for which a traditional in-site camp management approach would frequently be ill-suited. In these instances, settlements are often grouped into geographical areas to ease operational and logistical challenges. This modality often implies that the response has to be more community owned and driven.

CCCM mobile teams working with the displaced populations have the expertise and tools required to invest in relationships with the community and its existing leadership structures as well as local authorities to incrementally prepare the communities for self-management. Such initiatives allow meaningful interaction between humanitarian community and the displaced populations, limit dependency on humanitarian assistance and strengthen sustainability by facilitating the capacities of local actors and the displaced populations to lead the recovery process.

Unlike the use of sector-specific or even multi-functional mobile teams, the advantage of implementing a CCCM-MA is its grounding in three objectives of CCCM, which allows for a comprehensive and sustainable response to a fluid displacement situation and facilitate the interventions of other actors – 1. assessing the needs, gaps and monitoring the quality of responses from a multi-sectorial perspective; 2. facilitating the creation of

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[6] Refer to chapter 2 in CM toolkit:
www.globalcccmcluster.org/system/files/publications/CMT_2015_Portfolio_compressed.pdf
[7] For example, mobile teams can respond to eviction threads by facilitating dialogue between the protection agency, local authorities and owners to promote tenure security of the displaced communities- see Somalia case study.

self-governance and participation structures leading to sustainable community-based protection and organization of life; and 3. coordinating the responses across sites and areas through mapping of intervening actors and facilitating efficient functioning of referral mechanisms.

Predominately used to **respond to unplanned/informal settlements**, with low population numbers and high occurrence, a CCCM-MA provides a viable alternative in response to the needs of displaced people living in hard-to-reach or too numerous displacement sites without a permanent presence of CMAs[8]. Furthermore, as displacement trends evolve during a humanitarian crisis, a mobile CCCM response can readily be modified and adjusted to respond to the changing context.[9]

There are potential limitations of the mobile approach's applicability where the number of households live together is very small that CMA activities become in effect case management and not able to retain the core communal character.

How to make the most of a CCCM mobile approach?

- Ensure prioritization and staggered implementation of activities depending on the urgency of the needs as well as the protection environment, with strengthening of the community engagement and supporting their capacity to cope and manage being an underlying and ongoing activity, allowing for sustainability and efficiency of the interventions.
- Identify a set of activities to be coordinated across all sites based on agreed standard operating procedures and monitor their execution.
- Create site- or area-specific work plans for the mobile teams and, in collaboration with the other clusters/sectors as well as local respondents, establish efficient referral mechanisms.

CCCM MA menu of activities to be contextualized to specific displacement settings:

In an early emergency context, mobile teams may not be able to accomplish the full range of CCCM activities as dispersed and hard to reach displacement settings may have a short lifespan due to the evolving situation. In an initial response, the onus must be on life-saving activities such as first-line assessments, direct referrals and circulation of referral pathways and information management products that are updated in real-time. In contexts that are more prolonged, additional activities can be added to the response portfolio as the mobile teams continue to adapt to the emerging needs of the displaced population.

Identification of displacement sites

- Identifying sites used to accommodate displaced people.

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[8] Also refer to CM Toolkit for definition of Camp Management Agency, Chapter 2. See link above.
[9] See Iraq case studies for examples

- Estimate absorption capacities of the various communal sites for referral purposes

Management, monitoring and Accountability to Affected Population

- Creating site level information management tools such as service maps, camp/site profiles, contact lists and information on service providers
- Carry out multi-sectoral needs assessments on regular basis, as required.
- Establishing site level advertised referral pathways, information hotlines as well as complaint and feedback mechanisms (CFM).
- Communication with Communities (CwC) information campaigns, as well as context-specific capacity building trainings or working with specialized organizations to provide trainings (e.g. in leadership, conflict management, gender-based violence (GBV) prevention, mine risk education, fire prevention, housing, land and property (HLP) rights, etc.)
- Carry out monitoring exercises together with displaced communities and service providers

Community-based governance and participation

- Mapping and profiling of identified sites community leadership structure (social mapping).
- Establishing and training site committees that represent the community (including host community where relevant and/or possible).
- Support and mentor Community Committees toward self-management where community representative structures are aware of and capable to interact and advocate for their needs with humanitarian/local service providers and local government, facilitate the participation of community representative structures within humanitarian/local coordination platforms, build the capacity of community representative structures to identify, prioritize, and solve collective problems.
- Identifying with the community, projects and activities oriented towards consistent community-based solutions.

Physical Sites

- Facilitate essential site maintenance activities to be coordinated or organized to support adequate/minimum living standards and protection. (e.g.: household level internal partitions, mitigating site hazards such as protection from falling, debris removal, window and door repairs/ simple sanitation network repairs).[10]

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[10] Retreat 2018 break-out group review notes: coordinating small-scale community led site risk mitigations activities within the CCCM mobile response team remit e.g. cash for work, larger scale site improvements e.g. structural works, public service infrastructure fall to shelter/ WASH sector.

- Participating in establishing forms of tenure security for displaced communities living in informal sites (e.g. rental agreements, right to occupancy agreements, etc.).

Coordination of multi-sectorial assistance and provision of services

- Advocating for multi-sectorial responses, in function of identified gaps.
- Organize site/area level coordination meetings with community members (both displaced and host communities).
- Coordination with local authorities and partners on needs and service gaps.
- Strengthen/establish communication and coordination mechanism(s) and ensuring participation of community representation structure.

The role of the CCCM Cluster (if relevant):

In context of internal displacement coordinated through activated clusters, where a **CCCM mobile approach** is deemed appropriate, the CCCM Cluster might propose the ToR and composition of the mobile teams, develop shared tools and ensure consistency and standardization of procedures. When the use of mobile teams is initiated by the operational agencies, the CCCM Cluster continues to monitor services provided to the displaced populations in sites and advocate for fulfilment of gaps. If required, it should coordinate the implementation of the CCCM mobile approach between the different operational agencies.

The CCCM cluster also plays an important role in contributing to the inter-cluster coordination and preparedness (e.g. by providing information on the absorption capacity of different sites, direction and numbers of displaced on the move, their needs by sector, etc.) jointly with the other clusters.

Additionally, the multi-sectorial data-evidence collected by the mobile teams is used to inform advocacy of the CCCM clusters, as well as other clusters and the humanitarian community.

Acronyms:

CM	Camp Management
CMA	Camp Management Agency
CCCM	Camp Management and Camp Coordination
CCCM-MA	Camp Management and Camp Coordination- Mobile Approach
CwC	Communication with Communities
GBV	Gender-Based Violence
HLP	Housing, Land and Property
ToR	Terms of Reference
WASH	Water, Sanitation and Health
CFM	Complaint and Feedback Mechanisms