

# CCCM CASE STUDIES 2021-22

## III. Site Environment





## CCCM CASE STUDIES 2022

### Chapter III

#### Published 2022

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Front Cover: © IOM Somalia

# ACKNOWLEDGMENTS

This publication has been coordinated by the Global CCCM Support team on behalf of the Global CCCM Cluster and made possible through funding from the United States Bureau of Population, Refugees, and Migration (PRM) and the United Kingdom’s Foreign, Commonwealth and Development Office (FCDO). The case studies compilation and editorial process was led by Annika Grafweg, Jin-Hee Lee, and Erica Karapandi with layout design by Livia Mikulec. Project oversight was provided by the Global CCCM Cluster Coordinators, Strategic Advisory Group, and the global thematic Working Groups. This compilation is being published in recognition of the immeasurable amount of work done by crisis-affected people themselves despite the challenges faced due to the Covid-19 pandemic and adversity that they are facing during displacement.

The editorial team would like to acknowledge the valuable contributions of the following individuals who wrote case studies and provided photos, feedback and documents to this collection.

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Priscila Scalco	Rahman Kazi	Sara Al Safee	Stephanie Tam
Thomas Stork	Tom Badham-Thornhill		

We would also like to acknowledge all CCCM and humanitarian colleagues and individuals around the globe who are working tirelessly to seek and advocate for durable solutions to displacement while ensuring equitable access to assistance, protection and services for displaced populations.

For comments, feedback or questions, please visit the Global CCCM Cluster website or contact [globalsupport@cccmcluster.org](mailto:globalsupport@cccmcluster.org)

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# LIST OF ABBREVIATIONS

<b>AAP</b>	Accountability to affected populations
<b>ABC</b>	Area Based Coordination systems
<b>ACTED</b>	Agency for Technical Cooperation and Development
<b>CAI</b>	Integrated Assistance Centre
<b>CBO</b>	Community-based organization
<b>CCCM</b>	Camp Coordination and Camp Management
<b>CFM</b>	Complaint and Feedback Mechanism
<b>CFP</b>	Common Feedback Platform
<b>CfW</b>	Cash for Work
<b>CLP</b>	Community-Led Project
<b>CSV</b>	comma delimited
<b>DRC</b>	Danish Refugee Council
<b>DRR</b>	Disaster Risk Reduction
<b>DSA</b>	detailed site assessment
<b>DSTWG</b>	Durable Solutions Technical Working Group
<b>DSWG</b>	Durable Solutions Working Group
<b>DTM</b>	Displacement Tracking Matrix
<b>ECHO</b>	The European Commission's Humanitarian Aid and Civil Protection Department
<b>FSL</b>	Food Security and Livelihood
<b>FU</b>	Follow-Up
<b>HDI</b>	Human Development Index
<b>HHs</b>	households
<b>HI</b>	Humanity & Inclusion
<b>HLP</b>	their housing, land and property
<b>IASC</b>	Inter-Agency Standing Committee
<b>ICCG</b>	regional Inter-Cluster Coordination Group
<b>IDP</b>	Internally Displaced Person
<b>IEC</b>	Information, Education and Communication
<b>IOM</b>	International Organization for Migration
<b>JRP</b>	Joint Response Plan
<b>KIIs</b>	Key Informant Interviews
<b>MHPSS</b>	unique Mental Health and Psychosocial Support
<b>MoHADM</b>	Ministry of Humanitarian Affairs and Disaster Management
<b>MPCA</b>	Multi-Purpose Cash Assistance
<b>NFIs</b>	non-food items
<b>NGO</b>	Non-governmental organization
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OPDs</b>	Organizations for People with Disabilities
<b>PSEA</b>	protection against sexual exploitation and abuse
<b>QIP</b>	Quick-impact project
<b>RCMC</b>	Rohingya Cultural Memory Centre
<b>RHUs</b>	Refugee Housing Units
<b>S/NFIs</b>	Shelter and Non-Food Items
<b>SD</b>	Site Development
<b>SM</b>	Site Management
<b>SMCs</b>	Site Maintenance Committees
<b>SMS</b>	Site Management Support
<b>SNBS</b>	Somalia National Bureau of Statistics
<b>SODEN</b>	Somali Disability Empowerment Network
<b>SSL</b>	solar streetlights
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>WASH</b>	Water, sanitation and hygiene
<b>WATSAN</b>	Water and sanitation
<b>WGQs</b>	Washington Group Questions
<b>WHO</b>	World Health Organization

