

## Iraq- Mobile Approaches

### Displacement Data:

**CCCM approach:**

**Project titles:**

**CCCM Mobile approaches**

Camp management and coordination support through mobile teams (ACTED),

Camp management and coordination support through mobile teams (informal settlements, collective centers) IOM, DRC, NRC

**Conflict date<sup>1</sup>:**

Displacement caused by ISIS, 2014-2017  
Continued violence and instability to present

**Project Location:**

17 camps in Dohuk, Kurdistan Region of Iraq  
Baghdad, Anbar, Salah al-Din, Ninewa, Kirkuk

**Project duration:**

2017 – present (ACTED), 2016-2018 (ECHO)

**# of people targeted by the projects:**

Displacement data from REACH<sup>2</sup>

**Contacts :**

Ruxandra Bujor, [bujor@unhcr.org](mailto:bujor@unhcr.org)  
Caroline Logan, [CLOGAN@iom.int](mailto:CLOGAN@iom.int)

**Summary highlight box:**

The CCCM Cluster and partners have adapted camp management to contexts across the Iraq response, including using mobile team responses for out-of-camp displacement settings. As nearly 70%<sup>3</sup> 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 the management of smaller pockets of IDP settlements predominately in urban and peri-urban areas.

**Context:**

The CCCM Cluster and partners working in Iraq have taken a multi-pronged approach to camp management including area-based and mobile team responses for out-of-camp displacement settings. While the Mosul campaign forced much of CCCM's focus to shift to

<sup>1</sup> OCHA. N.d. Iraq. <https://www.unocha.org/iraq/about-ocha-iraq>

<sup>2</sup> REACH. IDP Camp Profiling Dataset Round XI.

[https://data2.unhcr.org/en/documents/details/68445?utm\\_source=CCCM+Iraq+Mailing+List&utm\\_campaign=3e0bdfd56d-EMAIL\\_CAMPAIGN\\_2019\\_03\\_18\\_08\\_50&utm\\_medium=email&utm\\_term=0\\_2571ab1b07-3e0bdfd56d-](https://data2.unhcr.org/en/documents/details/68445?utm_source=CCCM+Iraq+Mailing+List&utm_campaign=3e0bdfd56d-EMAIL_CAMPAIGN_2019_03_18_08_50&utm_medium=email&utm_term=0_2571ab1b07-3e0bdfd56d-)

<sup>3</sup> IOM DTM. October 2018. DTM Round 106. <http://iraqdtm.iom.int/LastDTMRound/DTM%20106%20Report%20English.pdf>

direct management of large formal camps, a large percentage of displaced people sought safety in a spectrum of urban settlement options.

In the response in Dohuk, ACTED is providing support via a mobile team to 17 camps<sup>4</sup> that are managed by the government (BRHA). Dohuk is the governorate in Iraq hosting the largest number of camps, and most of the camp residents have been displaced since 2014. Challenges persist in their areas of origin, and more than 85%<sup>5</sup> of camp residents report being unwilling or unable to return any time soon.

In the responses in Baghdad, Anbar, Salah al-din, Ninewa and Kirkuk, another project conducted as part of a coordinated effort between five ECHO partners (UNHCR, UNICEF, IOM, the Norwegian Refugee Council (NRC) and the Danish Refugee Council (DRC)) aimed to develop a flexible Mobile CCCM approach of applying core CCCM activities to small urban pockets of IDPs who have sought safety in dispersed locations of unfinished and damaged buildings and collective centres. With many IDPs settling outside of camps in abandoned, unfinished buildings and spontaneous settlements in urban, peri-urban and rural areas, traditional camp management is not possible. Many of these sites were unsafe for living due to substantial damage to the buildings which left them open to the elements and with serious hazards. These buildings also often had unsafe and informal electrical wiring and a lack of waste management.

### **CCCM activities:**

The CCCM activities in these responses were implemented through a Mobile Response Team (MRT) modality to allow the coverage of larger areas with interspersed small pockets of IDP populations who would otherwise not have been reached with vital assistance.

