

# CCCM Case Studies

## Camp Management and Coordination

### 2020



# World Map







# Content

<b>INTRODUCTION.....</b>	<b>3</b>
Foreword.....	3
Acknowledgements.....	4
Keyword Matrix .....	10
 <b>CHAPTER A: PARTICIPATION.....</b>	 <b>12</b>
Introduction.....	13
Camp Management Standards Reference.....	14
 <b>BANGLADESH.....</b>	 <b>16</b>
Context & Protection Risks.....	17
A.1 Women's Participation in Camp Management: Rohingya Refugee Response Experience Part 1: Formation of the Women's Comitee .....	18
A.2 Women's Participation in Camp Management: Rohingya Refugee Response Experience Part 2: Women's Comitee Response to Covid-19 .....	22
 <b>SOUTH SUDAN.....</b>	 <b>26</b>
Context & Protection Risks .....	27
A.3 Capacity Building, Communications with Communities (CwC) Inclusion of Person with Disabilities in Site Improvements.....	28
A.4 Communications with Communities (CwC) .....	32
 <b>AFGHANISTHAN .....</b>	 <b>36</b>
Context & Protection Risks .....	37
A.5 Community Governance Capacity Building.....	38
 <b>CHAPTER B: LOCALISATION &amp; CAPACITY DEVELOPMENT.....</b>	 <b>42</b>
Introduction.....	42
Camp Management Standards Reference.....	43
 <b>SOMALIA.....</b>	 <b>44</b>
Context & Protection Risks .....	45
B.1 Capacity Building with Key Stakeholders.....	46
 <b>YEMEN.....</b>	 <b>50</b>
Context & Protection Risks .....	51
B.2 National Referral & Escalation System.....	52
 <b>INDONESIA .....</b>	 <b>56</b>
Context & Protection Risks .....	57
B.3 Online CCCM Training.....	58
 <b>BANGLADESH .....</b>	 <b>74</b>
Context & Protection Risks .....	75

B.4 Light for Rohingya: Training, installation and maintenance of sustainable lighting installations.....	76
B.5 Joint Capacity Sharing Initiative (CSI) - A Multi-Sector and Inter-Agency Learning and Skills Transfer Platform.....	80
<b>SOUTH SUDAN .....</b>	<b>84</b>
Context & Protection Risks .....	85
B.6 Beyond Bentiu Response.....	86

<b>CHAPTER C: CAMP MANAGEMENT &amp; COORDINATION .....</b>	<b>90</b>
Introduction.....	90
Camp Management Standards Reference.....	91
<b>CHAD.....</b>	<b>92</b>
Context & Protection Risks .....	93
C.1 Relocation of IDPs from Diamerom to Amma - Insecurity due to the war between Chadian defence force and Boko Haram rebel group operating in the Lake Chad Province .....	94
<b>SOMALIA.....</b>	<b>98</b>
Context & Protection Risks .....	99
C.2 The Barwaaqo Relocation Project .....	100
<b>NIGERIA.....</b>	<b>104</b>
Context & Protection Risks .....	105
C.3 Humanitarian-Development-Peace Nexus Initiative to build coordination in Mafa, North-east Nigeria Coordination.....	106
C.4 Strengthening the Protection of IDPs through Camp Coordination and Camp Management .....	110
<b>YEMEN.....</b>	<b>114</b>
Context & Protection Risks .....	115
C.5 Improving living conditions within IDP hosting sites in Yemen.....	116

<b>CHAPTER D: ENVIRONMENT &amp; SUSTAINABILITY.....</b>	<b>120</b>
Introduction.....	120
Camp Management Standards Reference.....	121
<b>UGANDA .....</b>	<b>122</b>
Context & Protection Risks .....	123
D.1 “Refugee Reforestation Project”.....	124
<b>ANNEX.....</b>	<b>128</b>
Annex A: PARTICIPATION RESOURCES .....	128
Annex B: LOCALISATION & CAPACITY DEVELOPMENT RESOURCES .....	128
Annex C: CAMP MANAGEMENT & COORDINATION RESOURCES .....	129
Annex D: ENVIRONMENT & SUSTAINABILITY RESOURCES .....	129

# 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	Site Closure
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. Envi- ronment	Introduction															
	Uganda	D.1 ReForest Project														





# C. CAMP MANAGEMENT AND COORDINATION

The Camp Coordination and Camp Management (CCCM) sector works to ensure equitable access to assistance, protection and services for internally displaced persons (IDPs) living in displacement sites to improve their quality of life and dignity during displacement while seeking and advocating for durable solutions. The search for durable solutions is a complex, often lengthy process, that must take place as a concerted effort throughout the camp lifecycle and **involve multiple actors such as governments, international organisations, NGOs and most importantly, the affected community**. Processes to support a durable solution must be inclusive and involve all members of the displaced population, including women, children, persons with special needs and other vulnerable populations.

The role of CCCM actors in the process towards durable solutions is vital, starting on day one of camp-life cycle. The **Minimum Standards for Camp Management** on Exit and Closure, aimed towards coordinated and consultative process that mitigate impacts on residual site populations. The standards are applicable for camp administrator, and at both response coordination level and site management level. Camp Management Agencies work with displaced population to ensure their intentions, challenges and concerns are heard and integrated into the planning for durable solutions.

The case studies presented in this chapter highlighted how CCCM agencies in Chad, Somalia, and Nigeria supported displaced populations through relocation, returns and integration processes, as well as sustaining care and maintenance phase in Yemen. These studies showcase the application of targeted methods to ensure the needs and priorities of the affected populations are met.

In Chad, the CCCM Cluster coordinated at both national and regional levels to address the heightened security situation in Diamerom, which hosts sites for the displaced population. The case study outlines the voluntary relocation of IDPs to a site in Amma, identified to be safer and to have livelihood opportunities, in Lake Chad Basin. In line with the **Minimum Standards for Camp Management**, key stakeholders coordinated through the multi-sectoral Lake Chad Inter-Cluster Coordination Group to meet the needs of both

displaced and host populations. This demonstrates the importance of collaboration and coordination, which can encourage long-term planning and advocacy on the needs of the affected populations. Similarly, the case study from Somalia highlights CCCM's work with local authorities and partners to support displaced people to have better living conditions and livelihood opportunities that could lead to local integration where they decide to stay. Once durable solutions options have been identified, CCCM supports displaced people to access information on these options through developing effective communication strategies and information campaigns, organising go and see visits, or advocating for improved services in the area of return, relocation or integration.

In Nigeria, CCCM partners were able to bring in actors from outside of the humanitarian response with improved coordination methods, using an inter-sectoral approach with relevant stakeholders. The case studies explore how, through CCCM monitoring in camps, host communities and areas of return, protection issues were identified, interventions planned and implemented in close collaboration with national authorities, the affected communities and other humanitarian stakeholders. The case studies from Nigeria highlight the importance of a multi-sectoral approach, allowing for one harmonised model for community engagement, governance and peacebuilding. This model is based on close collaboration and support from local governance structures and state services, and it uses community-based and area-based approaches to conflict resolution and to encourage and develop a stakeholders' dialogue platform aimed at achieving common goals between IDP and host communities. The Yemen case study demonstrates how CCCM interventions ensured that essential services were present in critical IDP sites as a step towards ensuring dignity during displacement. CCCM interventions included community engagement, protection mainstreaming and multi-sectoral referrals, as well as active coordination with humanitarian partners. IDP needs across sectors are identified through regular assessments and establishing and maintaining national and local coordination structures is key to ensuring services that meet the needs of those most affected by the conflict in Yemen and adhere to national and international standards.



## CAMP MANAGEMENT STANDARDS REFERENCE

STANDARD	INDICATOR	REMARKS	CASE STUDY REFERENCE
<b>1.2</b> <b>Site lifecycle planning</b> <b>Appropriate and inclusive planning ensures adequate protection and assistance are provided throughout the site lifecycle, from set-up to closure.</b>	<b>1.2.2</b> Site management action plans and contingency plans are updated.	While sites are often set up with the expectation that they will be short term, planning should always aim for longer-term needs, expansion and unexpected eventualities.	<b>C.2 Somalia</b> The Barwaaqo Relocation Project
<b>4.1</b> <b>Site coordination</b> <b>Services are coordinated to meet the needs of the displaced and host populations</b>	<b>4.1.1</b> Coordination meetings include all stakeholders or stakeholder groups.  <b>4.1.2</b> Coordination meetings include representatives of the displaced and or host community.	It may not seem relevant to invite long term planners or development actors to site management meetings, but doing so may be one of the best ways to encourage long term planning related to the topic of durable solutions. Hearing first hand from the population themselves during these coordination forums will , reinforce the advocacy messages on behalf of the populations, which is critical when working with durable solutions partners.	<b>C.1 Chad</b> Relocation of IDPs from Diamerom to Amma  <b>C. 3 Nigeria</b> Humanitarian-Development-Peace Nexus Initiative  <b>C. 4 Nigeria</b> Strengthening the Protection of IDPs through Camp Coordination and Camp Management (CCCM)  <b>C. 5 Yemen</b> Improving living conditions within IDP hosting sites
<b>4.2</b> <b>Site service assessment, monitoring and reporting</b> <b>The site population's needs are monitored and reported through established systems.</b>	<b>4.2.3</b> % of site population who are able to express their informed desire for return, integration or resettlement.  <b>4.2.4</b> % of the site population who are aware of where to access information on options for durable solutions.	SMAs need to have a leading role in what information is being collected in the site to be informed and highlight the gaps, needs and capacities of the population. Focus groups can reveal a wealth of detailed information and deep insight.	<b>C.1 Chad</b> Relocation of IDPs from Diamerom to Amma  <b>C.2 Somalia</b> The Barwaaqo Relocation Project  <b>C.5 Yemen</b> Improving living conditions within IDP hosting sites
<b>5.2</b> <b>Planned closure</b> <b>Site closure takes place in a planned and consultative manner, and its impact on any residual site populations is mitigated.</b>	<b>5.2.1</b> % of service providing organization that adopt and provide input to closure and plans (target 100%).  <b>5.2.2</b> Feedback and complaints mechanisms are maintained throughout the closure process.  <b>5.2.3</b> % of protection and security issues related to closure that are reported and referred.	The closure of sites hosting IDPs must align with any government plans for IDP movement, the restitution of the land and any other administrative issues.	<b>C.1 Chad</b> Relocation of IDPs from Diamerom to Amma  <b>C.2 Somalia</b> The Barwaaqo Relocation Project  <b>C.4 Nigeria</b> Strengthening the Protection of IDPs through Camp Coordination and Camp Management (CCCM)

# CHAD



## CONTEXT

For many years, the Lake Chad region has been going through a serious security situation due to constant attacks and counterattacks between the non-state armed groups, Boko Haram and Chadian Defense Forces. Lake Chad is surrounded by four countries: Chad, Cameroon, Niger and Nigeria. It is located on the central part of the Sahel but is primarily within Chadian territory. The lake is known for its rich agriculture, pastoralism and fishing. Boko Haram has taken advantage of the geography of the lake by seeking refuge on its numerous islands.