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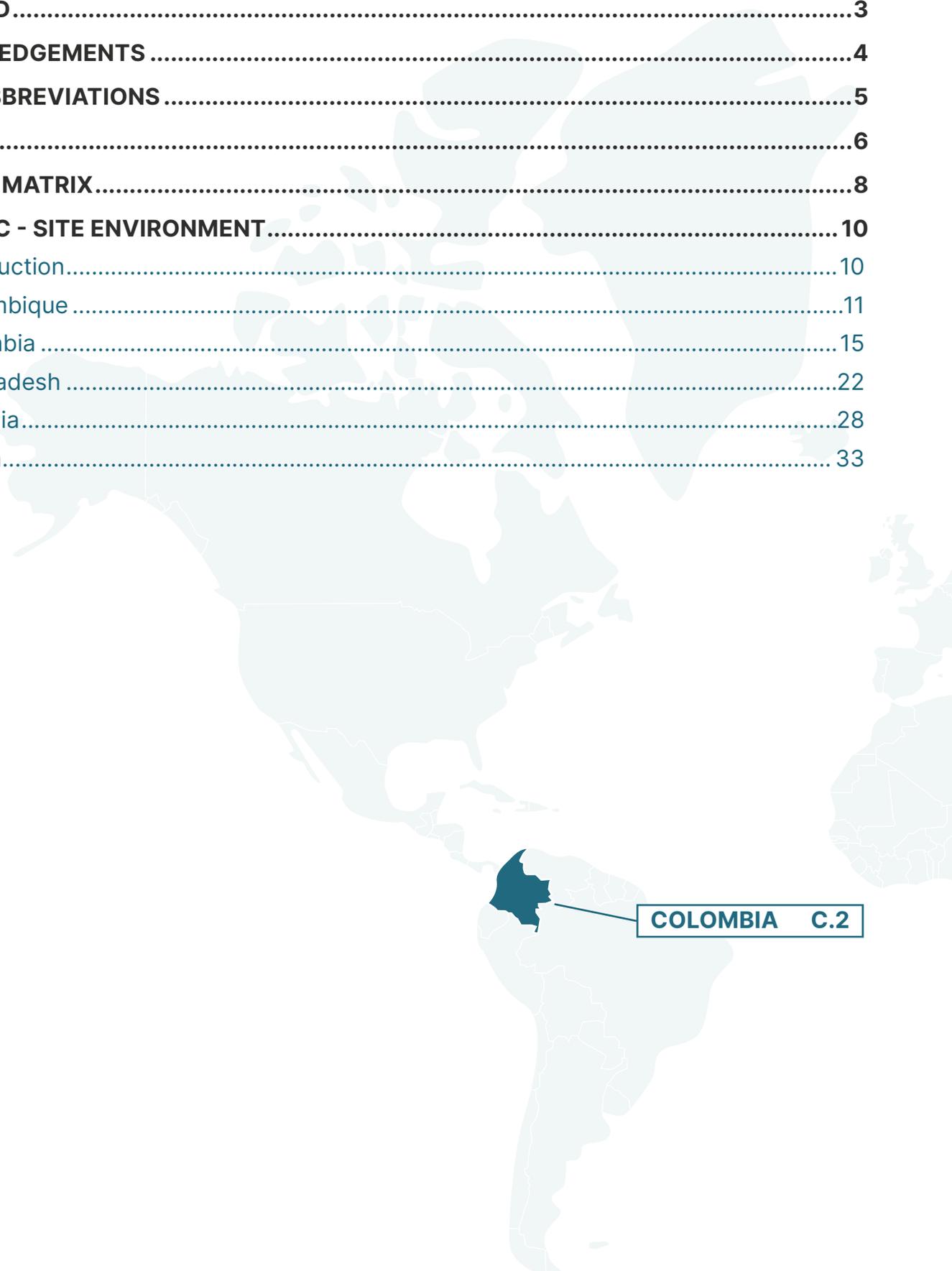
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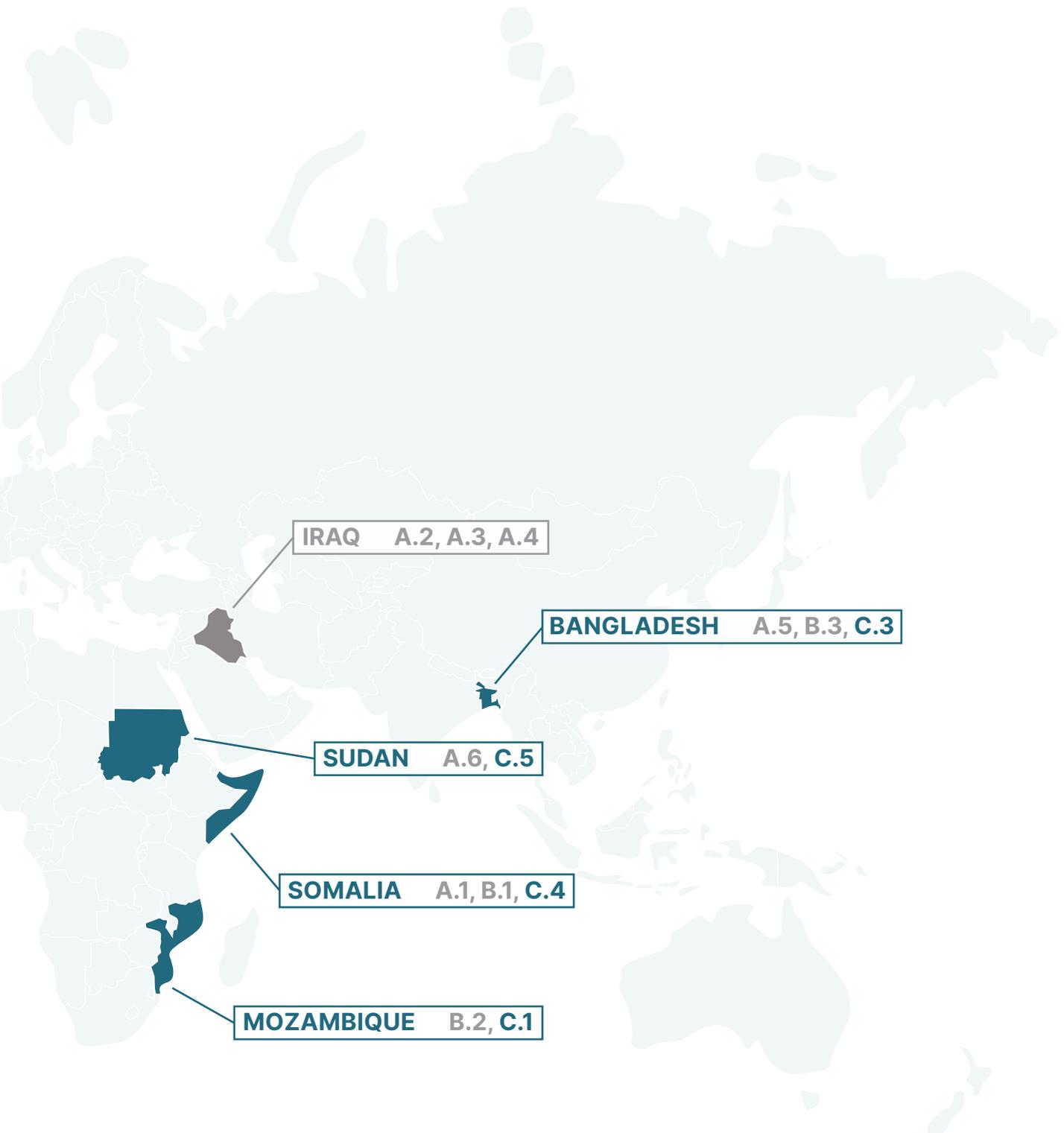
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### CCCM CASE STUDIES 2022 - KEY WORD MATRIX

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	Return	Relocation	Dispersed (rent/hosted/spontaneous)	Communal (collective centres/ planned sites / settlements /unplanned sites)	Set-up/ improvement	Care & Maintenance	Site Closure
CHAPTER A Camp Management and coordination	Introduction															
	Somalia	Durable Solutions		●			●	●		●	●	●				
	Iraq	Durable Solutions		●	●					●	●					●
	Iraq	Eviction		●	●					●	●					●
	Iraq	Camp Closure		●	●					●	●					●
	Bangladesh	Communication with Communities	●			●							●		●	
	Sudan	Community-led interventions	●			●							●		●	
CHAPTER B Inclusion of persons with disabilities	Introduction															
	Somalia	Inclusion of people with disabilities		●			●	●					●		●	
	Mozambique	Inclusion of people with disabilities		●			●	●					●		●	
	Bangladesh	Inclusion of people with disabilities	●			●	●						●		●	
CHAPTER C Site environment	Introduction															
	Mozambique	Capacity Development		●			●	●					●	●		
	Colombia	Covid-19 Response	●			●	●						●		●	
	Bangladesh	Site environment & inclusion	●			●							●		●	
	Somalia	Site Improvement		●	●								●		●	
	Sudan	Preparedness	●			●							●		●	



# CHAPTER C

## Introduction

The physical layout of displacement sites, whether in a camp, a camp-like setting or urban neighbourhood, has significant impact on the safety and well-being of displaced people. Site layout can affect how residents convene together, access services and cope as a community. While the physical layout of the sites – presence of community space, distance and access routes to services and facilities, arrangement of shelters – are important to consider, so are the underlying non-physical aspects of the socio-economic context.

The Minimum Standards for Camp Management include two standards specifically addressing site environment. Standard 3.1 ensures that all site residents and service providers live and work in a safe and secure environment. This includes assessing the site to identify risks and taking mitigation steps. In the following case study from Colombia, the physical layout of a reception centre was adapted in response to increasing migration flows during the Covid-19 pandemic. The site provides safe, temporary accommodation for refugees and migrants from Venezuela, and the CCCM agency adapted the site layout to meet public health requirements. The changes to the site layout not only meant spatial adaptations but also necessary steps to ensure that appropriate WASH and health facilities were available and Covid-19 prevention procedures developed.

Risk mitigation is also central to the following case studies from Bangladesh and Somalia. In Bangladesh, the CCCM agency collected feedback from the community about site safety and suggestions for site improvement. In this project, risks were identified by the community, and community decision-making was leveraged to prioritise site works and contributing to increase a sense of ownership. In Somalia, the CCCM agency established and trained Site Maintenance Committees that carried out Disaster Risk Reduction work. First, the committees conducted safety audits to identify needs, and next, they carried out maintenance and repair work to address those needs through Cash for Work programming.

Standard 3.2 addresses the need for a physically, socially and culturally appropriate environment. This means that the community's needs are reflected in the site environment, including the needs of at-risk populations. In the case study from Mozambique, the CCCM agency was able to better meet the demand for sheltering during an influx of displaced people by using digital mapping technology to speed up the process of site mapping. Not only did this assist the incoming community to have available shelters, the technology was also used to ensure that households with vulnerable members were located in areas close to service providers for improved access to services. In Sudan, the project focused on improving protection outcomes for both displaced and economically marginalised host community members. Cash for Work programming was used to build and rehabilitate site infrastructure and to provide assets such as lockable doors to vulnerable community members. This project aimed at improving safety and living conditions in displacement areas while also specifically supporting vulnerable community members.