In Dohuk, the project objectives are to improve information management through the monitoring, mapping, and referral of humanitarian needs in camps and camp-like settlements, increase the camp management capacity of local actors and improve the existing site infrastructure to reduce environmental risks and hazards. The main project activities were:

- Site assessments
- Implementation of Formal Site Monitoring Tools (FSMT)
- MRT support to camp managers and camp coordination meetings
- Referrals to humanitarian partners

---

<sup>4</sup> ACTED provides support to CCCM activities in Darkar, Bersev 1 and 2, Chammeshko, Kabarto 1 and 2, Bajed Kandal 1 and 2, Khanky, Rawanga, Shariya, Garmawa, Eryan, Mamrashan, Shekhan, Mamlyan, and Dawodeya camps through CCCM mobile teams.

<sup>5</sup> REACH. December 2017 – January 2018. Intentions Survey, Round II – National IDP Camps.

[http://www.reachresourcecentre.info/system/files/resource-documents/reach\\_irq\\_report\\_cccm\\_intentions\\_survey\\_january\\_2018.pdf](http://www.reachresourcecentre.info/system/files/resource-documents/reach_irq_report_cccm_intentions_survey_january_2018.pdf)

- Camp manager trainings, local authority trainings, MRT capacity building of camp managers, training of community committees/site representatives
- Awareness raising campaigns
- Support for site care and risk reduction<sup>6</sup>
- Improvement of communal site infrastructure
- Reduction of environmental risks and hazards through community-based site maintenance

In Baghdad, Anbar, Salah al-din, Ninewa and Kirkuk, the project aimed to provide out-of-camp and camp populations with integrated NFI, Shelter, WASH, and CCCM support through a range of activities. Information management was inter-sectoral, with a centralized database, maps, and dashboards of assessed and assisted locations to ensure duplication was limited amongst partners and that the most vulnerable conflict-affected populations would receive assistance. Information management of the ECHO Project is also linked to the IM Cell of the CCCM Cluster<sup>7</sup>, led by the CCCM Cluster's Informal Sites Baseline, IOM's DTM and REACH assessments, which conducted regular assessments at non-camp locations in the Central Region of Iraq.

As part of the CCCM activities of this project, the MRT established referral pathways to protection and assistance, improving site management and mitigating site risks and hazards. The project also included a return study of the IDP population to understand their reasons for not returning to their areas of origin even after the area was re-taken by government forces. Through coordination with the CCCM Cluster, IOM on behalf of ECHO partners provided an integrated approach to communication with communities (CwC), providing key messaging and communications outreach for all the sectors of the project (including NFI, Shelter, CCCM, and WASH). Although coordinated through the CCCM Cluster, CwC material received technical endorsement from relevant Clusters as well as Protection.

### **Implementation:**

Each Mobile response team (MRT) was generally composed of 3 to 5 team members that included a team leader, technical specialists, and capacity building focal points. The teams would make regular field visits to approximately ten to fifteen informal sites sheltering between six to forty households in unfinished/damaged buildings, public collective centres or small informal settlements. The MRTs would conduct a range of CCCM activities:

---

<sup>6</sup> Support includes activities such as fixing electrics; installing doors, windows, railings, insulation, roofs; fixing toilets, pipes, taps; etc.

<sup>7</sup> CCCM Cluster Iraq Operational Portal. [https://data2.unhcr.org/en/situations/iraq\\_cccm](https://data2.unhcr.org/en/situations/iraq_cccm)

The informal site selection and needs identification through the **harmonized CCCM Cluster assessment tools (Rapid RASP<sup>8</sup> and RASP<sup>9</sup>: Risk Assessment Prioritization Tool)**. The assessment included the identification of all displacement sites in a given geographic area to prioritize which sites were most vulnerable. The RASP identified the needs that can be covered internally through integrated services and referral of other needs to external partner and clusters. The assessment was linked to budget prioritization tool, which allocated the budget between sites based on population, severity of risks identified, availability of other partners, etc.

- Only sites with 5 households or more were targeted.
- The full RASP was conducted in the ten to fifteen most vulnerable sites for targeted interventions:
  - “hard components”: site risk reductions such as building repairs.
  - “soft components”: coordination, service mapping, referrals, awareness activities, community mobilization for the entire area including host and other IDP sites.

