CCCM Mobile-Case study- DRAFT

Iraq

Introduction:

While the focus of this case study is on **mobile CCCM approaches** applied in Iraq, other CCCM methodologies and practices are also documented here for ease of reference and contextual positioning. In addition to the CCCM mobile approaches in formal camps and urban informal settings, a cash for maintenance initiative (insert boxes) are documented.

Iraq is one of the recent most complex CCCM responses, soliciting the full set of implementations that CCCM entails as a sector of intervention. This document showcases the application of CCCM sectoral approaches with the aim of providing practitioners with case studies to draw from for future responses. To this effect this case study is composed of concrete examples drawn from the Iraq response and a generic summary of activity sets for future reference and learning in the appendix.

Context:

Starting in 2014 with the influx of Syrian refugees and internal displacement following ISIS territorial gains in Iraq, the CCCM Cluster and partners piloted a multi-pronged approach to camp management in Iraq encompassing direct camp management and capacity building of local authorities in formal camps as well as area-based and mobile teams' responses for out-of-camp displacement settings.

As nearly 70%[1] of the refugee and IDP population settled outside of camps in often critical conditions, CCCM partners have sought to develop an out-of-camp response aimed at applying traditional CCCM core activities to management of smaller pockets of IDP settlements predominately in urban and peri-urban areas. While the Mosul campaign forced much CCCM focus to shift to direct management of large formal camps, a large percentage of displaced people sought safety in a spectrum of urban settlement options.

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

As of July 2018,[2] for the first time since 2014, the number of returnees surpassed displaced persons. In response to this changing context, CCCM partners are looking at how area-based CCCM approaches[3] can support both the displaced and returnees in complex urban spaces.

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[1] http://iraqdtm.iom.int/LastDTMRound/IOM-Iraq_Displacement_Crisis_2014-2017.pdf pg 12
[2] DTM http://iraqdtm.iom.int/LastDTMRound/Round100_Report_English_2018_July_31_IOM_DTM.pdf
[3] Iraq area-based CCCM approaches documented in upcoming CCCM case study publication vol.3

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Displacement Data:

CCCM approach:	**Provision of Camp Management Support to camp management teams**
Project title:	Camp management and coordination mentorship consortium (NRC, DRC and ACTED)
Causes of displacement:	Conflict
Conflict date:	2014 - present
Project Location:	**Dohuk, Kurdistan Region of Iraq**
Project duration:	May 2014- 2015
CCCM cluster activated:	Yes
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> **Summary highlight box:**
> The CCCM response to displacement in Iraq includes support to more than 450,000 IDPs living in formal camp settings[4]. In the Kurdistan region of Iraq, a CCCM mentorship consortium project provided training and mentorship to camp management teams in four districts. The project built capacity through a blend of formal training and on-the-job operational support that included coaching and advice on real-time camp management issues.

Context:

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

As outlined in the 2014-2015 Humanitarian Strategic Response Plan (SRP)[5], the goal of the CCCM cluster was to establish solid coordination mechanisms to support an efficient and equitable delivery of assistance and services to displaced populations. As the first responder and primary body responsible for the protection of internally displaced persons, the government had taken on the management of the 16 camps and had introduced a new governing body, the Board of Relief and Humanitarian Affairs (BRHA), which currently oversees all operations relating to both refugees and IDPs residing in Dohuk governorate. In early 2015, the CCCM cluster gave priority to capacity building initiatives that targeted the government in Dohuk governorate, which until that point had been operating without uniform tools and standards (for camp coordination and camp management). Therefore,

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[4] CCCM Cluster Iraq. N.d. Operational Portal: IDP situations. https://data2.unhcr.org/en/situations/iraq_cccm
[5] 2014/2015 Iraq Strategic Response Plan. https://reliefweb.int/report/iraq/iraq-strategic-response-plan-2014-2015

in line with the Humanitarian Strategic Response Plan and the stated objectives of the CCCM cluster NRC, DRC, and ACTED formed a consortium to provide training and mentorship in camp management to 11 government appointed IDP Camp Managers which then became 12 with the opening of Sheikhan camp.