# MOZAMBIQUE

## Technical Site Planning Capacity Building

Due to the large movement of IDPs in Mozambique since 2017, the traditional method of plot demarcation in IDP settlements could not keep up with the required need for shelter, leaving IDPs without proper shelter or exposing them to secondary risks. In response, the CCCM agency introduced a new methodology and carried out a capacity-building programme for local engineers to digitalise the process, utilising GPS and open-source GIS software. Through hands-on training on the new methodology, engineers reduced the site establishment time by 80 per cent.



### PROJECT LOCATION

 Cabo-Delgado, Nampula, Sofala and Manica provinces

### PROJECT DURATION

 28 June - 16 July 2021, 11-15 October 2021, 7-10 December 2021

### # TARGETED BY PROJECT

 N/A

### CCCM COORDINATION MECHANISM

 N/A

**KEYWORDS:** Site Planning, Capacity Building



Group photo of engineers receiving site planning training in Pemba, Cabo Delgado © Abdel Hafid Charifo, IOM

## Context

Mozambique holds one of the lowest Human Development Index (HDI) measures in the world, with more than 62 per cent of the population living below the international poverty line. Moreover, Mozambique is extremely susceptible to climate shocks and has been facing cyclical droughts and flooding, including two major cyclones in 2019. The humanitarian situation is compounded by increasing violence and insecurity, mainly in the north of the country, which aggravates displacement and protection issues. These consecutive crises and continued destruction of livelihoods are causing widespread food insecurity, chronic malnutrition and recurrent disease outbreaks.

## Project Overview and Objectives

The situation in Mozambique rapidly deteriorated due to multiple natural disasters and an armed insurgency that started in 2017 in the northern area. This has left an estimated 1.3 million<sup>1</sup> people in need of urgent humanitarian assistance and approximately 80,000 people in displacement. To respond to the situation, plots were cleared, demarcated and allotted to the displaced people living in resettlement sites.

Generally, the plot demarcation process was done by engineers and by hand, using ropes and tape measures. However, this methodology was not fast enough to meet the speed of incoming IDPs, leaving collective centres congested and exposing IDPs to secondary risks such as poor sanitation, gender-based violence (GBV) and fire. Moreover, ongoing external risks, such as Cyclone Idai, Cyclone Kenneth and the armed conflict added pressure to develop a faster methodology in setting up sites to reduce exposure to secondary risks.

Under these circumstances, by introducing a new plot demarcation methodology, this project aimed to provide settlement for IDPs within a short period to prevent them from secondary displacement and ensure dignified living conditions. The project also aimed to support the government and train engineers to ensure the project's sustainability by providing hands-on training and a mentorship programme.



Capacity building © Abdel-Hafid Charifo, IOM

<sup>1</sup> Mozambique: [Overview](#)

## Geographical targeting

Provincial engineers and engineers from potential districts hosting IDPs were targeted, covering Cabo-Delgado, Nampula, Sofala and Manica provinces.

## Site Management / CCCM activities

First, the CCCM department provided training on utilising equipment such as GPS, projectors and laptops, software such as QGIS, Google Earth Pro, ARCGIS Map Source and Excel, and open-source CAD software.

### Digitalising site planning methodology

Traditionally, the site planning engineers used tape measures and ropes in their site planning activities with plot demarcation rated at the ratio of 1:10 per technician, meaning that 1 technician demarcates on average 10 plots in a day. In comparison, the GPS methodology has a demarcation rate of 1:100 per technician using 1 GPS, meaning that 1 technician demarcates on average 100 plots in a day, significantly increasing efficiency over the traditional methodology.

The following GIS step-by-step process was followed:

1. The geo-referenced coordinates of corners of all plots are extracted from AutoCAD and exported as a CSV (comma delimited) format.
2. The CSV file containing the coordinates is then imported into QGIS, where a shapefile is created.
3. The shapefile is further converted into “GPX file exchange” format from QGIS.
4. The MapSource application is launched, and the GPX file exchange file is then opened in this application.
5. All the coordinates displayed will be highlighted. The GPS is then connected to the computer by USB cable, and the coordinates are then exported into the GPS.
6. The points are then ready for demarcation in the field.

Using the GIS methodology reduced the site establishment time -by utilising digital geographic analysis during the site selection. The digital analysis included the following aspects:

- ▶ Georeferencing of the project area.
- ▶ Extraction and correction of elevation data using Google Earth Pro and GPS Visualizer.
- ▶ Terrain analysis using a free, hybrid cross-platform GIS software called SAGA (System for Automated Geoscientific Analyses).
- ▶ Site plan layout design and printing with BaseMaps.
- ▶ Plot allocation process through AutoCAD data linkages with Microsoft Excel and QGIS.
- ▶ Allowed for plot allocation of specific locations with improved access to services for people living with disabilities and the elderly.

At the same time, the agency carried out a capacity-building programme using the “Hands-on, Minds-on” technique. The trainers guided participants step-by-step from data collection, data translation and manipulation, and data extraction to transferring the results onto the resettlement sites using GPS units. The capacity-building programme included government engineers to ensure sustainability of the project.

## What impact did coordination have on this project?

It was important to include provincial authorities during all site development processes. The presence of the provincial engineers during all processes has contributed to effective information sharing and training programme coordination.

### Key Achievements of Project

1. The CCCM agency developed 32 sites with 22,970 demarcated plots for IDPs in 5 months.
2. 138 government engineers were trained through this project, and four CCCM staff were trained for this project.
3. The CCCM agency donated 53 GPS units to the government to support the implementation of the new digital site planning methodology.
4. Site establishment time was reduced by 80 per cent, improving the living conditions of IDPs within a short period.
5. This project also improved upon the original geospatial data extraction and software techniques by incorporating best practices.
6. Collaboration between engineering software and GIS improved the efficiency of the site selection and site planning process.

### Challenges

1. The local authorities had limited resources, such as limited GPS units, and non-compatible computers.
2. Continued displacement and movement of IDPs required constant changes and adaptation of established sites.
3. Achieving minimum living space per household within the allocated site areas was extremely challenging given the number of people displaced.
4. Some IDPs did not want to move to newly developed resettlement sites for various reasons. In response, CCCM partners collaborated with Protection partners to ensure that IDPs' concerns were integrated into planning from the early stages.

### Lessons learned and Recommendations

1. On-site and desktop guidance should be continuously provided to provincial engineers to independently develop a context-specific exit strategy per site.
2. Provincial engineers were eager to learn the site planning methodology in order to apply these same skills to urban development planning tasks.
3. As a cross-cutting methodology, GIS mapping was also useful in monitoring the geo-referenced information, allocating plots to the IDPs and monitoring demographic data.
4. Incorporation of vulnerability criteria during plot allocation is possible and simple. For example, plots with strategic locations (i.e near service areas) can be reserved for vulnerable families, such as families including people living with disabilities. Plot number tokens are printed for plot distribution, making it easy to reserve plots as needed.

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<b>References to CCCM case studies for Mozambique</b>	2021-2022 CCCM case studies	B.2
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# COLOMBIA

## Adapting camp layout to changing migration flows and Covid-19 safety measures

This project focuses on the flexible camp planning strategy of the Integrated Assistance Centre (CAI) to be able to respond to changes in migration flow and the roll-out of Covid-19 pandemic safety measures, including necessary changes to WASH, shelter and health infrastructure and provisions. The CAI offers a safe space for refugees and migrants, including access to protection services and temporary accommodation.