**Development of Site Resident Database**, reporting of new arrivals and departures, exit survey upon departure to Cluster for trend analysis and advocacy purposes.

**Selection of Site Representatives** and training of Site Representatives in CCCM (coordination, identification of need, leadership). The aim was to build the capacity of site representatives to take the role of camp manager and being aware of the humanitarian system in that governorate, such as who to contact for referrals, tracking site population, how to report evictions or other incidents.

- This included the clustering of smaller IDP communities as sectors in a camp and forming joint committees with host communities.
- Establishment of Site Management Committees (Maintenance Committees; Women’s Committees; Youth Committees), training of Committees and establishing TORs, and supporting committees in activities (English lessons, awareness sessions, events)

**Mitigation of risks and hazards through site maintenance and upgrading identified in RASP**

- This included “hard components” such as fixing electrics; installing doors, windows, railings (protection from falling), insulation, roofing; fixing toilets, pipes and taps in coordination with the IDP Maintenance Committee.

<sup>8</sup> Rapid RASP Tool. <https://www.humanitarianresponse.info/en/operations/iraq/assessment/cccm-rapid-rasp>

<sup>9</sup> RASP Tool. <https://www.humanitarianresponse.info/en/operations/iraq/assessment/rasp>

- It also included “soft components” such as identification of other partners working in the area and facilitating coordination of their services to avoid duplication and ensuring regular coverage. The “provider of last resort” concept was often invoked due to low presence, capacity and interest of other non-CCCM actors in supporting informal settlements.
- There was additionally continuous On-The-Job Training for Maintenance Committees throughout upgrading of site. The maintenance toolkits were donated to Maintenance Committees at the end of the project.
- Cash for work programming (CfW) was used for site upgrades, and structural works, drainage and sanitation installations were referred to Shelter or WASH partners.
- Fire Prevention was another important mitigation activity and conducted through training, and installation of fire extinguishers and first aid kits.

**Conducting Awareness Campaigns in sites through the committee structure such as,** fire safety and prevention; child safety; hygiene promotion; HLP awareness, health awareness etc. The topics depend on the needs in the site and the level of cooperation / coordination with local authorities. MRT engages with specialized partners within and external to IOM for these activities.

**Conducting a Second RASP to measure progress made** and handover tools and responsibility to site representatives.

The MRT intervention used was generally implemented over a 6-month period with the MRT team leader functioning as an information focal point for site representative referrals. Larger sites with greater population turnover such as collective centres might need a longer intervention period if using this approach.

### **Impacts of the project:**

The Mobile Response Teams were able to cover a large area with a spectrum of sites where a limited number of other partners responding. The sites reached by the MRTs were often small in size (as few as five households in some cases) and scattered, limiting the feasibility of a permanent camp management presence or that of any other humanitarian service provider with camp management presence. However, the MRTs were able to assess the conditions of people in such sites to identify multi-sectoral needs and to follow up internally or with external partners to ensure coverage. The teams were additionally able to carry out basic risk reduction activities, including small-scale building repairs essential to people’s safety.

Including diverse expertise in the mobile teams' composition meant that displaced populations could have access to a variety of technical specializations as needed, which was important in sites where referral to an external partner was not possible.

While MRTs were not permanently on-site, they were able to facilitate the creation of site committees or to support existing committee structures. Site committees were trained to on camp management responsibilities, allowing the scattered sites to advocate for services and report incidents.

### **Achievements:**

In many circumstances, IDP flow into camps increases after families' individual coping mechanisms are exhausted. The CCCM Mobile response team approach improved conditions in locations where IDPs found themselves, as IDP households received assistance and support in their existing urban out-of-camp settings.

Supporting IDPs in their chosen settlement option through the CCCM mobile approach generally afforded greater privacy and dignity to the IDPs, as well as access to livelihoods or land for subsistence farming and integration with local community.

The cash for work site maintenance works facilitated a successful infusion of small amounts of cash into the IDP community.