The consortium project provided both formal training and field-based mentorship to 11 camp management teams totalling 146 staff in four districts[6]. The pilot project sought to strengthen the capacity of camp managers and their staff through the provision of both formal trainings and on-the-job operational support. International project managers provided coaching and advised on real time camp management issues including inter- and intra-camp coordination, both at government and CCCM cluster level. The consortium provided further support through mobile teams dedicated to community participation and engagement, information management, and protection mainstreaming.

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

CCCM activities:
The objective of the project is to ensure that the IDP camps in Dohuk are managed effectively and efficiently, respecting humanitarian principles and space. The main project activities were:

- Designing/providing training material
- Identification of camps to be supported
- Recruitment of DRC/NRC/ACTED mentoring staff
- Initial job training for Camp Management Teams
    - Training on CCCM Core Concepts training
    - Additional monthly trainings were provided in sector-specific areas as needed. These included Protection Mainstreaming, SGBV Core Concepts, and Managing People in Emergencies
- On the Job Coaching:
    - Some of the tools the consortium helped putting in place include:
        - Camp Management Assessment Tool
        - Camp organograms and contact lists
        - 4W matrix
        - Service Mapping
        - Risk Mapping and Analysis
        - Terms of Reference for Camp Committees
        - Camp committee meeting schedules

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

- Code of Conduct for Committees
- Code of Conduct for Visitors
- Code of Conduct for Camp Management staff
- Rules and Regulations for IDP residents
- GBV referral pathways
- CCCM Population tracking tool
- CCCM Camp Priority tool
- Incident Reporting Form
- New Actor Proposal Form
- Camp Coordination Minutes
- Protection Network Minutes
- Project monitoring

Implementation:

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

The project began with recruitment of 18 national staff and training them with the global CCCM training materials. Capacities in the camps were also mapped, looking to identify the camps that could be supported through the project.

Following careful analysis of the camp management teams, the consortium provided monthly trainings to the camp management staff based on identified needs. All camp management staff received at least 1 day of training on CCCM core concepts. Protection and Social Services staff received training on Protection Mainstreaming and SGBV basic principles. By focusing on protection and participation, the consortium aimed to increase the camp management teams' accessibility by the community, thereby raising access to protection and services and ensuring accountability to the affected population.

Codes of conduct were developed through the project for camp management staff as well as camp residents, visitors and community representatives. Information management tools were also developed, as well as service mapping and completing SGBV referral pathways.

As the final step of the project, which was extended to August 2015, the camp management teams were able to independently run camp coordination meetings and complete monthly reporting.

Impacts of the project:

This project was developed in close collaboration between NRC, DRC, and ACTED, drawing on the related experience and expertise of each agency in similar, but not identical interventions. From the start of implementation, the three partners met together regularly

to plan and harmonize work plans, approach and activities in different camps that had very different needs and response capabilities to coaching and training. Working tools were developed jointly, with inputs from each agency. Examples include the harmonization of terms of reference for consortium staff, the development of a shared work plan, the development of a joint monitoring & evaluation matrix, and the development of a standardized camp assessment tool, as these documents were uploaded to a shared file to be accessible by all. All major decisions were taken in consultation between the three agencies, with initial support from the DRC CCCM Advisor and the UNHCR CCCM Cluster Coordinator. Weekly reporting was rotated between the three agencies, as scheduling allowed. Logistical arrangements for the formal trainings were shared equally, based on the capacity of each agency, as well as the presence and advocacy activities in all the relevant fora (clusters, working groups, etc.).

In addition to coordination at the project management level, the mobile teams and camp management focal points meet bi-weekly to build the relationship between the teams, compare experiences, and share lessons learned. Similarly, field staff were encouraged to visit camps assigned to other agencies in the consortium to study the approach used and the impact of the mentorship programme. In addition, the staff attended a joint training in which the roles and responsibilities of each team member was discussed and clarified.