### PROJECT LOCATION

 La Guajira, Maicao

### PROJECT DURATION

 March 2019 - August 2022

### # TARGETED BY PROJECT

 11,749 vulnerable refugees & migrants from Venezuela and returned Colombians

### CCCM COORDINATION MECHANISM

 Multisector Working Group, CAI Coordination Group

**KEYWORDS:** Covid-19 response, Care & Maintenance, Site layout adaptation



Drone photo, camp perspective © Lucas Matos

## Context

More than 6 million refugees and migrants have left Venezuela to live in neighbouring countries, according to the 2022 Regional Refugee and Migrant Response Plan (RMRP).<sup>1</sup> This displacement continues to be one of the most complicated and extensive crises of forced migration in the world, affecting Colombia, Ecuador, Peru and Brazil. According to Colombian immigration authorities (Migración Colombia), by February 2022 there were 2,477,588 Venezuelans in the country. Of that amount, 135,059 were in La Guajira, representing 5,45% of the total Venezuelan population nationwide. It was indicated that the amount of this population in Maicao is 55,883, representing 2,26% at the national level and 41,38% at the departmental level. According to the report, Maicao is the eighth municipality with the largest Venezuelan population in the country and the first in the department of La Guajira.

Both of these highly affected areas belong to the most underfunded regions in Colombia and had a high level of poverty even before the influx of Venezuelan refugees and migrants. Maicao is an important trading point with Venezuela and a duty-free zone characterised by frequent border movement and a 'floating population'. The displaced Venezuelan community in this border region consists of the most vulnerable refugees and migrants who lack the capacity and resources to continue their journey. Many live in deplorable situation, in make shift huts within informal settlements, facing acute protection issues.<sup>2</sup>

## Project Overview and Objectives

The Integrated Assistance Centre (CAI) opened its doors on March 8, 2019, following a request from the Colombian government to address the Venezuelan refugee crisis. It is a reception centre that provides shelter and access to basic services and protection as well as access to health care, physical rehabilitation, and psycho-social care to vulnerable refugees and migrants from Venezuela for one month per family. It is the only one of its kind in the country and is built on land provided by the Municipality of Maicao. The centre aims to guarantee access to basic services, protection and support in identifying durable solutions for people with specific protection needs.<sup>3</sup>

The project aimed to adapt the reception centre's site layout, infrastructure and service provision according to the constantly changing migration flows and needs, including the necessary spatial adaptation to mitigate the spread of Covid-19. The original camp layout consisted of four separate areas with basic infrastructure. This simple and flexible site layout allowed the CAI to minimise the impact of the pandemic. When changes were needed, the camp management agency was able to coordinate with diverse partners to modify the camp layout and capacity.

## Selection of beneficiaries and Geographical targeting

The camp is located 8 kilometres from the border between Venezuela and Colombia, in the city of Maicao. The profile of beneficiaries was adapted according to the migratory flows identified in the region. Initially, the camp received refugees, Venezuelan migrants, Colombian returnees, stateless people, people at risk of statelessness, children born in Colombia to Venezuelan parents as well as the indigenous community Wayuu. As the population of people in transit increased, the camp started to allocate accommodation for those needing transition services.

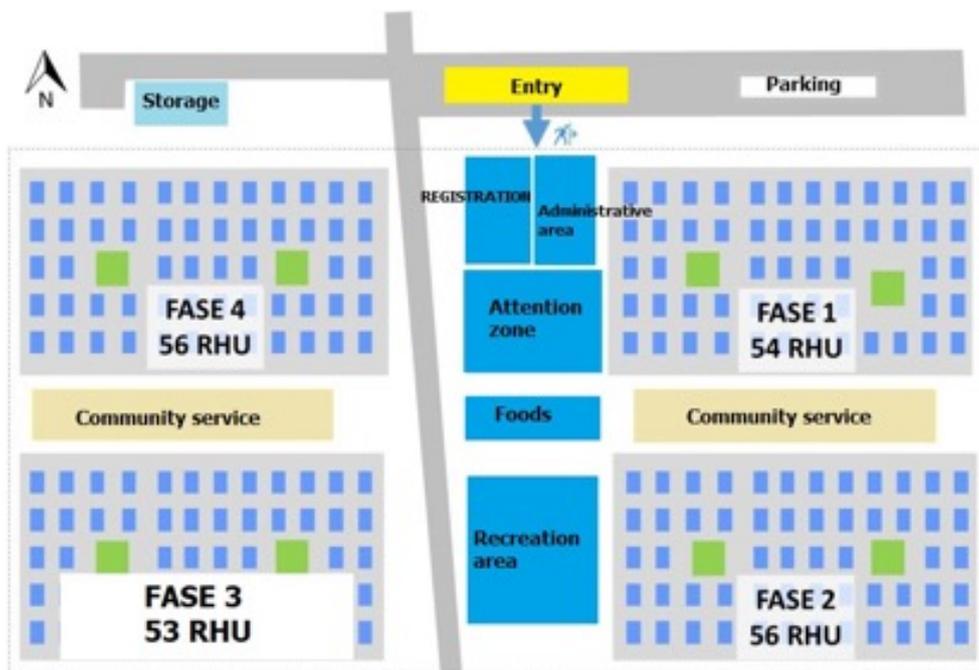
## Site Management

### 1. Camp adaptation

CAI site layout was structured in 4 sections ("fases"), each of which has basic infrastructure such as toilets and water points. Sections 1 and 2 were built in 2019, and sections 3 and 4 were completed in 2020. The site layout expanded to accommodate the changing migration flow. While the CAI was able to provide service and accommodation to 275 refugees and migrants at first, its capacity reached up to 1,100 people at its maximum level in 2020.

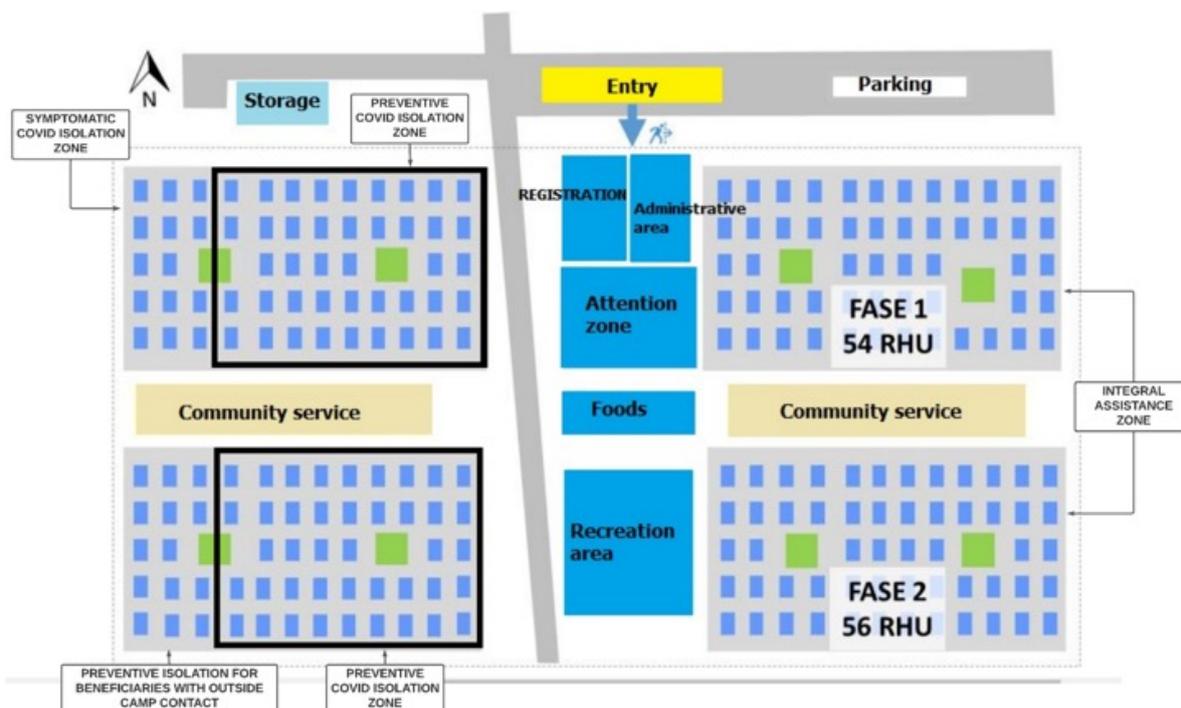
<sup>1</sup> Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela. [Regional Refugee and Migrant Response Plan for Refugees and Migrants from Venezuela 2022](#)