The situation in Chad requires special attention as Chadian defence forces seeking to regain control of these islands clash with militants, leaving civilians in their wake as collateral damage. Attacks have been recorded all around Bohoma, more precisely in the department of Foulï. Many of these attacks on military posts and villages are characterised by killings (of civilians, defence forces and militant groups), suicide bombings, damage to property and abductions, especially of women. In March 2020, the Bohoma area (regularly hit by Boko Haram incursions) was declared an "operation zone" by the Chadian Government. This was followed by a state of emergency in the departments of Foulï and Kaya and request for the population of Chadian villages along the Chad, Niger and Nigeria borders to "move immediately inside the country".

Consequently, according to OCHA, 6.4 million people in Chad required humanitarian assistance in 2020<sup>1</sup>. Food insecurity remains prevalent, and about 4.5 million out of Chad's total population reportedly face this challenge. In addition, the clashes have intensified hostilities between communities and made community-level conflict management difficult. Some communities have been stigmatised (such as the Buduma ethnic group) because they are suspected of conspiring with Boko Haram. Neighbouring countries Nigeria, Cameroon and Niger are also affected by violence and conflict from Boko Haram, and this has resulted in an influx of refugees and asylum seekers into Chad. An estimated 473,000 refugees from these countries were recorded in Chad in 2020. Due to a lack of resources and infrastructure, the Chadian government's

capacity to support displaced people is limited.

A large number of forced movements caused by conflict in northern Chad has been observed as more and more people flee their villages to escape violence caused by armed groups in the Lake Chad region. Displacement of civilian populations from their villages and National Guards from their bases to other locations has only increased. The local authorities, afraid of unexpected attacks that could endanger the displaced populations, made a request to the humanitarian community to relocate them to safe sites. Currently, over 236,000 IDPs and 690,000 host population members are in need. From January to March 2020 alone, approximately 205 protection incidents were reported in the Province of Lake Chad. According to protection monitoring reports carried out in IDP sites or in host communities, 85% of the victims are IDPs, who suffer from arbitrary arrests and detentions (especially for persons without civilian documentation), physical assault and illegal taxation.

Migrant flows recorded since the start of 2020 are 66 per cent higher than those observed during the previous year due to a sharp increase in outgoing and incoming flows. Most of the travellers came from Chad, predominantly from the provinces of Mayo-Kebbi Est (10%), Mayo-Kebbi Ouest (9%) and Ouaddaï (8%). The main country of departure for travellers outside of Chad was Cameroon (18%). Chad was the intended final destination of more than half of the travellers (55%), followed by Cameroon (32%) and Libya (12%)<sup>2</sup>. Most recently, Chad also acts as a transit and departure country for migrant flows moving towards Libya and potentially further to Europe. The reasons for travel were economic (mainly to carry out business activities or to seek employment or a livelihood), for further education or vocational training and to join their families. The COVID-19 pandemic, however, impacted the movements of travellers passing through Chad. The first government mobility restriction measure was put in place in mid-March 2020 and it had an immediate impact on the incoming flows recorded. However, the easing of restrictive measures in June 2020 resulted in a rise in migration flows.

## PROTECTION RISKS

Many protection risks were identified in Chad, such as uncontrolled population movements and the feeling of insecurity. IDPs flee regularly to safe communities, resulting in an increase in population density and secondary forced displacement. People with disabilities and the elderly are at high risk of being abandoned during precipitated population movements. Women and children are the most vulnerable as there is a lack of access to secure shelters, basic social services and humanitarian assistance. Women and girls are exposed to rape, sexual assault and other forms of gender-based violence. Food insecurity and malnutrition in children is predominant, a direct impact of the disruptions in food supply chains from natural hazards (such as floods). COVID-19 is more likely to spread where there are uncontrolled movements and

flows, resulting in health emergencies affecting local populations, refugees, and internally displaced people. Also, there is fear and stigmatisation associated with certain ethnic groups suspected of colluding with armed groups or of being infected with COVID-19 by host communities, and this hinders their access to humanitarian assistance. Militarised roadside checks have led to reduced access to basic health services, especially at night and for pregnant women.

In the Chad case study, key stakeholders coordinated through the inter-sectoral Lake Chad Inter-Cluster Coordination Group to address protection concerns and work towards the durable solution of **voluntary relocation of IDPs to a safer site with access to livelihood opportunities**.

<sup>1</sup> Chad | Situation Reports (unocha.org)

<sup>2</sup> IOM DTM Chad : Flow Monitoring Report: Impacts of COVID-19 on travellers across Chad, October-December 2020



# CHAD

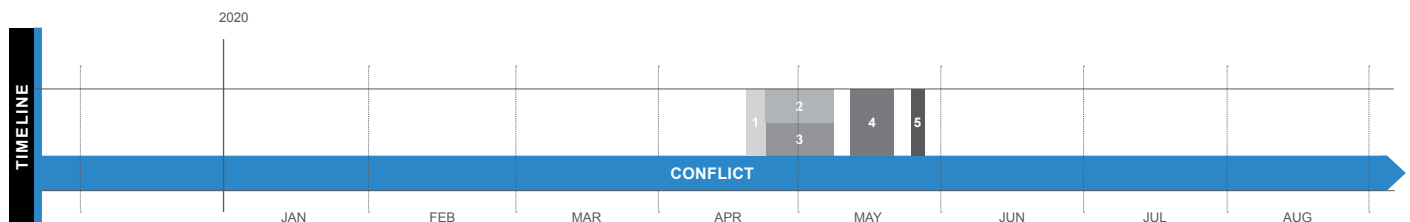
## RELOCATION OF IDPS FROM DIAMEROM TO AMMA INSECURITY DUE TO THE WAR BETWEEN CHADIAN DEFENCE FORCE AND BOKO HARAM REBEL GROUP OPERATING IN THE LAKE CHAD PROVINCE

<b>Cause of displacement</b>	<b>Conflict</b>
<b>People displaced</b>	<b>236,426 IDPs</b> in Lake Chad Province (up to April 2020)
<b>Project location</b>	Chad, Lake Chad Province, Diameron and Amma site
<b>Project duration</b>	<b>2 months</b> (21 April 2020 – 27 May 2020)
<b># Targeted by project</b>	<b>30,000 IDPs</b>
<b>CCCM coordination mechanism</b>	The CCCM Cluster at national level and the CCCM Sub-Cluster at regional were involved in the operation



### Summary

Following discussions with the Lake Chad Inter-Cluster Coordination Group (ICCG) about the security situation in Diamerom site, humanitarian actors and local authorities proposed voluntary relocation of IDPs to a safer location. Through the coordination of multiple stakeholders, including the displaced community, 12,634 IDPs relocated to Amma, an established site with access to livelihoods opportunities, and were supported with humanitarian assistance in their new location.



- 21 to 24 April 2020 **Preparation for the relocation process to Amma**
- 24 to 10 May 2020 **Installation plan of IDPs in Amma site developed**
- 24 to 10 May 2020 **Organisation of multisectoral assistance with all partners**

- 13 to 23 May 2020 **Relocation and assistance to IDPs**
- 26 to 27 May 2020 **Post relocation monitoring of needs and gaps**



Assistance



Discussions with Foul's prefect

## PROJECT OVERVIEW AND OBJECTIVES

The Chad relocation project aimed to protect displaced persons living in insecure sites through providing basic assistance to people relocated voluntarily from the Diamerom site to Amma site. The project also provided opportunities for IDPs to gain income by developing agriculture and livestock activities in the Lake Chad Basin. In Chad, the implemented CCCM approach was remote and mobile. However, with the security situation in Diamerom and the plan for the relocation to Amma, the Lake Chad Inter-Cluster Coordination Group (ICCG) advocated for full camp management and administration in Amma. In early 2020, the first inter-agency coordination meeting took place in Liwa, with humanitarian actors and local authorities discussing the humanitarian situation of the recent influx of displaced persons fleeing the combat zone. Over 20,000 newly displaced persons had fled and were residing in 11 sites in Diamerom and Toboro, with reports of significant needs for WASH, food, protection and essential household needs.

After discussions, the local authorities in Chad announced the decision to relocate the IDPs from Diamerom to Amma, whereafter a second inter-agency coordination meeting and mission was conducted with additional stakeholders<sup>1</sup> at the Diamerom site. The objective of this meeting and mission was to inform IDPs about the relocation process to the new site in Amma, and to ensure that authorities were aware of the voluntary nature of the operation while taking into account the vulnerabilities of certain categories of people during the relocation. During this mission, local authorities based in Diamerom as well as key informants from the displaced population were involved in focus group discussions through rapid assessment groups. Following the Protection Cluster's questionnaire guide, these focus groups consisted of women, youth, and children<sup>2</sup>.



Logistics

<sup>1</sup> SUNHCR, UNICEF, UNDSS, COOPI, CRT, APSELPA and OCHA

<sup>2</sup> OCHA CHAD Situation Report, 24 Apr 2020



## SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

As the security situation in Diamerom is fragile, Amma was targeted for the relocation of displaced people residing in in Diamerom with the aim of ensuring the protection and security of IDPs. The Amma site, located 30 kilometres from Diamerom and 20 kilometres from

Liwa, has already been hosting around 2,000 IDPs since 2017. Through the Lake Chad ICCG, humanitarian partners recommended that assistance be focused on the Amma site in order to improve access to basic services and essential food supplies for two months.

## CCCM ACTIVITIES

### 1. Relocation process

To ensure that all stakeholders respected and adhered to core humanitarian principles for the relocation project, the local authorities were trained and sensitised by CCCM partners on Protection and Humanitarian Principles, ensuring that the relocation followed a voluntary-based approach. The authorities trained in the Lake Chad province included local administrative authorities such as governors, prefects and sub-prefects, traditional authorities such as canton chiefs and local leaders from the displaced community as well as the security forces in the region. As the relocation project was implemented during the COVID-19 pandemic, the relocation process, particularly transportation for the displaced population, respected prevention measures such as physical distancing between persons.