The consortium has found that having a shared approach has contributed to gaining the approval of the government and will have a more far-reaching impact in achieving international standards across camps. Introducing standardized codes of conducts, referral mechanisms, coordination tools across camps ensures that partners working in multiple locations are able to implement activities more efficiently. Furthermore, tensions between camps will be reduced as inequalities are addressed. The consortium foresees that this joint approach will help identify duplication of services in camps and ensure gaps are filled.

The consortium also worked in collaboration with UNHCR in all camps to mainstream protection across the board, both organizing workshop-like training for all camp management teams in IDP and refugee camps and setting up coordinating structures, activities and in-camps trainings on the matter involving all relevant partners.

The coordinated response had a noticeable impact regarding a scabies outbreak in which agencies were able to share strategies and information tools across camps. Specifically, International Medical Corps (IMC), Premiere Urgence (PU-AMI) and Action Against Hunger (ACF) successfully stemmed the outbreak of scabies in Garmawa, and Essyan. As a result of the consortium information sharing and coordination in camps, IMC and ACF were asked to share the lessons learned with health and WASH partner in the other camps. Norwegian Church Aid is currently using materials provided by ACF in an information campaign promoting hygiene and scabies prevention. The consortium also worked with Medair and World Vision to make possible the introduction a unique registration and distribution tracking tool (Last Mile Mobile Solutions [LMMS]) to be used in all camps, and which would harmonize some significant information management operating standards as well as direct assistance to beneficiaries in all camps. Additionally, the consortium helped the CCCM

cluster and BRHA to roll-out specific IM tools in the camps and supported the camp management teams daily to use such told regularly and independently.

Finally, the consortium had a significant impact in setting up, shaping and maintaining community participation and engagement of camp resident IDPs in coordination structures as well as in care and maintenance activities in each camp, often organizing gatherings, chairing meetings, organizing agendas and disseminating notes and minutes to the relevant stakeholders.

In relation to the contribution provided to camps and committees to perform their duties and continue their activities over time, the consortium provided significant material support with specific equipment, materials and supplies without which all training and coaching would have not proven fruitful, nor made the stakeholders independent and their duties feasible.

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

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

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

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

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

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

Dependency on relationship with camp managers: The pre-existing dynamics in some camps slowed the progress of forming relationships between the mentorship team and the camp management team, leading to tensions arising in some camps when feedback and advice were misunderstood.

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

Lessons learned:
Behavioural change through capacity building is ambitious in a six-month project. Capacity building requires the creation of trust through strong relationships and commitment by the affected populations. The project's experience illustrates that longer mentorship timeframe are highly recommended.

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

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

It is recommended to harmonize budgets according to intended activities to ensure that all partners are able to provide the same services and ensure that budgets for CCCM projects encompass operational budgets. The provision of camp management equipment and tools for the camp managers significantly enhances the capacity of the camp management teams. The camp management teams are unable to fully implement lessons learned in the trainings and through coaching when there is limited access to the necessary tools. For example, camp managers are unable to implement community participation activities without access to notice boards, loud speakers and microphones. Without computers and tablets for assessments and registration, the camp management teams are unable to effectively track movement, distributions.

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CCCM CLUSTER
SUPPORTING DISPLACED COMMUNITIES

Timeline:

Project start date: November 2014		
Project milestone 1:	*Date* February 2015	*Event* Complete recruitment and training of 18 national staff with global CCCM training materials
Project milestone 2:	February 2015	Capacities in camps mapped
Project milestone 3:	February-June 2015	Training of camp managers and camp management teams in CCCM principles, protection, community participation and SGBV.
Project milestone 4:	February-June 2015	Development of information management tools, completion of SGBV referral pathways and service mapping.
Project milestone 5:	February-March 2015	Development of codes of conduct for camp management, visitors, camp residents, and community representatives.
Project milestone 6:	June 2015 onwards*	Camp managers and camp management teams independently run camp coordination meetings and complete monthly reporting.
Project completion:	June 2015; * extended to August 2015	

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CCCM Community and CASH Based Initiatives