<sup>2,3</sup> Amanda George and Margherita Fanchiotti. CAI Maicao Reception Centre: [Environmental Scoping Report and Recommendations, November 2019](#)



Map of CAI – First Layout © UNHCR. [Centro de Atención Integral Maicao](#). 2020

In March 2020 the CAI closed for new entries, allowing people already accommodated to remain. However, In September 2020, due to the continues influx over the border, the CAI restart assisting people in need. It was necessary to adapt the structure to minimise risks during the beneficiaries’ stay at the camp. For this, working protocols were created for the management of people with Covid-19 symptoms and positive cases. Two areas of 4,500 square meters each were set aside to isolate newly arrived beneficiaries for a 14-day quarantine. Both areas had sanitary facilities, potable water and electricity, in addition to accommodation in RHUs (Refugee Housing Units). Food distributions were made daily using disposable materials, and respiratory masks and informative sessions about Covid were also delivered. During this period, beneficiaries were monitored, and if they did not show symptoms of Covid-19, they moved to the Integral Assistance Zone, where they had access to all the services offered within the camp for 30 days.

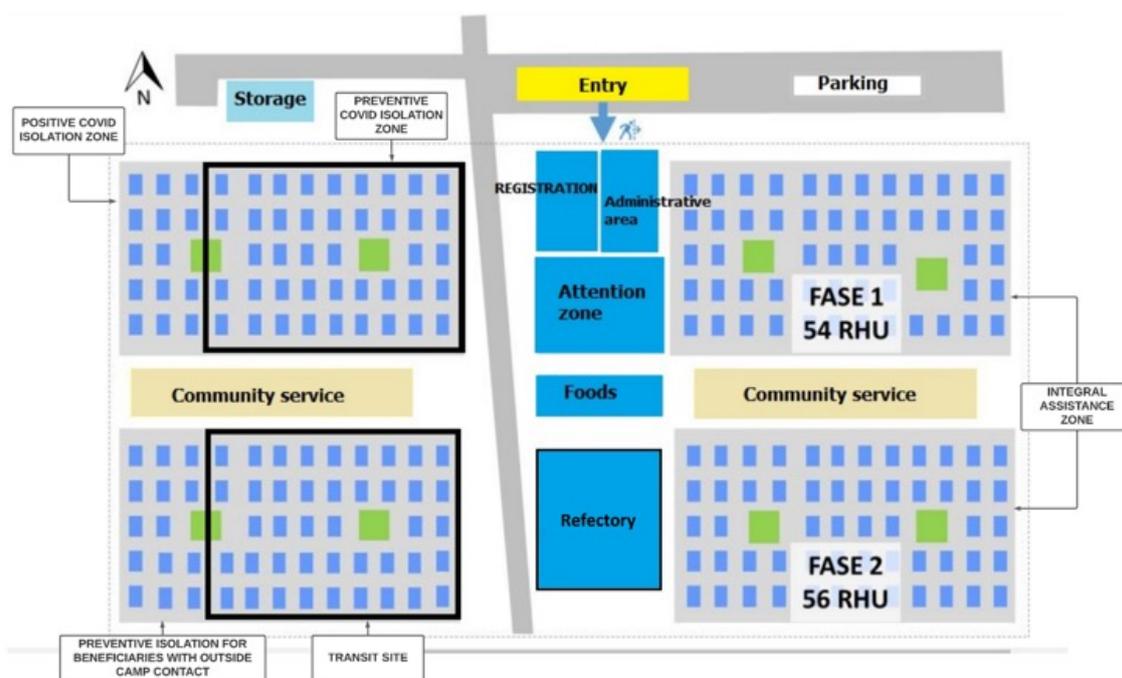


Map of CAI – Second Layout © UNHCR. [Centro de Atención Integral Maicao](#). September 2020

Two other zones were also created: a zone for the isolation of cases with symptoms of Covid-19, who were isolated until a test was carried out, and another zone to isolate beneficiaries who needed to temporarily leave the camp, mostly due to medical reasons, and had contact with external people. All the structural and programmatic changes let the CAI function during the pandemic with few positive cases and with no contagion between beneficiaries within the camp.

During the second half of 2021, the camp again adapted its layout to accommodate changes in the migration flow. There was an increase of people in transit, or people who had family/friends already living in the area so were not in need of direct shelter assistance. CCCM actors and partners discussed protocols and altered the camp infrastructure. One of the areas previously used for preventive Covid isolation was changed to serve the population in transit.

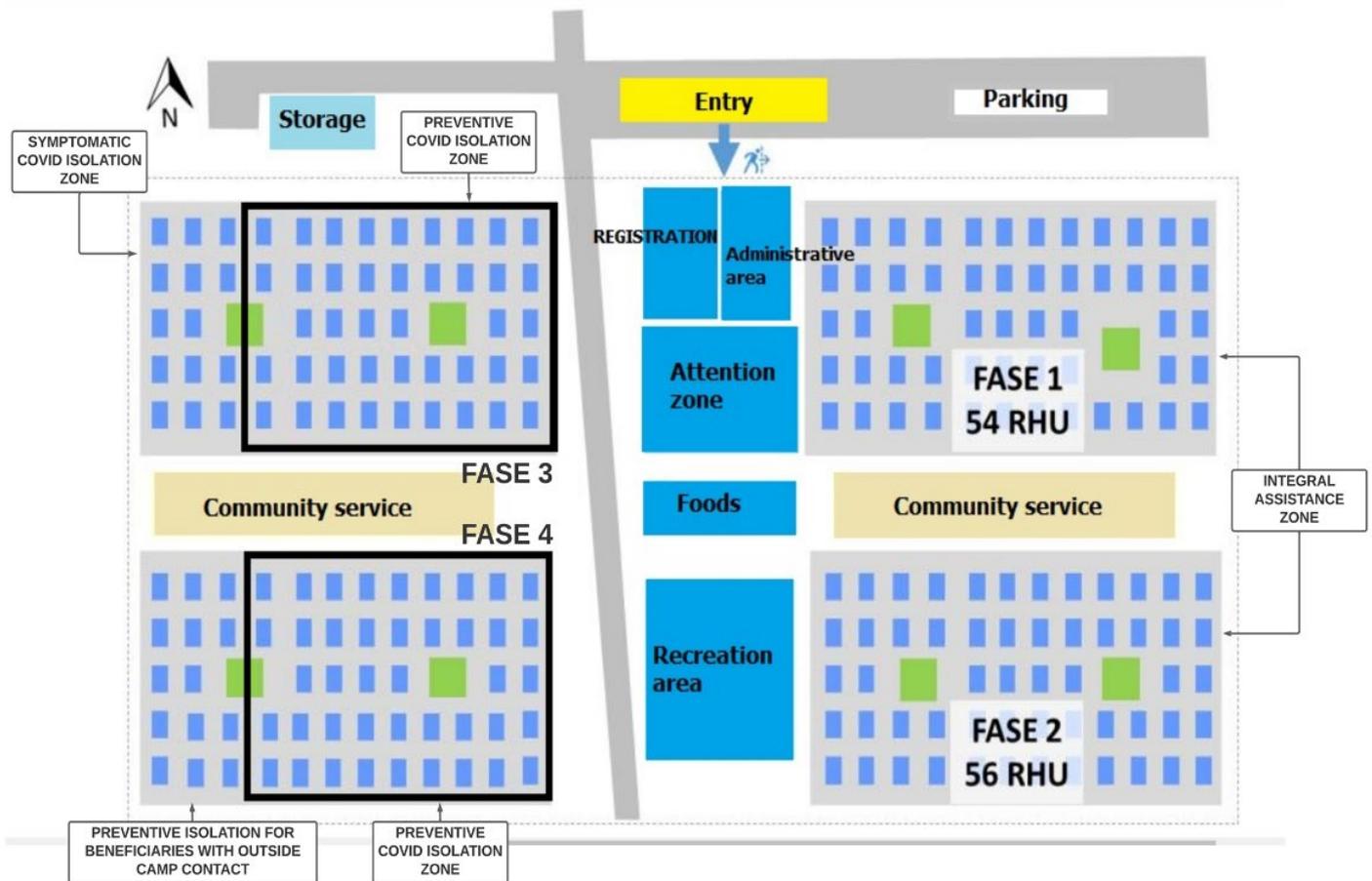
Training and constant communication with the camp management team ensured the agile preparation and adaptation to the changes. The field teams received training in different thematic areas according to the trends of migrants that were accommodated: first aid (due to the increase in arrivals of people with sensitive medical conditions), child protection (due to the high number of children arriving at the camp) and humanitarian logistics, among others.