### 2. Installation plan of IDPs in Amma site

The local government took a leadership role and coordinated logistics and security aspects while humanitarian and cluster partners took the lead in ensuring that the relocation was done on a voluntary basis and in mediating peaceful coexistence with the existing IDPs living in Amma. The Lake Chad ICCG ensured that the relocation was in accordance to protection standards and COVID-19 preventative measures. This was done through awareness-raising sessions with local authorities and the provision of more than 30 handwashing stations and soap. CCCM partners coordinated to organise the plots where latrines and water points were to be set in Amma, to oversee the construction of reception hangars and emergency shelters as well as to engage with the community to sensitise them on the facilities and COVID-19 preventive measures. Moreover, CCCM partners distributed essential Non-Food Items (NFI) to the households relocated to Amma.

In Amma, WASH and other humanitarian actors continued their efforts to provide drinking water to the displaced despite difficulties related to the high conductivity of the water on the site. Humanitarian partners explored opportunities to support agricultural and livestock activities as way to increase the population's self-reliance and increase the water access within the site.

While factors still remain for those IDPs choosing not to relocate to Amma, humanitarian partners have been addressing these gaps and ensuring that IDPs are assisted with essential needs in Diamerom. Because the relocation is voluntary, IDPs can decide if they would like to relocate to the sites in Amma, particularly given the high security risks in Diamerom.

### 3. Organisation of multisectoral assistance with all partners

In the sites in Amma and Diamerom, CCCM partners carried out a needs assessment prior to the relocation of the IDPs. This assessment showed that in both sites, IDPs had various humanitarian needs such as shelter, NFI, food, WASH and latrines. They also needed sensitisation on the security issues in Diamerom as well as information from the government on the transfer to the Amma site and why it was identified as a safer area than Diamerom. To address these needs, CCCM partners and local NGOs mobilised to provide assistance. This was coordinated by the CCCM/Shelter Cluster, with the support of OCHA.

### 4. Post-monitoring of relocated IDPs

Once the first phase of the IDP relocation from Diamerom to Amma was completed, the ICCG conducted a post-monitoring assessment, which found that many IDPs had chosen to stay in Diamerom instead of relocating. To address this, an inter-agency assessment took place to get an accurate number of IDPs who chose not to relocate and understand why they had rejected the pilot relocation initiated by local authorities and supported by humanitarian partners. The assessment found that the main contributing factor for the rejection of relocation was economic opportunity linked to the presence of a large market in Diamerom and the availability of agricultural land as well as grazing and fishing space around the site. Humanitarian partners worked on planning interventions to address this economic need, beginning with the registration of 11,135 displaced persons<sup>3</sup> by the CCCM/Shelter sub-cluster. This helped in identifying households in need of NFI and food distribution in Diamerom.

## WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

All humanitarian actors were engaged in the relocation project and responded to the needs of the displaced population. The coordination was done at different levels: Sub-Cluster, Cluster, inter-cluster (as through the ICCG) and Humanitarian Country Team (HCT). The government was involved and played a significant role throughout the levels. The humanitarian actors were engaged particularly as they were involved in different meetings with the sectors on the relocation project. Through coordination, the humanitarian partners were able to provide essential services and assistance.

The Lake Province Inter-Cluster Coordination Group was already established and was recently regrouped by the CCCM/Shelter/ NFI, Food Security, Health, Protection and WASH sub-clusters, and coordinated by the OCHA Field Office in Baga Sola. The local government was involved throughout the process of relocation to Amma, which included providing transportation for the relocation of IDPs, as well as taking the lead in coordination with humanitarian partners and the Chadian Defence Force to ensure the security of IDPs during the relocation process. With the cluster partners working on the relocation in a collaborative manner, the IDPs relocated to Amma received the assistance they required to meet their basic needs.

## KEY ACHIEVEMENTS

1. Amma site was prepared for the voluntary relocation of IDPs from Diamerom.
2. 12,634 IDPs were successfully relocated and supported with multisectoral assistance.
3. Gaps were identified by IDPs through a participatory process, which allowed humanitarian partners to address their needs and equip the sites in Amma for additional relocation.
4. The relocation allowed for advocacy for additional funding through a CERF funding request to address the remaining gaps in Amma and Diamerom.

## CHALLENGES

1. All required resources were not available before the beginning of the project due to the security risks, and consequently the needs were partially covered<sup>4</sup>.
2. Some humanitarian partners made commitments to support and assist with the relocation, however, due to their internal procurement procedures, they were not able to fulfil their commitment.
3. The IDPs still living in Diamerom have remaining protection needs and continue to require humanitarian intervention.
4. The humanitarian response was focused on the site in Diamerom for the relocation project, which required additional support. This meant the needs in other existing IDP sites did not receive as much attention and intervention.

## LESSONS LEARNED AND RECOMMENDATIONS

1. The relocation project was well coordinated, and it was important to have the **meaningful participation of all partners involved**.
2. The Humanitarian Coordinator **mobilised all UN agencies to support the project**, and follow up was done regularly based on the feedback from the ICCG.
3. The CCCM Cluster collaborated with the Protection Cluster and the local authorities to **sensitise the population about voluntary relocation to Amma and on COVID-19 prevention** from multiple sources.
4. It is important to have a **warehouse with available contingency stock** in place, particularly if there is a risk of transportation delays that could affect the project.



Amma site

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### Acknowledgements

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 Wakyengo Kengo  
 Alain Kambale

<sup>3</sup> OCHA CHAD Situation Report, 22 July 2020

<sup>4</sup> WASH (25%); Shelter/NFI (54%); Food security (50%); Health (40%) and Protection (15%)

# SOMALIA



## CONTEXT

In Somalia, over 2.6 million<sup>1</sup> IDPs have been displaced by conflict, insecurity and drought, and are currently living in about 2,000 IDP sites across the country. The majority of these sites are informal settlements on private land in urban areas. In 2020, the Protection and Return Monitoring Network (PRMN) reported 1.3 million new displacements in Somalia, a number surpassing the 770,000 new displacements recorded in 2019 and a contributing factor in Somalia's highly accelerated rate of urbanisation.

Baidoa, which serves as the interim capital of South West State in Somalia, currently accommodates one of the largest populations of displaced people within the country. As of March 2020, it hosted 483 IDP sites with 55,005 displaced households, with numbers continuing to grow due to conflict, environmental causes and lack of livelihood opportunities. Insecurity has led to many families fleeing from rural villages in Bay and Bakool to live in self-settled camps. In Baidoa alone, 255,427 people are in need of humanitarian assistance.

Land disputes remain one of the major causes of armed violence both at individual and inter-community levels. Congested cities with weak urban systems are struggling to cope as the complex interplay between natural hazards, conflict and insecurity continues to drive mass displacements across the country. In addition, the exclusion and marginalisation of people coming from commonly discriminated-against groups (refugees, IDPs, asylum seekers) continues to be a priority concern as they lack support networks in the areas of displacement or residence. The vast majority of IDPs in need are considered marginalised groups, particularly in Dollow, Kismayo, Mogadishu and Baidoa.

Many IDPs live under the threat of eviction due to living in settlements that were spontaneously established on private land, and they have no options for adequate relocation to areas with land tenure security. The evictions represent a constant risk for vulnerable communities, including displaced populations living in collective settlements and other urban poor living in densely

populated areas. Baidoa has the highest number of people at high risk of eviction. The constant fear of being forcefully removed from their dwellings, and having their belongings destroyed in the process, has a profound effect on IDPs' ability to plan their lives in a more sustainable manner. Furthermore, evictions expose people to various forms of exploitation, disrupts livelihoods and creates both psychological and physical perils to those inhabiting IDP sites. As of April 2020<sup>2</sup>, of the 483 IDP sites in Baidoa, 166 sites either did not have written land agreements, were relying on tenuous verbal agreements with landowners or were facing an imminent threat of eviction. IDP households are forced to uproot and re-establish their lives in new settlements as often as every month.

Moreover, precariously settled, unplanned sites pose numerous protection, hygiene and safety concerns that ultimately threaten the lives of residents of such settlements. In order to provide a solution for IDP households at risk of eviction, humanitarian partners, together with the Baidoa municipality, developed a public IDP site with improved access to services and an enhanced planning system to curtail safety risks. Multiple stakeholders held consultations with affected IDP communities to determine how the humanitarian community could best assist in creating a strong basis for durable solutions. The issue of security became a topic of debate between government officials and relocation stakeholders. Some believed that the creation of a planned settlement 5 kilometers away from Baidoa would create a viable target for Al-Shabab, and therefore would require a comprehensive military presence. However, others pondered that an enhanced military presence would in fact increase the likelihood of a potential attack. Through mediation and recommendations forged by the District Commissioner, it was agreed that the new site should function in a normal manner without heightened military presence. Protection risk assessments were carried out with the IDPs in Baidoa and focused on the planned relocation of IDPs to the reallocated public site. The outcome revealed that IDPs had a positive attitude towards the relocation exercise.

## PROTECTION RISKS

Forced evictions remain among the most severe and prevalent protection threats in Somalia, representing both a cause and a multiplier of displacement. The persistent prevalence of evictions, combined with the limited availability of land for local integration or resettlement, has presented a substantial challenge for IDPs. Likewise, as returning to areas of origin remains challenging due to ongoing conflict and loss of livelihoods, IDPs continue to rely on humanitarian aid and are unable to re-establish their lives outside of displacement sites. Access to Housing, Land and Property (HLP) is one of the key challenges for returnees, refugees and asylum seekers that further hinders reintegration and local integration prospects.

Already displaced populations are highly vulnerable due to social exclusion, and they are often minority groups of women and children. People with disabilities face a higher prevalence of discrimination, marginalisation and violence. Most IDP sites

are overcrowded and lack basic infrastructure, with poor living conditions and overstretched services. Loss of livelihoods for women and men increases the burden of care and the transfer of economic responsibilities to children and adolescent girls and boys. A rapid assessment carried out in Baidoa reported that children are often sent away as household help or labourers to earn a living, which exposes them to sexual violence, abuse and exploitation. Girls and boys remain particularly exposed to protection risks, such as violence, including GBV, armed group recruitment, exploitation and neglect.

In the Somalia case study, IDPs and vulnerable host community members living in precarious conditions in Baidoa had to option to voluntarily relocate to Barwaaqo, a newly established public site. The relocation was based on a multi-sectoral response to support the relocated households, and stakeholders included government, humanitarian, and development actors.

<sup>1</sup> Humanitarian Needs Overview, Somalia, January 2021

<sup>2</sup> Norwegian Refugee Council. *Case Study for Cash-Based Owner-Driven Shelter Response in Baidoa*.



# SOMALIA

## THE BARWAAQO RELOCATION PROJECT

**Cause of displacement** Conflict and environmental factors

**People displaced** 351,169 individuals are displaced within Baidoa, Somalia

**Project location** Baidoa, South West State, Somalia

**Project duration** Project began in **July 2018** and is **ongoing**: As the project is comprised of multiple phases, the project is currently ongoing with the second phase of relocation expected in July 2020.