Setting-up of Maintenance Workshops
Qayyarah camps (Haj Ali, Airstrip, Jeddah) – IOM, DRC, RNVDO
2017-ongoing

Camp Management has established two workshops in Haj Ali, Jeddah and Qayyarah airstrip camps starting in 2017 to enable care and maintenance and livelihood activities to be carried out directly on site by qualified camp maintenance and women's committee members. The primary purpose of the workshop is to ensure that camp infrastructure is maintained in the most time and cost-efficient manner and reduce hazards resulting from poor maintenance. The workshop was also established to provide a place for skills training for IDPs in the camp in areas of maintenance, carpentry, metalwork, sewing and handicrafts. Lastly, the workshop is open to all camp residents for personal projects, under the supervision of qualified camp management and camp committee personnel, and within a set of guidelines issued to all residents. Camp residents may then use the camp workshop for individual household maintenance, or for small scale livelihood activities.

Initiative Objective:
- Encourage greater ownership of camp maintenance and infrastructure by the camp community, and most notably by the camp maintenance committee, with a view to moving towards self-management.
- Improve the ability of IDPs to carry out basic shelter improvements, or cover household needs such as sewing and mending.
- Provide small-scale support to families with special needs.
- Provide limited cash for work opportunities to camp residents to carry out camp care and maintenance works, rather than hiring external contractor
- Improve the opportunities of camp residents to start small businesses or income-generating activities through limited vocational training and availability of machinery, tools and workshop space.
- Ensure that daily laborers carrying out maintenance activities have received proper technical and safety training from camp maintenance committee.

Reflections:
- Initial focus on routine camp care and maintenance and vocational training to test equipment, systems and experience gained by maintenance committees to manage the facilities.
- Potential for Women's committee to self-manage a similar sewing workshop
- Host community can arrange material provision at bulk prices to provide support to local market and address possible issues of movement issues for residents
- Need for clear communication from the beginning on the limitation of raw materials provision for camp residents' personal use (machinery and tools only).
- Facilitates IDP families to undertake small-scale shelter improvements at a lower cost.
- Allowed camp management to undertake the majority of care and maintenance activities without subcontracting.
- Enhancement of more sustainable community-based approaches to care and maintenance of their camp.

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Appendix:

Summary of Iraq CCCM Methodology, trainings and tools

<u>Formal camps:</u>

1. *Direct camp management (camp based teams with implementation based on CCCM Toolkit)*
2. *CCCM Mobile teams (focus on capacity building and direct implementation based on CCCM Toolkit)*

<u>Informal sites:</u>

3. *CCCM Mobile in Collective Centers*[78]

Iraq Minimum CCCM standard activities[9]:
- Needs assessments (RASP and alike)
- Population overview (site figures, entry + exit, intentions surveys)
- 4Ws and service mapping
- Identification of community focal points and establishing representation/committees for community ownership towards self-governance purposes
- Service delivery monitoring and coordination (collective centre focal points and NGOs)
- Advocacy and referrals (including Protection related and in coordination with the CwC TF)
- Community campaigns and risk mitigation
- Awareness sessions/capacity building (firefighting, first aid, PSS, Health)
- Site risk reduction

4. *CCCM Monitoring/Outreach of Spontaneous Sites*[10]

Iraq CCCM Minimum Standard Activities:
- Needs assessments (RASP and alike) and service delivery monitoring
- Population overview
- Identification of community focal points
- Advocacy and referrals
- Awareness sessions/capacity building (firefighting, first aid, PSS, Health)

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[7] Sites in specific type of structure not built to accommodate the displaced and not modified for such a purpose; mall, school, religious edifice, collective accommodation, public building, hospitals collectively accommodating more than 30 families.

[8] Based on established CCCM methodology outlined in the Collective Center Guidelines.

[9] While some adaptation were made, the ones bolded were essential

[10] Spontaneously self-established sites inhabited by more than 5 and up to 30 displaced families utilising communal basic services.