Map of CAI – Third Layout © UNHCR. [Centro de Atención Integral Maicao](#). July 2021

## 2. Response to Covid-19

Despite the public health emergency, the camp had to continue operating during the Covid-19 pandemic. The coordination team established operational protocols with health actors that enabled safe project implementation: mandatory washing hands at the entrance to the camp and before entering any of the areas of the camp, using respiratory masks and social distancing. COVID tests were conducted at a different location prior to the entry into the CAI. In addition, WASH, Shelter and infrastructure teams quickly set up isolation spaces (isolation time 10-14 days) with bathrooms, drinking water and shaded areas. In addition, CAI installed plastic mesh panels to create sub-sections in accordance with guidelines of the Colombian Ministry of Health. The combined efforts of the CCCM partners and the strict hygiene protocol resulted in only four positive cases of Covid-19 over 21 months during the pandemic.



**Fases 1 and 2:** Areas for the beneficiaries who went through a preventive quarantine.

**Fases 3 and 4:** Areas for antigen testing with negative results and 14-day preventive quarantine.

**Symptomatic Covid Isolation Zone:** Area for the isolation of cases with symptoms of Covid-19. Health authorities regularly carried out tests for Covid on the beneficiaries who were in this area.

**Preventative Isolation Zone External Contact:** Area to isolate beneficiaries for 10 days who needed to temporarily leave the camp and had contact with external people in hospitals, which could pose a contagion risk for the camp.

*\*All phases had biosecurity measures complying with the guidelines established by the health authorities <sup>4</sup>*

Map of CAI – New Covid Layout © UNHCR. [Centro de Atención Integral Maicao](#)

### 3. Supporting local authorities

Most informal settlements on the outskirts of the city of Maicao suffer from flooding during the winter period. CAI assisted local authorities in responding to emergencies the host population faced by receiving flood affected populations within the sector dedicated to the transit population. Flood-affected Venezuelans and members of the host population could spend up to 7 days in the camp, receiving food and hygiene kits during this period.

### What impact did coordination have on this project?

Weekly coordination meetings provided a forum to effectively establish biosafety protocols in coordination with public health actors. CCCM actors discussed the changes to the site layout and types of assistance and services provided within the CAI. The multi-sector working group was essential to coordinate with local partners, especially on non-food items (NFIs) and humanitarian transportation issues.

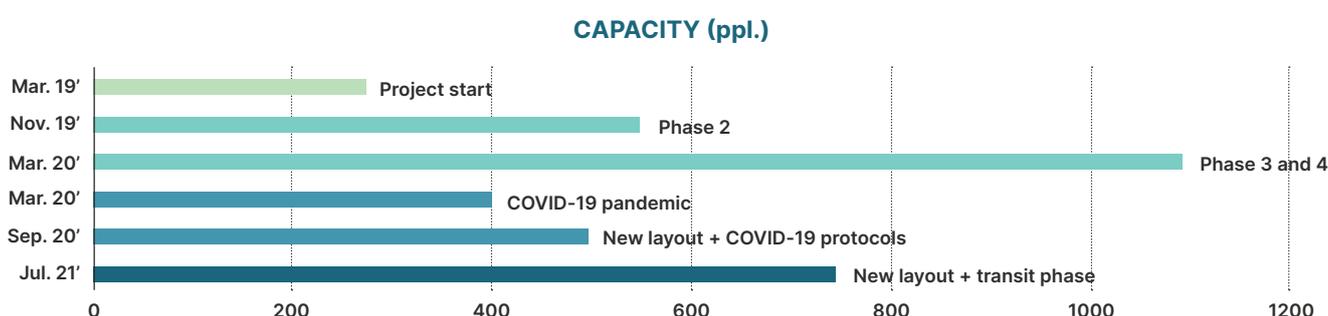
<sup>4</sup> UNHCR. Fact Sheet: [Centro de Atención Integral. 2020](#)

### Key Achievements of Project

1. Adapting the CAI layout by minimal spatial changes to respond to the rapidly changing pandemic requirements, while remaining operational.
2. Adapting management strategy according to the different operation models through training, communication and field simulations.
3. Due to strict biosecurity protocols and changes to site layout, only four positive Covid-19 cases were recorded within 21 months. With effective coordination with health actors, CAI was able to carry out a more extensive health checkup at the entrance and more constant monitoring in the isolation zones, reducing the probability of having positive cases inside the camp.
4. Effective coordination with partners to implement activities, responding to the migratory reality and filling assistance gaps.

### Challenges

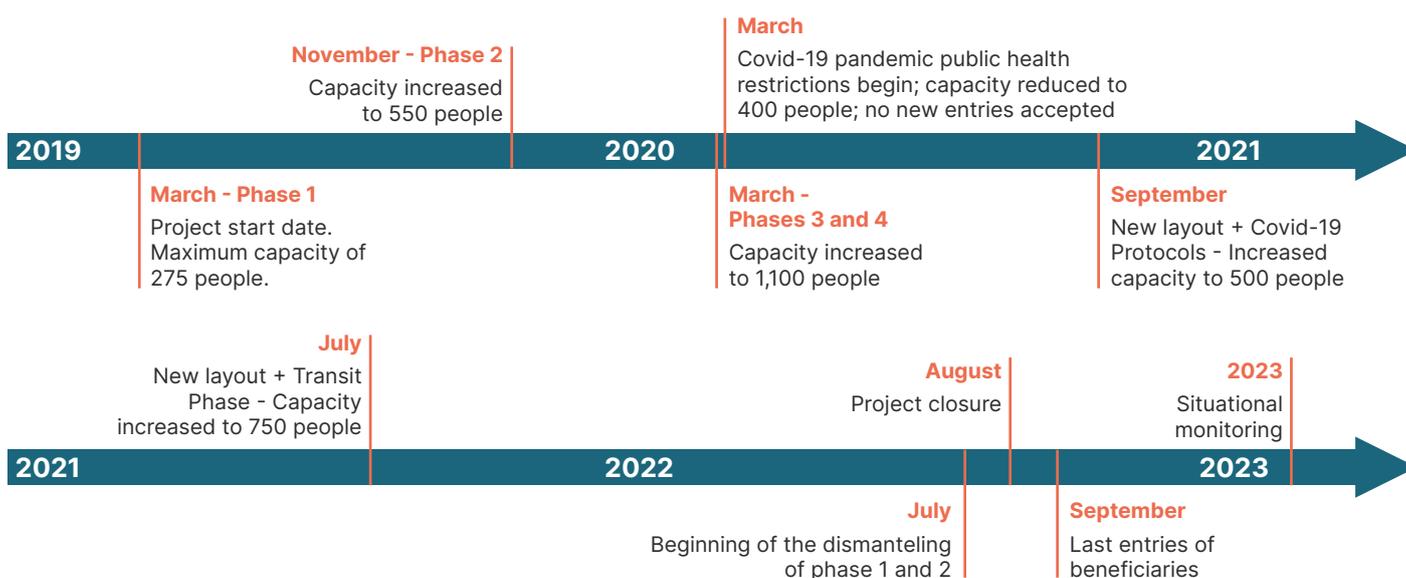
1. Adapting the layout of the camp while respecting the minimum standards of CCCM. With each change made, the camp management agency revisited the literature of international standards and adjusted the camp in order to respect them.
2. Communicating and training staff to work within the different camp layouts. The team had to adapt to new operating models several times, so communicating with the team in advance and working with them on the operating flows was extremely positive and allowed the team to be part of the process of building the operational protocols.
3. Managing changes that involve multiple actors. Coordination platforms were essential for rapid adaptation by all actors.
4. Maintaining flexibility without compromising biosecurity measures. Many changes in the field required flexibility in the Covid-19 protocols, e.g.: the need to reduce the isolation time to increase the inflow of new beneficiaries.
5. Modifying the camp layout under a budget that did not include these changes. It was necessary to look for strategies to save money in certain lines of the programme and reallocate for infrastructure changes. Working on preventive maintenance for the camp, which has a low cost, allowed us to save money as the frequency with which we performed corrective maintenance decreased.