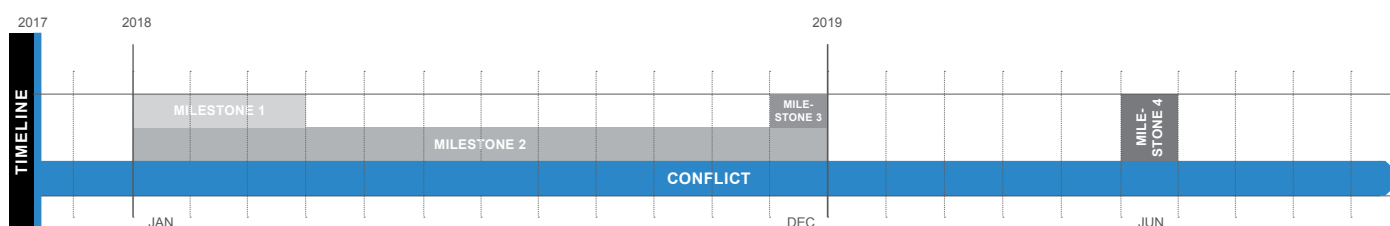
**# Targeted by project** 1,000 households were relocated

**CCCM coordination mechanism** CCCM coordination has been supported at both the sub-national level in South West State and the national level. A taskforce was created for this activity chaired by the CCCM Cluster and featuring members from local government, respective cluster representatives and humanitarian stakeholders.



### Summary

This project underlines the salient CCCM theme of continued engagement with durable solutions partners and is an attempt to achieve durable solutions through specific coordination spearheaded by the CCCM Cluster. Through articulating a practical durable solutions concept that is supported by the government and institutional donors, there is optimism for further long-term housing solutions for vulnerable displaced individuals. As a result, this project exemplifies successes under the themes of transition and durable solutions.



1 Early 2018

The municipality of Baidoa called a meeting with partners to discuss the possible development of a public site where IDPs who were facing eviction could relocate. The space included 306 hectares of land, enough to accommodate 4,000 IDP households.

2 2018

The Relocation Taskforce was established, including the following stakeholders from the Ministry of Humanitarian Affairs and Disaster Management: representatives of each Cluster, 4 UN agencies, 2 international and 2 national NGOs, durable solutions partners, key line ministries, the Mayor of Baidoa, the Governor of South West State and the Commissioner for IDPs and Returnees.

3 December 2018

The site plan for Barwaaqo was drafted and endorsed by the Relocation Taskforce with the District Commissioner and Governor officially opening the project. The Standard Operating Procedure for relocation was drafted and endorsed by Taskforce members to be used as the guiding document.

4 June 2019

The first relocation of IDPs commenced. Within a week, 1,000 (930 IDP and 70 host communities) registered families from 15 IDP sites and vulnerable host community sites were relocated to the new site.



## PROJECT OVERVIEW AND OBJECTIVES

The Barwaaqo Relocation Project aimed at responding to the urgent issue of precariously settled internally displaced persons (IDPs) in Baidoa through providing secured tenure and access to sustainable services for IDPs who voluntarily relocated to Barwaaqo in southwestern Gedo region of Somalia. The project looks to voluntarily relocate IDPs out of congested settlements facing

perennial threats of eviction and into adequately spaced plots of land. The relocation project is a multi-sectoral integrated response that has critical government buy-in, and it focuses on addressing the immediate needs of vulnerable IDPs at risk of eviction through solutions that are integrated into the long-term urban expansion plan of Baidoa City.

## SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

Tens of thousands of IDPs residing in Baidoa live with a constant threat of eviction. While some displaced groups manage to purchase small plots of land around the outskirts of the town, many live on private land without secure tenure agreements, and lack access to the knowledge and support required to negotiate their rights. Given that, the Barwaaqo Relocation Project targeted IDPs residing in settlements in Baidoa facing the threat of eviction.

To ensure fair and transparent beneficiary selection, IDPs were targeted through the Eviction Risk Tracker managed by Housing, Land and Property (HLP) partners. In 2019, HLP and CCCM partners in Somalia conducted eviction risk assessments across all sites in Baidoa, which revealed that of the 391 IDP sites in Baidoa, 49 of them were categorised as 'High-Risk'. The assessment also found that of the high-risk sites, 15 sites expressed interest in relocation.

## CCCM ACTIVITIES

CCCM partners developed a Community Engagement Workplan through engagement with the community and key stakeholders. In early 2020, a series of discussions and community consultations were held with the local IDP leaders selected from 48 IDP camps that were at risk of eviction. The 48 IDP leaders, which included 23 female leaders, were consulted on the findings from the evictions assessments, the current eviction threat faced by sites and the reason the IDP sites were selected to be relocated to the public site in Barwaaqo. More importantly, the IDP leaders were engaged to communicate key messages about the new site, specifically:

- Services available at the site;
- Infrastructure available at the site: security stations, a school, a health centre, water and latrines and solar security lighting at night;
- Plot measurements;
- Areas for market sites and mosques.

During the consultations, some of the leaders from Holwadaag, Isha and Berdaale settlements indicated that they will relocate to Barwaaqo once the southern public site was developed. Some leaders requested to be given more time to consult with their IDP communities about relocation. However, those from Horseed settlement, which is closer to the developed northern site, agreed and welcomed the plan for relocation, stating that they would be ready to relocate once the essential services are completed. At the site level, community mobilisation and engagement were conducted by CCCM partners for households that were to be relocated in the first phase of the exercise. The mobilisation narrowed down on the specific 15 IDP sites that were facing an imminent eviction threat. In these sites, a total of 600 families were met at each individual household and were informed of the relocation processes. These families were given the opportunity to raise concerns, give feedback to CCCM partners and receive advice on concerns about the relocation.



Government officials assist in unloading of the belongings of IDPs that are moving to the new site, Somalia 2019



IOM staff from the Shelter and Non-Food Item (S-NFI) unit providing assistance on Shelter construction, Somalia 2019

## WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

The success of this project centred on the effectiveness of coordination with a diverse range of stakeholders that may not traditionally fall within the CCCM Cluster's structure. Therefore, the establishment of the Relocation Taskforce allowed for a separate forum for these stakeholders to provide updates and

voice recommendations based on the forecasted relocation plan. Likewise, the advent of the Taskforce encouraged stakeholders from other important sectors, such as Protection and Shelter, to boost engagement with government focal points, assuring that all segments of the relocation plan were understood and developed.

## KEY ACHIEVEMENTS

1. In 2020, successful Community Engagement and mobilisation by CCCM partners was conducted at a household-level on relocation process, with a total of 600 families engaged.
2. Site development for Barwaaqo was completed. After the first phase of the relocation started, 930 registered households from 15 IDP sites facing eviction were relocated to the new site in 2019. Additionally, 70 families were relocated from vulnerable households in the host community, to make a grand total of 1,000 families that moved to the new site.
3. CCCM established an information centre with a Complaint and Feedback Mechanism (CFM) in place so that the residents can directly reach out with any feedback regarding services in the site.
4. Upon arrival, the households received Cash-Based Intervention (CBI) in form of commodity vouchers to acquire the shelter materials that they needed to build their new homes, as well as conditional cash transfers upon successful completion of the shelters.
5. The relocating households received training on how to construct shelters, and during the relocation, CCCM staff were on the ground to support the shelter construction of 150 of the most vulnerable households<sup>1</sup>.

## CHALLENGES

1. There were postponements of the project during the regional presidential election of the South West State in December 2018. The Baidoa District Commissioner (DC)/Mayor and the overall Baidoa local authorities bought into the project, but a new DC was named for Baidoa town, which put relocation activities on hold for some time.
2. Some members of the host communities claimed the land donated by government to the relocation also had too many shortcomings. This issue was addressed by local authorities led by the IDP commissioner, the mayor of Baidoa and CCCM partners.
3. Insecurity in the region was a challenge to the relocation process given that the relocation area was out of town.
4. There was a lack of enough heavy machinery for site development work. For example, in Baidoa there is one grader to clear the road, which meant that if this tractor was working elsewhere, no vendor could be engaged. This led to delays of site work completion.
5. More than 1,000 households have the need for relocation, which was challenging and led to strictly adhering to the criteria for household selection of those at very high risk of eviction. This expectation was promoted, which needed additional community engagement.
6. At the initial stages of mapping, there were a lot of pledges received from stakeholders. However, when the site development work began, most activities had to be undertaken by the project lead, such as WASH, Health, CCCM and Site Development activities.



## LESSONS LEARNED AND RECOMMENDATIONS

1. **Government ownership was key**, and as this project was developed due to a request of support from the government, they took pride in ensuring the project was a success. The government leadership eased a lot of issues, especially with land.
2. Involvement of all stakeholders, including **government, humanitarian and development actors and Clusters**, from the initial planning stages of the site planning was critical in ensuring minimum standards were met.
3. The **formation of the Taskforce** as part of the project was indispensable for the success of the relocation, as this was where all the decisions were made. The Taskforce had sub-sectors that required specialised technical expertise, such as protection, which included an HLP sub-group and security sub-group. The Taskforce also followed up on issues of land grabbing and protection risk assessments.
4. **Multi-sectoral integrated response from emergency and durable solutions** was an important basis for the project. This involvement allowed the project to maintain strong funding to transition from the initial relocation of families to a long-term durable solutions initiative. The Baidoa relocation was a good example of how the humanitarian-development nexus can be successful.
5. **Community engagement** was also key, given that the area was far from town and relatively new. The Taskforce arranged 'go and see' visits and constant information sharing. Addressing concerns of the beneficiaries ensured that IDPs made an informed decision.
6. Through assessments, it has been learned that **IDPs who have been relocated to the new site enjoy, without discrimination, an adequate standard of living**. This includes, at a minimum, shelter, health care, food, water and other means of survival.
7. The relocation project successfully **protected IDPs at risk of unlawful evictions** in Baidoa.
8. There was a **clear government responsibility for supporting IDPs** throughout the project. Local authorities in particular should be empowered to facilitate engagement between the humanitarian community and IDPs. This keeps the government engaged and accountable.
9. To prevent relocated families from selling their land after relocation, the project ensured that residents knew that the plot is allocated to them and that **they will have full ownership after 2 years**, whereafter the local municipality will issue title deeds.