For the ECHO project, the coordination between NRC, DRC, IOM from the onset of the project was very effective. A harmonized "minimum service package" was developed for Mobile teams in order to ensure equal level of support and assistance to the displaced population.

There was a great effort from DRC in leading the advocacy for sustainable solutions for tenure, and oversight in regard to tenure led to tracking of notices for vacating properties and some notices that were not enforced.

### **Challenges:**

In dense urban areas, IDPs intermingled with the host communities, returnees, "stayee" population (e.g. by renting space or apartments, living with host families, etc.). The CCCM mobile teams need to be aware of inadvertently causing tension between the communities when providing targeted assistance to IDPs.

The IDP communities generally expected tangible benefits from the mobile teams, such as site and maintenance work to improve their living conditions. "Soft components" such as

referral pathways, coordination and information sharing were only accepted in conjunction with the “hard components” of building repairs and maintenance.

The mobile teams faced challenges in supporting very small IDP sites of fewer than 10 households, which required significant input from the staff. In these circumstances the mobile team’s response inadvertently became like case management and in danger of losing its community-focused nature.

There was very little understanding of the CCCM mobile approach working outside of formal camps from other sectors, partners and governmental authorities.

### **Lessons learned<sup>10</sup>:**

To ensure buy-in from the government and local camp management teams, it is essential to involve local authorities in planning activities and identifying the priorities of the CCCM Mobile Teams. To promote a sense of ownership among local actors, thereby ensuring sustainability of the interventions and avoiding duplication, CCCM Mobile Teams should prioritise assisting in improving locally developed CM tools over introducing new unknown tools.

To optimize the Mobile Teams’ time and resources and avoid assessment fatigue, it is critical to work in close collaboration with other actors, particularly with regards to needs identification. For instance, with respect to care and maintenance of sites, Mobile Teams should work closely with other actors and sectors that have already conducted assessments.

In several circumstances CCCM teams had to take the position of “provider of last resort”, due to the low presence, capacity and interest of other sectors and actors to support IDPs settled in informal settlements, small collective centres or rental arrangements. In these circumstances CCCM teams may have to expand their role as a provider of last resort, but should generally focus on referrals, service mapping, community mobilization and information management, with site risk reduction as their priority activities.

The project has shown that in rural out of camp areas, IDPs often had greater capacity for local integration. These solutions should be identified in consultation with the community by the CCCM mobile teams to facilitate referral to development partners. Once a family or

---

<sup>10</sup> As the ACTED project is ongoing it should be noted that below listed lessons learned are based on discussions held during coordination meetings. Further learning and recommendations are to follow during the project evaluation phase.

community purchases or otherwise acquires land, longer term investments and support can be given to them to resolve their displacement.

Tangible, “hard”-components of CCCM activities, such as site maintenance works should go hand-in-hand with “soft” components like awareness, referrals etc., and vice-versa.

When working in informal settlements, CCCM mobile teams should be familiar with basic principles of HLP and instruments around assessing and securing of tenure. When possible, HLP experts should be brought in to negotiate this, but CCCM teams should be trained to avoid doing harm, for instance making improvements to the infrastructure which causes the landlord to increase the rent or evict the family.

In urban contexts there is a need to utilise rental-assistance more effectively. The Iraq context has shown that small scale site maintenance works are not well received in densely populated urban areas or in situations where tenancy is uncertain. This was especially the case in Mosul where rents were very high and there was little discernible difference at times between IDPs, returnees and host communities in terms of socio-economic status and thus provision of support to one group could contribute to social cohesion issues.

When it comes to evictions from informal settlements, a common response was to facilitate referrals to camps. However, CCCM actors working in informal and formal settlements should be concerned with contributing to durable solutions. A wider suite of options should be pursued including referral to shelter partners for rental or transitional housing support.

A stronger focus on future ToT trainings would benefit the project by ensuring ongoing capacity development and sustainability. Moreover, ToTs should be complemented by detailed training work plans for each participant engaged in a ToT.

There is a need for CCCM training that focuses on urban and informal settlement contexts. This should include a map of the context-specific humanitarian architecture and available services in order to allow site representatives to make referrals to other service partners, and report gaps and movements without direct intervention from CCCM partners.

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