## Lessons learned and Recommendations

1. Strengthening coordination mechanisms is essential to achieving project success, especially when several actors are involved and impacted.
2. Continuing capacity development for the field teams supported the team to be able to adapt to rapid changes, scarce resources and the impact of spatial changes to the CAI layout.
3. Participatory processes to develop implementation strategies that are feasible were vital, including all team members from assistants to managers, to include diverse points of view and competencies.
4. Mobile, temporary structures were most effective to adapt the site layout. It allowed flexibility and speed during the construction.
5. Community participation and engagement in the site layout discussion, construction and rationale were essential to effectively restrict the spread of Covid-19.
6. All infrastructural changes had an impact on the lives of the camp residents, and communication about why the changes were being carried out through community meetings allowed the community to participate in the elaboration of the operating protocols and in the construction works carried out in the adaptations.

## Timeline



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<b>References to CCCM case studies for Colombia</b>	2016-2019 CCCM case studies	C.3
	CCCM case studies Vol.1	Case 2

# BANGLADESH

## Community ownership of site improvement works

Since 2017, the Site Management and Site Development Sector has implemented Disaster Risk Reduction interventions to mitigate the risks of flooding, landslide and fire and to ensure safe access to lifesaving facilities for around 99,000 households in the Rohingya refugee camps in Cox’s Bazar, Bangladesh. Over time, through the integration of site management, Communication with Communities and site development, measures have been taken to increase community ownership of site improvement works. These efforts aim at ensuring the participation of the community in the identification of works, their prioritisation and implementation and gradually in their maintenance.



### PROJECT LOCATION

 Cox's Bazar, Bangladesh

### PROJECT DURATION

 September 2017 - ongoing

### # TARGETED BY PROJECT

 475,000 Refugees

### CCCM COORDINATION MECHANISM

 Site Management and Site Development (SMSD) Sector<sup>1</sup> and Communication with Communities (CwC) Working Group

**KEYWORDS:** Community Participation, Disaster Risk Reduction, Site improvement



Beneficiaries engaged as CfW in the construction of a stair in KBE camps. © IOM Site Development

<sup>1</sup> Equivalent to the CCCM Cluster for the Cox’s Bazar response

## Context

Since the 1970s, the Rohingya population has fled from Rakhine State in Myanmar to Cox's Bazar in Bangladesh. The largest influx occurred in August 2017 with more than 745,000<sup>2</sup> Rohingya seeking safety from violence, discrimination and persecution. The 2017 influx led to the establishment of densely populated camps on hilly and flood-prone terrain. Five years later, around 920,000 Rohingya refugees remain in five geographically distinct camps,<sup>3</sup> including the world's largest refugee camp, and are almost solely dependent on humanitarian aid to survive.

The Rohingya are exposed to numerous hazards in camps, including flooding, landslides and fire. Erosion is worsening every year because the slopes throughout the camp are unstable, and the population density of the camps keeps increasing with camp closure and internal relocations from risk-prone areas.<sup>4</sup> It is estimated that there are currently around 30,000 people threatened by landslides and that 10,000 people are living in flood risk areas.

## Project Overview and Objectives

To mitigate risks, facilitate access to services and improve the living conditions in the camps, Site Management Support (SMS) agencies have been continuously implementing Site Development (SD) interventions. These interventions for Disaster Risk Reduction (DRR) include slope stabilisation, drainage, access infrastructure, plantation and environmental restoration and solar streetlights. In 2017, the rapid influx of hundreds of thousands of people combined with the magnitude of the physical risks, government restrictions<sup>5</sup> and limitations in funding meant that site improvement works were mostly planned in a top-down manner, with engineers making fast and technical decisions. However, there is a growing awareness that the community must be empowered to meaningfully participate in decision-making processes and the delivery of site development works.

Rohingya-led consultations and social research reports by the SMS agency's Communication with Communities (CwC) team found the vast majority of Rohingya not only felt they were not consulted by humanitarians, but they felt frustrated as passive recipients of aid.<sup>6</sup> In addition, many expressed a desire to understand more about how decisions are made, how the aid system works and how they can play a more active role in the delivery of assistance. For site development works, there was specific confusion around how and why different work projects are selected. Communities felt that after complaining many times, some issues remained unsolved while others were resolved quickly. The desire to engage more was also felt by site development actors, who struggled to engage Rohingya communities in the upkeep of site management works and to engage women in site development activities through cash for work (CfW).

In response, the project sought to systematically link the CwC and SD programmes<sup>7</sup> to increase community ownership and decision-making capacity regarding site improvement works. By the end of 2020, significant improvements had been made to facilitate community identification of works, with individuals able to make requests directly to either the Site Management (SM)/CwC or SD teams. This increased the number of site improvement works identified by individuals in the community. However, the system could not efficiently process the number of requests, leading to delays, limited resources and time available to focus on participation, inclusion and two-way communication with the affected population.

## Selection of beneficiaries and Geographical targeting

This project was implemented in the 17 camps in the implementing agency's Area of Responsibility. Everyone residing in these camps was a potential beneficiary.

<sup>2</sup> OCHA. [Rohingya Refugee Crisis](#).

<sup>3</sup> For administrative purposes, the camps are subdivided into 33 camps.

<sup>4</sup> According to population data in 2019 and 2020, the average population density of the Rohingya camps is almost 40,000 people per km<sup>2</sup>, with the highest population density in some sections increasing to over 70,000 people per km<sup>2</sup>. acaps, 2020. [COVID-19 Rohingya Response](#).

<sup>5</sup> The type of materials that can be used to implement site improvement works is limited by the government, forcing use of techniques with reduced durability and need for constant maintenance and reconstruction.

<sup>6</sup> Here are the main research pieces on participation and inclusion for Rohingya response.

- > IOM and ACAPS, 2021. [Añárar Báfana: Our thoughts, Rohingya share their experiences and thoughts](#).
- > ODI, 2021. [Participation and Inclusion in the Rohingya Refugee Response in Cox's Bazar, Bangladesh: We Never Speak First](#).
- > ISCG, 2020. [Joint Multi-Sector Needs Assessment: July-August 2020 \(Bangladesh Rohingya Refugees\)](#).
- > PSRP, 2020. [Flash Report: Rohingya Experiences of Covid-19 in Cox's Bazar Camps](#).
- > ACAPS and IOM, 2020. [COVID-19 Explained: Overview of Rohingya Perceptions](#).

<sup>7</sup> CwC, SM and SD are part of the CCCM unit for Cox's Bazar camps.