A drone shot from the relocation site in Baidoa, Somalia 2019

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### Acknowledgements

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 Wakyengo Kengo  
 Alain Kambale

<sup>1</sup> IOM Somalia Relocates Nearly 7,000 Internally Displaced Persons Facing Eviction, 3/09/2021



# NIGERIA



© Muse Mohammed / IOM

## CONTEXT

Nigeria has been experiencing an increase of internally displaced persons since the beginning of conflict in 2009. Displacement is a result of violent insurgencies by armed organised groups attacking villages, killing people, abducting women and girls and using children as human bombs. States such as Borno, Bauchi, Taraba, Gombe, Yobe and Adamawa have been the most affected. The government has carried out military operations to defend and take back control of its territories, and to free and rescue the trapped civilians in these areas. As a result of these Armed Organised Group (AOG) attacks and military operations, the situation quickly escalated into a humanitarian crisis in 2015 due to the large number of internally displaced civilians who were in urgent need of protection and lifesaving assistance.

Ten years of unending insurgency has taken a heavy toll on the government's infrastructure and capabilities to meet the demands of its affected population. At the beginning of 2020, 7.9 million people in north-east Nigeria were in need of urgent assistance, and that number has risen to 10.6 million due to the COVID-19 pandemic. The estimated number of IDPs identified in conflict-affected north-eastern states of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe was 2,144,135 (44,361 households). The most conflict-affected state, Borno, hosts the highest number of IDPs with 1,595,817 displaced persons. Borno is now home to 73 per cent of all IDPs in north-east Nigeria, followed by Adamawa with 10 per cent and Yobe with 7 per cent.

The movement of IDPs is mostly seen from one Local Government Area (LGA) to another. 70 per cent of IDPs are displaced to an LGA other than their LGA of origin, and 30 per cent of IDPs are displaced within their LGA of origin. Continued insecurity and insurgency, poor living conditions in locations of origin, fear of attacks and movement to access land for farming are reasons for the increased mobility in the region. The majority of IDPs (57 per cent) are living with host communities, and the remainder (43 per cent) are residing in camps and camp-like settings. Out of the six affected states, Borno continues to be the only state in which the number of people residing in camps and camp-like settings (55 per cent) is higher than the number of individuals living with host communities. Assessments conducted in IDP camps in the BAY states (Borno, Adamawa and Yobe) indicate that one in four of the camps, which host 430,000 IDPs, is highly congested with per capita space of less than 15m<sup>2</sup>. In addition, Borno State has nine international porous land border connections with Cameroon, Chad and Niger, which results in spontaneous returns of refugees from these neighbouring countries.

According to the 2020 Humanitarian Needs Overview, 35 per cent of health facilities in Borno, Adamawa and Yobe States were damaged as a result of conflict. There has also been a significant disruption of essential health services for children and other vulnerable groups living in inaccessible areas. Around 4.7 million people need humanitarian support, the majority of whom are living in Borno State, which is most affected by the conflict in north-east Nigeria.

## PROTECTION RISKS

The protection risks identified in Nigeria are varied and include: weakened health systems, multiple disease outbreaks, high population concentration in specific urban centres, loss of livelihoods and lack of access to safe potable water and sanitation infrastructure. Vulnerable groups such as the elderly, persons with disabilities, children, men and women also face several potential risks. A considerable number of women and girls have been subjected to child marriage, risk of gender-based violence and psychological violence. Displaced children living in insecure areas face malnutrition and the risk of abduction for recruitment in the armed groups. School closures, one of the major impacts of COVID-19, has affected about 400,000 internally displaced children living in IDP camps and host communities. Lack of livelihood options for the elderly, the sick and persons with disabilities is also a major issue and creates dependency on food assistance. These risks are only compounded by climate-related events such as flooding during the rainy season and disease outbreaks such as measles and malaria. IDPs, returnees, refugees and host community members

living in overcrowded camps and camp-like settings in the BAY states are exposed to food insecurity and poor sanitary infrastructures, and they are at a high risk for COVID-19. A prominent protection risk faced by the population in north-east Nigeria is from Organised Armed Groups (OAG). The OAG infiltration of camps has led IDPs to abandon their shelters to squat with other family members or friends in other zones. Often these infiltrated zones are located at the end of the camps due to flooding in other zones during rainy seasons, so they are an entry point for the OAGs when they attack the camp. Moreover, infiltration of the camp by OAGs is often for the purpose of looting.

One of the Nigeria case studies is based on a project in Mafa, an underserved LGA. In Mafa, **humanitarian and development partners came together in a Nexus approach** to address the needs of both IDP and host communities. Meanwhile, the second case study focuses on the **protection needs of residents relocated to extension areas** in camps in Borno State.

<sup>1</sup> OCHA Nigeria

<sup>2</sup> DTM Nigeria North East Zone | Displacement Report Round 34 (November 2020)

<sup>3</sup> Humanitarian Needs Overview, Nigeria



# NIGERIA

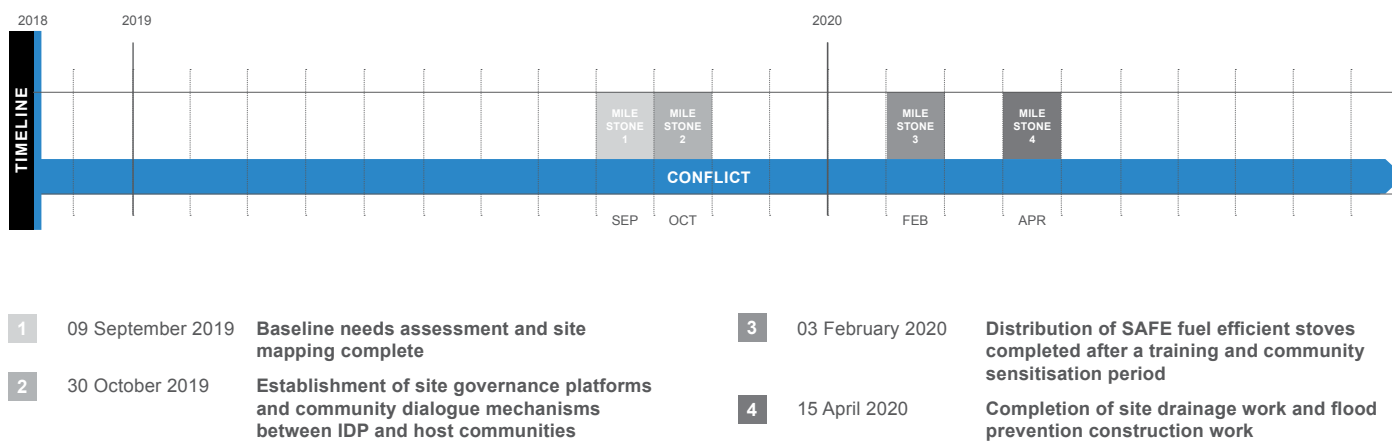
## HUMANITARIAN-DEVELOPMENT-PEACE NEXUS INITIATIVE TO BUILD COORDINATION IN MAFA, NORTH-EAST NIGERIA COORDINATION

<b>Cause of displacement</b>	<b>Conflict</b>
<b>People displaced</b>	<b>1.9 million</b> (estimated by UNOCHA)
<b>Project location</b>	Mafa Local Government Area, Borno state, Nigeria
<b>Project duration</b>	10 months (01/08/2019 – 30/06/2020)
<b># Targeted by project</b>	<b>13,500</b> people
<b>CCCM coordination mechanism</b>	Regional CCCM Sector for North-east Nigeria



### Summary

Mafa had been underserved by the humanitarian community for some time, with relatively few partners operating there. This created the opportunity to implement a strategy for engagement that allows for a more holistic approach to address the needs of both the IDP and host communities. Three implementing agencies partnered up to pilot a cohesive Humanitarian-Development-Peace Nexus approach to respond to challenges in the relations between host and IDP communities.



### PROJECT OVERVIEW AND OBJECTIVES

The strategy for community engagement and coordination was developed through a joint analysis conducted by three Humanitarian-Development-Peace Nexus actors, with the aim to deliver a more holistic approach that addressed the needs of both IDP and host communities and led to better inter-community dialogue. The approach consisted of addressing the critical emergency needs of both IDP and host communities, allowing for the establishment of one harmonised model for community engagement, governance and peacebuilding in Mafa Town and the reinforcement of Local Governance and State public services.

Mafa Town was identified as one of the few areas where the Nexus approach could be effectively implemented, based on the strength of local operational coordination. The town hosts the Government

Girls' Arabic Secondary School (GGASS) Camp, which was established in 2017 in response to an influx of IDPs from surrounding areas who sought to escape the growing threat posed by the conflict in Borno state. But while Mafa is only a 40 minute drive from Maiduguri, the capital and biggest city in Borno state, few humanitarian actors were operating in the town, which provided a fertile ground for the initiative. This initiative's main aims are to use a multi-sectoral approach to solve site-specific needs of the community, in this case in GGAS, using community- and area-based approaches to conflict resolution and to encourage and develop a stakeholder dialogue platform aimed towards achieving common goals between IDP and host communities.

## SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

Nigeria was selected as a pilot country for unrolling the Humanitarian-Development-Peace Nexus Initiative. Through a joint analysis of transversal risks, needs and limitations that was carried out in Borno State, Mafa Town was identified as one of the few areas where the Nexus approach could be developed, designed

and effectively implemented, based on the strength of local operational coordination. Moreover, the Mafa Government Girls' Arabic Secondary School (GGASS) Camp presented an opportunity for a coordinated approach, linking Humanitarian, Development and Peace initiatives.

## CCCM ACTIVITIES

In addition to the standard CCCM activities, the most notable addition this project brought about was increased coordination with actors who did not necessarily work directly in the camp. The peacebuilding actor in the consortium organised coordination meetings between relevant host community and IDP community leaders, as well as humanitarian, government and military actors. These meetings were organised monthly with all stakeholders present. These monthly Local Government Area (LGA) coordination meetings increased the flow of information among all participants and stakeholders. This meant that the whole community in the town is more aware of the different issues faced by different sections of the population, and it provided a platform for different groups to be able to work together to resolve challenges. It enabled community leaders and humanitarian actors to gain a greater understanding of the local security context. Further, it enabled humanitarian actors to share information about upcoming activities, to contextualise them, and to gather feedback. For example, during the beginning of the COVID-19 outbreak, discussions were held on the installation

of handwashing stations at key locations throughout the camp, and host community leaders requested similar support in key transit areas in the host community.

A Stakeholder's Dialogue Platform was developed as a community governance platform and led by an International Non-Governmental Organisation (INGO) to bring together all stakeholders for Mafa coordination. This platform served as a forum for discussions to foster peaceful co-existence between the civil-military groups and also between the host and camp communities. Members of this platform included security forces such as the army, police, Civil Defence, National Drug Law Enforcement Agency (NDLEA) and Civilian Joint Task Force (CJTF); all partner representatives; camp leadership representatives and the host community leadership and government representatives including the Bulamas District Head and local government chairman. The main topics discussed in the Platform were community-led initiatives, sanctions to societal nuisance, needs and gaps, multisectoral approaches to solving issues and conflict resolution.