- Site risk reduction

5. *CCCM Capacity Building in the form of Training*

Transition of CCCM Activities:
- local partner capacity and government capacity building (training + incentives)
- community empowerment towards self-governance
- social cohesion;
- community driven projects (including livelihoods and self-reliance; cash-for work)
- basic infrastructure and services maintenance

Camp Management Support Activities Set:
In formal camps which have a representative appointed by the local authorities to manage the camps, following the identification of CCCM support being required and accepted, activities composing a *minimum* CCCM Standard Activity Set included:
- Needs assessments (RASP and alike)
- Population overview (site figures, entry + exit, intentions surveys)
- 4Ws and service mapping
- Identification of community focal points and establishing representation/committees for community mobilisation, information dissemination, ownership towards self-governance purposes
- Service delivery monitoring and coordination (collective centre focal points and NGOs)
- Advocacy and referrals (including Protection related and in coordination with the CwC TF)
- Community campaigns and risk mitigation
- Awareness sessions/capacity building (firefighting, first aid, PSS, Health)
- Site risk reduction

In addition, CCCM partners trained, mentored and where relevant financially support NGOs and government actors carrying out camp management activities in order to improved capacity and provide more sustainable CCCM support in the long-term.

The size of the support team (in some instances mobile teams) is adapted to the size and capacity of the camp management actor, but generally includes a team leader, technical specialists, and capacity building focal points. Activities generally include:
- Training of partner in the core activities and principles of Camp Management, and on key protection issues in camp settings
- Elaboration of joint a work plan between the CCCM partner and the (local) NGO/MoMD/Camp Management authorities

- Provision and joint-development of key tools and templates necessary for completion of Camp Management activities (minute templates, meeting agendas, service mapping matrixes, assessment templates, TORs and committee formation, SOPs for IDP access and reception, etc.)
- Training and joint-development of key tools for information management, including carrying out the FSMT, support to registration, arrivals and departures tracking, camp sweeps. Provision when possible of IM equipment (stationary, tablets, printers, computers, Kobo server, etc)
- Provision of minimal construction material, technical expertise and daily workers for Site Maintenance (partitions, road maintenance, fencing, electrical upgrading, community/distribution areas).
- Provision of fire safety materials and coordination with local government to deliver fire safety awareness raising
- Provision of material support to Camp Management in the form of Camp Management Caravans (fully equipped with IT and communication equipment, furniture, toilet facilities and stationary), generators, rub-halls, fencing, and other equipment, as relevant.

Examples of core trainings conducted in Iraq:
1. **Introduction to Camp Coordination and Camp Management (Global CCCM Cluster basic training course)**

This three-day training is designed to enhance the ability of CCCM actors with a view to ensure equitable access to assistance, protection, and services for internally displaced persons (IDPs), to improve their quality of life and dignity during displacement while seeking and advocating for durable solutions.

2. **Camp Coordination and Camp Management Training of Trainers (Global CCCM Cluster advanced training course)**

The five-day ToT aims to equip CCCM practitioners with the skills and knowledge they need to deliver successful CCCM trainings, with the ability to adapt the sessions to a variety of audiences and contexts. After successful completion of this 5-day training, each participant qualifies as a certified CCCM Trainer.

3. **Camp Management in Practice (developed to target operational Camp Management partners based on local level needs)**

The training is based on the global CCCM Cluster training materials, but adapted to have a more operational focus, including related to protection, CwC, infrastructure maintenance and coordination. It covers specifics on reasons why core Camp Management activities are important, and describes a simple, step by step guide on how to implement them.

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The documents and tools here displayed and accessible for download are made publicly available by the Global CCCM Cluster with the intent to serve as reference and learning material, guiding the development and adaptation of new documents and tools as appropriate. They represent the opinions of the organizations and individuals that created and submitted them, reflecting realities of specific country responses relevant to CCCM and shall be understood within this specific context. The Global CCCM Cluster does not assume any liability or responsibility for the accuracy, completeness or usefulness of any information, product or process disclosed in these examples, unless expressly stated otherwise.