FES



## WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

The approach has proven to be relevant and appropriate, especially in areas where communities are underserved by humanitarian actors. Having a peacebuilding partner has been key. That was the mechanism that allowed partners to link the provision of immediate humanitarian assistance with longer-term relationship

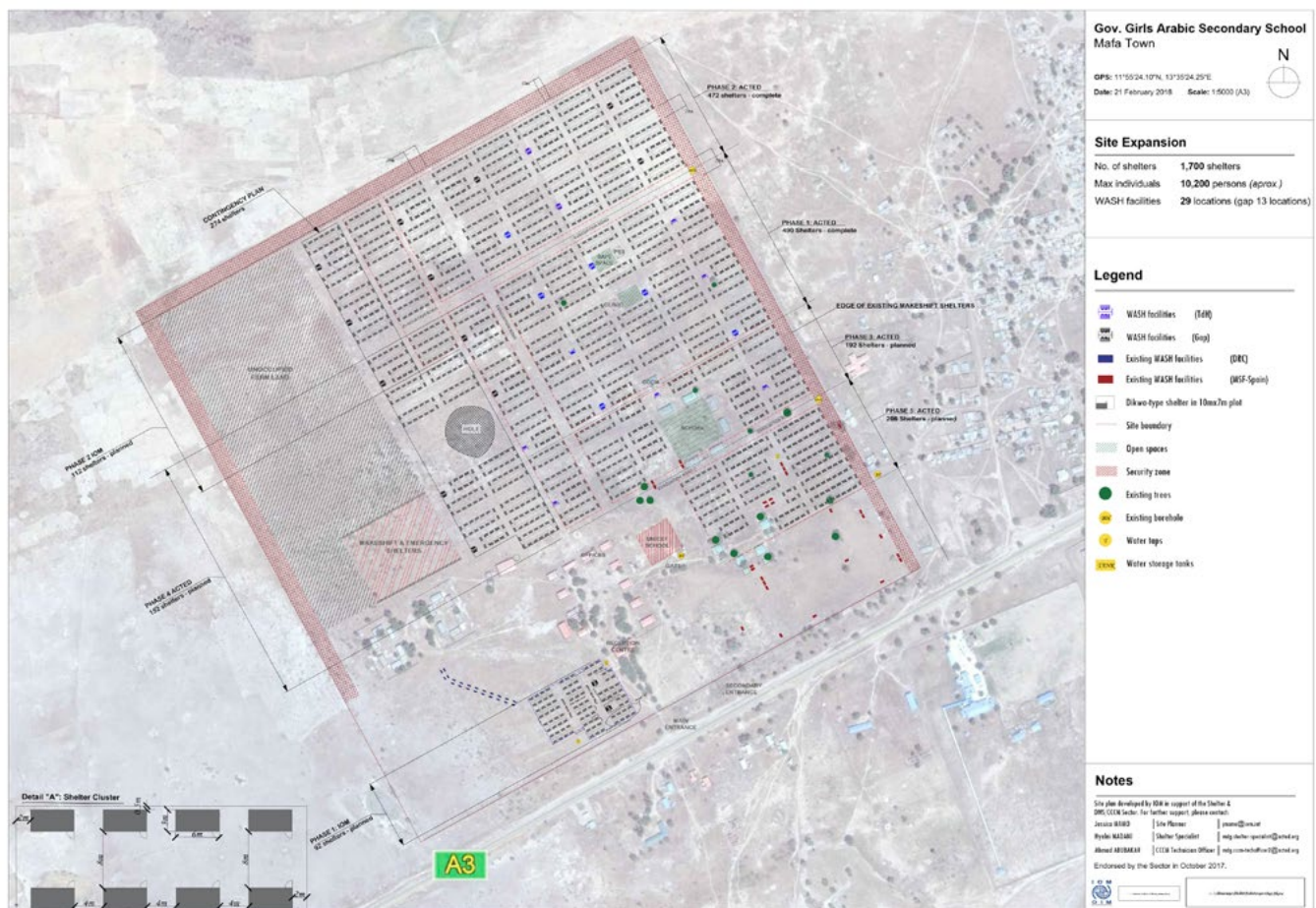
building and community engagement. A future consortium where it was just partners providing direct assistance would not be so relevant, and this is a good example of an adapted Humanitarian-Development-Peace Nexus approach that is tailored to the specific context in Mafa.

## KEY ACHIEVEMENTS

1. The project reduced friction between IDP camp residents and the host community in Mafa. For example, there was a misconception in the host community that camp residents are more favoured for in-kind food distribution, and the camp residents perceived that the host community was favoured, especially in regards to the host community's access to livelihood programmes. This caused some friction between the communities, however, the issue was raised during one of the coordination and an in-depth explanation and a better understanding was given to both communities. The coordination meetings were also able to address similar misconceptions surrounding water points.
2. Common ground was identified among stakeholders and relationships were strengthened through sharing success stories to assist other communities within the LGA.
3. The community gained awareness of their ability to be proactive in finding solutions within their own capabilities, and then seeking assistance only when needed.
4. There was a combined effort to bring the presence of government agency SEMA (State Emergency Management Agency) to the location in Mafa.

## CHALLENGES

1. There was a lack of access to the site due to security threats or vehicular restrictions.
2. Regular staff turnover in key positions was a challenge.
3. There was no designated focal point or consortium coordinator to provide leadership and direction to the three partners.



Mafa camp map



FES training

## LESSONS LEARNED AND RECOMMENDATIONS

1. Employing a **multisectoral approach to common issues** yielded better results.
2. Joint coordination **reduced duplication** of activities in the field.
3. The combined effort had more impact on the community because **all partners passed the same message to the community**, which emphasised the seriousness of issues. For example, all partners relayed the same messaging on COVID-19.
4. It is recommended to **notify field staff early** into such a partnership in the future so that an early combined kick-off can be held at field level.
5. **Dialogue between host communities and IDP communities** has been key to the success of the project.

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### Acknowledgements

Flora Musa



# NIGERIA

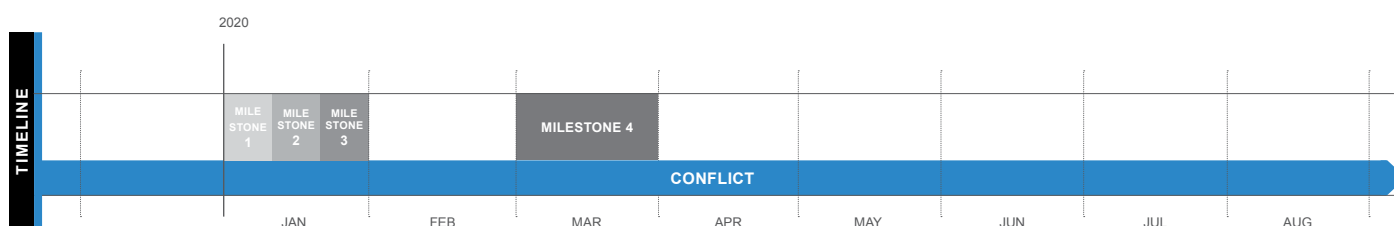
## STRENGTHENING THE PROTECTION OF IDPS THROUGH CAMP COORDINATION AND CAMP MANAGEMENT (CCCM)

<b>Cause of displacement</b>	Insurgency/Armed Opposition Group (AoG) attacks
<b>People displaced</b>	1.9 million (estimated by UNOCHA)
<b>Project location</b>	Banki, Damasak, Monguno and Ngala
<b>Project duration</b>	12 months
<b># Targeted by project</b>	329,395 people
<b>CCCM coordination mechanism</b>	Through the national coordination agency (NEMA/SEMA)



### Summary

The main objective of this project is to improve the protection of affected people of concern, restore human dignity and reduce suffering and disruption of Nigerian populations living in the 4 targeted local government areas (LGAs) through Camp Coordination and Camp Management (CCCM) services.



- |   |              |              |   |              |                                            |
|---|--------------|--------------|---|--------------|--------------------------------------------|
| 1 | January 2020 | Coordination | 3 | January 2020 | Flood and fire response                    |
| 2 | January 2020 | Decongestion | 4 | March 2020   | COVID-19 mainstreaming / outbreak response |



training session for comm volunteers



UNHCR Graduation of Livelihood Beneficiaries



## PROJECT OVERVIEW AND OBJECTIVES

This project is part of a wider IDP relocation venture undertaken in two earmarked extension areas in camps (Banki and Ngala) by humanitarian and UN agencies in collaboration with the State Government through its Ministry of Reconstruction, Rehabilitation and Resettlement (MRRR). This project takes an inter-sectoral approach through coordination with relevant stakeholders, with the aim to increase and strengthen protection of affected persons living in the camps, camp-like settings and within host communities within the targeted areas. A holistic CCCM, Shelter and Non-Food Item (NFI) strategy promoted community participation and capacity building in order to contribute towards durable solutions. Therefore, through monitoring activity in camps, host communities and areas of return, protection issues were identified and interventions planned and implemented in close collaboration with national authorities, the affected communities and other humanitarian stakeholders.

Lack of access to basic assistance and justice systems, risk of gender-based violence (GBV) and flood/fire risks are some of the gaps and protection risks faced by internally displaced persons in Nigeria. Moreover, persons with disabilities are often at heightened risk,

with limited access to services and assistance due to inadequate disabled-friendly programming that does not give adequate considerations to the needs of persons with disabilities. This is particularly the case for persons without caregivers. Persons with disabilities face systematic exclusion from services, lack of access to targeted information and are excluded from decision-making roles within their communities. Boko Haram attacks on camps and camp-like settings have become more frequent during both the day and night, increasing the challenges to address protection risks. In addition, governmental-initiated returns from the camps to home villages have not been able to be in line with the Kampala Convention<sup>1</sup>, increasing the risk of secondary displacement.

The project provided and distributed shelter materials to respond to the immediate needs of IDPs and returnees and facilitated the access to durable shelter solutions in transition towards recovery and integration. The project promoted community self-management and self-reliance. In close coordination with protection partners and service providers, the project gave particular attention to making services equitably available and accessible for persons with disabilities.

## SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

This project targets IDPs, refugees, returnees and host community members living in Ngala, Banki, Damasak and Monguno camps, focusing on the affected population in these four local government areas (LGAs) in Borno state, with a total population of 354,000 individuals. These LGAs were targeted due to their location among the crisis-affected areas. They are inaccessible by road due to the security situation, making military escorts necessary.

The selection of beneficiaries for relocation within these areas was based on a vulnerability and protection scale with a focus on female-, child- and elderly-headed households. Additional selection criteria included households with high dependency and extremely poor living conditions living in locations outside the target areas. This was done to ensure that essential services met minimum standards across all sectors, with careful consideration of community participation.



Monitoring food distribution

<sup>1</sup> African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention)

## CCCM ACTIVITIES

### Coordination and Advocacy

The CCCM agencies set up a coordination mechanism to provide avenues to find solutions to challenges and barriers in the provision of health, NFI, shelter, cooking fuel and WASH services. Monitoring activity in camps, host communities and areas of return provided information to identify service gaps and allowed interventions to be planned and implemented in close collaboration with national authorities, the affected communities and other humanitarian stakeholders/sectors. The CCCM agencies supported the other sectors in seeking longer-term solutions, upholding CCCM and SPHERE standards and the rights and dignity of affected populations. Activities included monitoring during general food and NFI distributions, sector assessments, as well as area-wide sensitisation and awareness campaigns.

### Information Management

Information Management tools were developed by CCCM agencies to gather and share data, information and analysis for coordination, decision-making and advocacy with government counterparts, the communities and other humanitarian stakeholders/sectors.

### Sensitisation and Awareness

Awareness and sensitisation campaigns were organised and conducted on the risk of COVID-19, fire safety and prevention and general information on access to services.

### Capacity building and building of community-based structures

Capacity building activities of CCCM staff, community volunteers and camp communities on service delivery and protection mainstreaming were rolled out. Capacity building activities with camp communities gave opportunities to learn new skills and incorporate the community committees into daily life.

### Complaint and Feedback Mechanisms/Referrals

A protection help desk was established to improve the effectiveness of response by humanitarian actors to community member's complaints and feedback and ensured that urgent protection incidents such as GBV were referred to the appropriate protection actors.

### Focus-Group Discussions

Regular Focus Group Discussions were set up to learn the community's opinions on designated topics, and to guide and formulate future action. Topics discussed included access to services, living conditions of the elderly and specific protection risks faced by groups within the communities.

### Site Monitoring & Maintenance

CCCM agencies conducted needs assessments and monitoring activities within the displacement sites. Damages to camp facilities were assessed and care and maintenance activities conducted. These included Cash for Work activities for flood mitigation, drainage clearance and shelter construction, as well as latrines and bathing facilities that are safely accessible by persons with disabilities.

## WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

Security threats were the major impediment in the response in Borno State, however, through the government-led coordination and deployment of more security forces, an enhanced enabling environment was set up for the access of coordinated humanitarian assistance. The government-led coordination facilitated the provision of food, health, shelter, protection, NFI and cash interventions in the four target areas.

The CCCM/Shelter/NFI Sector adopted the government-led coordination pattern in north-eastern Nigeria. Through this coordination mechanism, the sectors built a strong relationship with government counterparts and supported the advocacy for protection and services, complementing the 2020 Decongestion Strategy spearheaded by the CCCM, Shelter and NFI Sector.

## KEY ACHIEVEMENTS

- 3,500 households were targeted for relocation under this project in Monguno, Banki and Ngala. 2,000 households have voluntarily relocated. The remaining 1,500 households are part of ongoing relocation.
- Overall, the community has embraced the project, and has stressed the need for other services, such as WASH, to be in place before the relocation process takes effect.
- 1,501 households that were victims of fire incidence were supported with temporary shelter and NFI kits.
- A Temporary Entry Point Screening Centre was established in Banki for the self-isolation of incoming new arrivals to avoid the spread COVID-19.



## CHALLENGES

1. Congestion and overcrowding in camps are the main challenges, with a lack of safe space for camp expansion as a result of growing security risks. This has resulted in families having to share shelters with relatives, contributing to an increase in health risks, particularly within the COVID-19 context, and minimised livelihood opportunities.
2. Protracted crisis has led to multiple displacements in the affected communities.
3. Lack of proper hygiene and potable drinking water has created various health risks in the local communities.
4. There were inadequate NFI kits to support the people in need.
5. There were inadequate shelter kits to support the re-enforcement of dilapidated shelters.

## LESSONS LEARNED AND RECOMMENDATIONS

1. This project recommends **continued advocacy** for more resources to meet the growing humanitarian needs and logistical support from the government to improve security, both of lives and of property.
2. It is important to **ensure a sustainable supply of energy** by promoting sustainable natural resource management, sustainable bioenergy production such as briquette production and promotion of fuel-saving cooking practices and fuel-efficient technologies for cooking and livelihood activities.
3. **Establish standard secondary health centres in deep field locations.** Health partners provided limited basic and primary health care. The few secondary health care providers have halted their services due to border closures in cities of neighbouring country Cameroon due to COVID-19.
4. Establish a **standard education system** for children.
5. Establish an **active and functional legal system** in the deep field for human rights protection.



Community participation in flood mitigation

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# YEMEN





## CONTEXT

The humanitarian crisis in Yemen remains the worst in the world, driven by conflict, widespread poverty, disease, economic collapse and the breakdown of public institutions and services. Since the conflict escalated in March 2015, the country has been in turmoil, with millions of people becoming food insecure, ill and extremely vulnerable. About 24.1 million (80 per cent) of the population across Yemen requires some form of humanitarian assistance and protection. This amounts to more people in need of humanitarian aid than any other country in the world.

Conflict has caused more than 110,000 casualties, with about 10% of them being civilians, and has displaced 3.6 million people from their homes. Although the number of air strikes and civilian deaths has dropped sharply since 2019, fighting has intensified and expanded during the first months of 2020. More than 81,420 people have been displaced from January to June 2020. Al Dhale'e Governorate has been one of the regions of Yemen severely impacted by the protracted conflict. About 80% of the governorate's population are in need of humanitarian assistance. Malnutrition and food insecurity is prevalent, and Al Dhale'e also reportedly has limited health care facilities. Humanitarian actors are trying to ensure that basic services in accordance with humanitarian standards are present in IDP hosting sites. These services include Shelter and WASH infrastructure, protection mainstreaming and multi-sectoral referrals, as well as active coordination with humanitarian partners for interventions at targeted sites.

Other challenges that Yemen faced in 2020 were the unprecedented flooding that devastated southern communities and increased the spread of diseases including cholera, dengue and malaria. The country experienced the worst cholera outbreak in modern times three years ago, and Yemen is currently on the brink of famine. Humanitarian partners have been working with communities and health facilities to provide preventative care and treatment to help combat malnutrition in over 330,000 children. However, delivering humanitarian assistance remains challenging because supply chains are cut off due to roadblocks imposed in the country. Roadblocks also limit access to cities and towns with hospitals and other essential services.

The COVID-19 pandemic counts as one of the many threats facing Yemen. It has been present since March 2020 and has spread rapidly across the country. As of October 2020, Yemen reported 2,064 confirmed COVID-19 infections with 600 deaths, however, low testing capacity undermines these numbers. Sanitation and clean water are in short supply and over two-thirds of Yemenis require support to meet their basic water, sanitation, and hygiene needs. The combination of extreme vulnerabilities and limited health care facilities puts Yemen at exceptional risk. A direct impact of the pandemic was the rise in burial activities and high mortality rates in the Aden governorate. Steps to mitigate and address COVID-19 are being scaled up to prevent the virus from spreading further.

## PROTECTION RISKS

The major protection risks identified are gender-based violence (GBV) and lack of access to basic services. Women, children and persons with disabilities are at heightened risk from conflict and the consequent loss of heads of households, family separation and breakdown of community structures. The damage and closure of schools and hospitals has disrupted access to education and health services. Children in Yemen suffer from acute malnutrition and food insecurity. IDPs face exacerbated threat of COVID-19 in displacement sites due to congestion, overcrowding, limited

mitigation measures and inadequate shelter facilities. Yemen has also experienced excessive mortality rates in the past year spurred by the lack of health care facilities and dwindling humanitarian aid.

The Yemen case study discusses CCCM activities undertaken by the Site Management and Coordination focal point in Aden and Al Dhale'e governorates to **improve living conditions in displacement sites, identify and address eviction concerns and ensure that newly established transitional sites are culturally appropriate.**

<sup>1</sup> Islamic Relief, *Yemen: Supporting 13 million people amidst a humanitarian crisis*, 26 Mar 2021

<sup>2</sup> IOM DTM *Yemen: Rapid Displacement Tracking Update* (24 to 30 May 2020)

<sup>3</sup> IOM DTM *Yemen: Rapid Displacement Tracking (RDT)*, Reporting Period: 10-16 May 2020

<sup>4</sup> *Excess mortality during the COVID-19 pandemic in Aden governorate, Yemen: a geo-spatial and statistical analysis*, 29 Oct 2020

# YEMEN

## IMPROVING LIVING CONDITIONS WITHIN IDP HOSTING SITES IN YEMEN

**Cause of displacement** Conflict

**Project location**

**Project duration**

**# Targeted by project**

**CCCM coordination mechanism**

**Al Dhalee governorate:** districts of Al Dhalee, Al Husain and Qatabah  
**Aden governorate:** districts of Al Buraiqeh, Al Mansura, Al Mualla, Al-Shikh, Othman, Craiter, Dar Sad and Khur Maksar

24 months

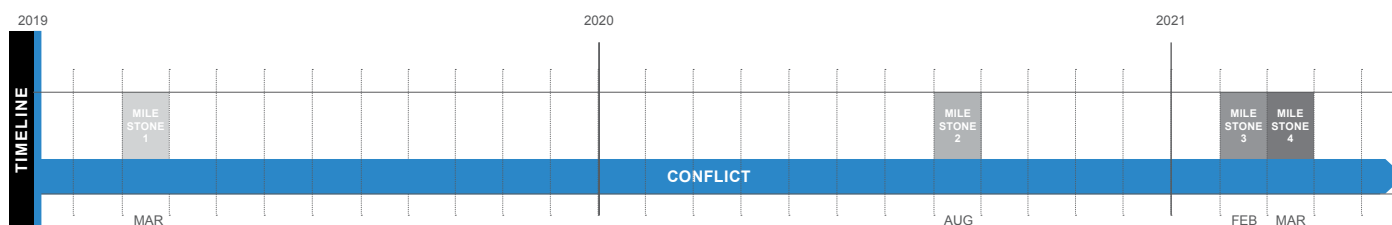
18,961 households

National CCCM Cluster



### Summary

The Site Management and Coordination (SMC) focal point for 54 sites (16,856 people) in the governorates of Aden and Al Dhale'e conducted regular assessments of the needs across sectors and coordinated assistance provision with relevant partners and clusters. The agency developed self-governance structures in the sites through the election of community committees and coordinated with national authorities to address new arising issues, such as eviction threats. To complement its CCCM activities, the lead agency directly implemented WASH and Shelter/NFI activities in the most vulnerable sites identified.



- 1 March 2019 Start of the project
- 2 August 2020 Completion of CCCM, Protection Principles, WASH & Shelter training for 160 community committee members in Aden and Al Dhale'e
- 3 February 2021 Completion of 168 transitional shelter units in Aden and 118 transitional shelters and 250 emergency shelters in Al Dhale'e
- 4 March 2021 End of Project



## PROJECT OVERVIEW AND OBJECTIVES

The main objective of this project was to ensure that basic services are present in critical IDP hosting sites, adhering to national and international standards, to respond to the needs of those most affected by the conflict in Yemen. This includes ensuring that services across all sectors are available in the sites, as well as advocating for any gaps that may remain unmet. The CCCM interventions also

aim at increasing the capacity and dignity of the displaced persons by establishing gender-balanced community committees elected by site residents, reception services for new arrivals, Shelter and WASH infrastructure, protection mainstreaming and multi-sectoral referrals, as well as active coordination with humanitarian partners for interventions at targeted sites.

## SELECTION OF BENEFICIARIES AND GEOGRAPHICAL TARGETING

Based on population and vulnerability criteria along with needs identified with WASH and Shelter partners as part of a technical assessment, 18,961 households across 57 sites in the governorates

of Aden and Al Dhale'e were targeted for WASH and Shelter activities through Site Management and Coordination (SMC) focal point.

## CCCM ACTIVITIES

In response to emerging displacement trends in Yemen, camp management uses dynamic approaches including mobile response, CCCM mentoring and support to local authorities and classic on-site camp management, adapting assistance provided to a variety of camp and out of camp displacement settings. With displaced persons living in informal sites, CCCM partners engage through mobile teams that monitor the humanitarian situation in each site on a weekly basis. This takes place through direct coordination with the site focal points or remotely through a 'light' approach when the site is not accessible.

The project aims to address CCCM concerns through:

1. Strengthening coordination and communication with site focal points and site residents,
2. Implementing a Complaints and Feedback Response Mechanism (CFRM),
3. Establishing an interagency referral system, specifically with protection and health services, and
4. Ensuring all WASH and Shelter facilities are accessible and equipped with lighting systems.

### 1. Coordination with Site Focal Points and Residents

In every site under the management of the SMC focal point, community consultations were conducted to discuss the roles and responsibilities of the site committee. Each committee was then elected by the residents of the site and included both men and women, establishing a gender-balanced community committee in each site. A total of 428 IDPs were elected as committee members across the sites in Aden and Al Dhale'e, with 45% female representation in Al Dhale'e and 48% in Aden. The community committees proved to be efficient in independently organising meetings to address issues in their communities. For example, in Medina Sakania site in Al Dhale'e, the committee organised meetings with the site residents following an eviction threat in order to successfully address the issue.

In both governorates, the SMC focal point coordinated and conducted CCCM, Protection, WASH and Shelter trainings for site committee members in July and August 2020. During the first training in Al Dhale'e, only 4 women were able to attend out of 80 participants as the training required that the participants be literate. To address this, the SMC focal point delivered a second training for non-literate members in December 2020, in which most participants were women. The participants reported feeling empowered and were more comfortable engaging with the community. They also reported this was the first time they had ever received such training and expressed interest in additional trainings in the future to increase their capacities.

### 2. Complaints and Feedback Response Mechanism (CFRM)

Complaints and Feedback Response Mechanisms (CFRM) were established through the installation of CFRM boxes in each site, through which the site residents can share complaints. The CFRMs were established based on the principles of respect, confidentiality and neutrality. Through this mechanism, all complaints are taken seriously and followed up with a response as quickly as possible. To ensure that the mechanism is easily accessible, the CFRM is adapted to Yemen considering the local context and culture, as well as the risks faced by the displaced population. Protection-related complaints are referred to Protection partners working in the site, following information protection procedures.

### 3. Interagency Referral System:

One of the largest issues faced by the IDPs are eviction threats and forced evictions. Across both governorates, IDP sites are located on private land, and with the increased economic crisis affecting the country, many landowners are looking to rehabilitate their land and buildings for livelihood purposes, leading to regular eviction threats. To address this, CCCM partners actively engage with Protection partners in the sites, as well as with the Protection Cluster and Executive Unit for IDPs (ExU) to coordinate and negotiate for IDPs to be allowed to stay on the land or to negotiate time for the ExU to locate a site for relocation.

Additionally, there are unknown amounts of explosive ordnance in sites, posing serious risk for IDPs residing there, particularly children. To respond to this, CCCM partners coordinated with a specialised agency to conduct Explosive Ordnance Risk Education (EORE) sessions in the IDP sites and safely remove unexploded ordnance.

### 4. Accessibility of WASH and Shelter Facilities

Through coordination with the Yemen Displacement Response (YDR) Consortium, the SMC focal point implemented WASH and Shelter activities, responding to the most critical needs across the sites. The agency engaged the community and adapted the response to the context of each site's HLP situation. Several rounds of focus group discussions were conducted with men and women to ensure full adequacy of the shelter design, WASH facilities and planning in order to build the two transitional sites in Aden. Following the consultations, the SMC focal point revised the designs to move the kitchen closer to the shelters and implement household-level latrines instead of communal ones in order to align with the community's cultural practices. As a result, the shelters and services provided in the sites have been well received by the community, and women and girls have full access to WASH facilities. Moreover, solar lights were installed where the latrines were located to increase women and girls' access to them during the night.



## WHAT IMPACT DID COORDINATION HAVE ON THIS PROJECT?

The Site Management and Coordination focal agency organised monthly area-based coordination meetings with local authorities and humanitarian actors in Al Dhale'e and Aden districts. Coordination took place at two levels: governorate level and directly at the site level. However, the meetings have been suspended since November 2019 due to reluctance from the authorities. In order

to ensure coordination of services was taking place, the SMC focal point adapted to coordinate through bilateral meetings as well as sectoral coordination meetings at the governorate level organised by relevant Clusters. In Al Dhale'e governorate, the SMC focal point has been co-chairing a bi-weekly coordination meeting, which allows for effectively raising gaps and vulnerabilities identified in the sites.

## KEY ACHIEVEMENTS

1. The SMC focal point has built a strong network with the organisations working in the sites through regular meetings and engagement. This helped to ensure effective information flow and enabled a regularly updated overview of the assistance provided and gaps remaining across all sites.
2. Throughout the implementation of shelter activities, the SMC focal point ensured meaningful community consultations were conducted so that the feedback from the communities was considered at all stages.
3. Identified gaps, such as water shortage and protection risks, were addressed in a timely manner through coordination with Clusters and humanitarian partners.
4. In both governorates, the SMC focal point conducted CCCM, Protection and WASH/Shelter trainings for site committee members throughout 2020.
5. Throughout the IDP sites in Al Dhale'e and Aden governorates, CCCM partners ensured SPHERE standards were met.
6. The SMC focal point has established a stable and independent governance system in the IDP sites, enabling the IDPs to organise themselves and report on issues and needs in the sites. This was enhanced through the training of committee members, including a training developed to target non-literate females in Al Dhale'e, ensuring the effectiveness of both female and male site committee members.

## CHALLENGES

1. Implementing prevention and mitigation measures to combat COVID-19 was a challenge in displacement sites. To address this, community consultations were held to share essential information on the prevention measures for COVID-19, and handwashing stations were installed across all sites, along with additional water trucking and soap bars.
2. The SMC focal point's area-based coordination meetings with all humanitarian and local actors has been blocked by the local authorities, who requested the mandate to coordinate the humanitarian agencies. Coordination had to be adapted to regular bilateral meetings and sectoral coordination meetings at governorate level.
3. CCCM partners often face issues in identifying other agencies with the capacity to cover identified gaps. Gaps that could not be addressed through regular coordination are reported at the consortium level, where additional advocacy is conducted.
4. Across both governorates, several security incidents led to the halt of activities. In Al Dhale'e, in four security incidents military groups destroyed shelters and threatened eviction. Following this, the SMC focal point engaged with relevant actors and authorities to ensure the safe continuation of activities in the site. Similarly, during the rehabilitation of a well in Naqil al Shay, the construction was destroyed by a military group due to land ownership issues. The SMC focal point was not able to complete the rehabilitation but was able to identify an alternate solution to provide water to the site.





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## LESSONS LEARNED AND RECOMMENDATIONS

1. In a context of site expansions and a highly volatile security environment, CCCM has developed a **flexible monitoring and coordination methodology** which has been able to maintain communication and coordination with the focal points of all sites in all circumstances. In accessible areas, CCCM uses a regular monitoring approach with in-person field visits, and in sites that are not easily accessible, CCCM uses a 'light' approach with phone and video calls to the site focal points to collect the relevant information.
2. With reduced availability of funds, humanitarian agencies providing services to IDPs are reducing their operations to only assist the most vulnerable, given them **less flexibility to respond to unforeseen needs**. For example, the governorates of Aden and Al Dhale'e are facing unanticipated flooding during the rainy season that heavily impacts the most vulnerable households living in informal settlements.
3. The SMC focal point has faced difficulties in identifying partners to provide affected households with shelter repair kits and other basic commodities in response to the flooding. As a lesson learnt, CCCM has included **prepositioning Shelter and NFI materials** as part of new projects in order to quickly respond to unforeseen shocks affecting IDPs in formal and informal settlements.

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### Acknowledgements

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# Annex C

## CAMP MANAGEMENT & COORDINATION CHAPTER

1. The Norwegian Refugee Council's Case Study for Cash-Based Owner-Driven Shelter Response in Baidoa can be accessed here: <https://www.nrc.no/globalassets/pdf/reports/durable-solutions-in-somalia-case-study/case-study---early-solution-project-baidoa-20200228.pdf>
2. OCHA Nigeria's website provides overview information about the humanitarian response in Nigeria at <https://www.unocha.org/nigeria/about-ocha-nigeria#:~:text=The%20number%20of%20people%20in,people%20among%20the%20most%20vulnerable>.
3. African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention), <https://www.unhcr.org/about-us/background/4ae9bede9/african-union-convention-protection-assistance-internally-displaced-persons.html>
4. The London School of Hygiene and Tropical Medicine provided a report using satellite imagery to estimate population mortality. The paper, Excess mortality during the COVID-19 pandemic in Aden governorate, Yemen: a geo-spatial and statistical analysis, 29 Oct 2020 can be found at: <https://reliefweb.int/report/yemen/excess-mortality-during-covid-19-pandemic-aden-governorate-yemen-geospatial-and>