## Site Management / CCCM activities

### ► Utilising pre-existing community structures

The Rohingya volunteers from the CwC team conduct bi-weekly consultations in each Majhi-block with the Shomaz committees, known as the Block Engagement Programme. The Shomaz (which means “community” in Rohingya) committees are self-formed community leadership groups that play an important role in community governance.<sup>8</sup> Working with existing community structures and allowing the affected population to be in control of who represents them is essential when developing trust and increasing community ownership over the provided assistance and services. Requests and complaints, including SD complaints, collected on the spot are integrated in the Common Feedback Platform (CFP) app so they can be easily referred to service providers. Regular messages are also shared from the SD team about how the affected population can support maintenance or decrease the risk of different SD issues, for example, preserving slope stabilisation by preventing runoff from bathing spaces.

Additional meetings are also conducted with women and vulnerable groups who are often left out by community leaders. In these meetings, the SMS agency listens to the communities’ concerns, needs, and feedback. Being completely Rohingya-led, there has been greater ownership from the volunteers and openness from the community members who regularly attend the meetings.



<sup>8</sup> IOM, 2020. [Clan, Community, Nation: Belonging among Rohingya living in makeshift camps.](#)

<sup>9</sup> In Rohingya culture disclosing pregnancy outside of immediate family or close social circle can be sensitive. Therefore, a safe and supportive environment needs to be created so women can maintain their dignity, understand the risks and their options, and make an informed decision and enable SD team to help ensure their safety when completing SD works.

### ► Integrating CwC and Site Development information management systems

The CFP application facilitates a more efficient and effective way of managing a large number of requests and enables information-sharing between teams. Through automated referral pathways built into the system, requests are easily communicated between the team that received the initial request to the technical team that needs to assess and action the request. SD and CwC teams integrated the SD process into the CFP application so that the app is able to collect project referrals and keeps all data in the same platform. Including SD in the CFP app means that the results of the technical assessment, decision on whether a project can be implemented and the reasons behind the decision are provided back to the people who submitted the request through the established feedback loop already utilised by CwC and SM teams.

The integration of the SD workflow in the CFP application is a work in progress as referrals are gradually integrated and teams are trained to use the new system. Over the course of 2022, the full SD workflow from community referral to feedback and closure will be integrated in the CFP app, facilitating information transfer between teams. By increasing communication and efficiency in processing requests, the SMS agency hopes to improve the affected population's trust and utilisation of the community feedback and referral systems. After the integration of SD in the CFP app, other sectors could also be incrementally integrated in the system.

### ► Improving communication between technical teams and community to share feedback

To link SD staff with the Block Engagement Programme, trainings on site improvement works prioritisation and the referral system were provided to all field-based staff and Rohingya volunteers from CwC and SD teams. This interactive training – in which participants were asked to think like an SD engineer and prioritise works – was then delivered to Rohingya community leaders by CwC teams through the Block Engagement Programme. The aim was to increase the understanding of everyone involved in the referral process from the affected population to the CwC and SD intermediaries to SD engineers. Increased understanding helps to mitigate rumours and feelings of frustration that commonly result from confusion regarding why one issue is selected over another.

The communication between technical teams and communities has also been strengthened by briefing CfW labourers, especially women. Focus Group Discussions and Key Informant Interviews with female CfW labourers have been carried out to understand their experience and to adapt guidance for women engaged in SD works. Some adaptations include promoting women-led groups and allocating women CfW groups to less busy locations, ideally next to their shelters. Dedicated briefings for women engaged in CfW by female staff are ensured at the beginning of each rotation. These briefing sessions include important sensitive messaging, such as explaining that pregnant women<sup>9</sup> should avoid implementing physically demanding tasks and only carry out tasks adapted to their physical condition – such as preparing fencing works or supporting in the casting yards – and that such tasks can be identified for them by the SD teams.



Community consultation meeting © IOM Site Development

## What impact did coordination have on this project?

The best practices from this project are being gradually replicated and scaled to all camps in the SMS agency's Area of Responsibility, including camps where partners implement activities. Coordination is accomplished through SMS meetings with SM and SD partners, the development of training resources and technical support from SD and CwC teams.

The CFP is an interagency mechanism that is operational across all 33 camps. The system is based on established standards for the collection and referral of community feedback within the CwC Working Group. As the CFP was developed as a collaborative system, all agencies using the system can benefit from its improvements.

### Key Achievements of Project

At the time of writing, most of the actions in this project are a work in progress. Roll out is being done in stages to ensure accuracy and contribute towards:

- ▶ **Increased community ownership and understanding** enable the community to more meaningfully participate in decision-making processes, identify if something is high priority and manage expectations. In the long term and with sustained participation and inclusion of the affected population, the SMS agency hopes to see a reduction in duplicate requests through the different communication channels, increased efficiency and effectiveness of feedback from SD to the community, and greater community involvement in identification and prioritisation of SD works. This will lead to increased satisfaction in service delivery. As part of this process, it is also expected that the community will take control of more activities, such as watering plantations or cleaning drainage. This could save significant resources and reserve funds for activities requiring technical supervision.
- ▶ **Strengthened team linkages** between the SD, SM and CwC camp teams, especially Rohingya volunteers, were established. When the SD teams need to engage different communities to provide feedback about SD works, the Rohingya focal points from the teams can facilitate the information transfer in a more effective manner without needing to escalate the request to more senior staff. This allows each issue to be resolved at the community level and promotes increased information flow between teams and the community.
- ▶ **Easier case management and improved accountability to affected populations** are positive improvements that are already being reported. The integration of SD works into the CFP application is enabling faster and more efficient processing of requests while also ensuring the feedback loop is closed and the community is informed about outcomes and decision-making.

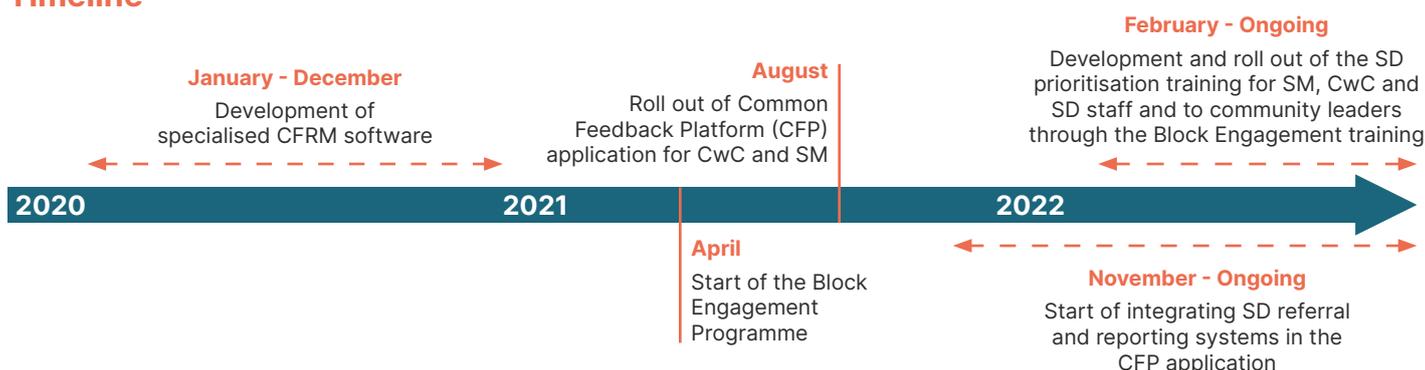
### Challenges

1. **Scale:** The SMS agency is responsible for Site Management and Site Development in 17 camps, hosting around 99,000 households. The roll out of any intervention requires high levels of coordination to ensure that information cascades down. It requires phased implementation across camps to ensure that the systems and processes can respond to the high number of requests and that changes are sustainable.
2. **Cultural and contextual considerations:** Including women in the programme and ensuring women's needs are met while their dignity and honour are maintained is difficult in a highly patriarchal society. It is a work in progress to ensure that community decision-making includes vulnerable members of society. In addition to cultural challenges, government restrictions limit the use of more sustainable and durable construction techniques for DRR interventions inside the camps.
3. **Balancing technical needs with community priorities:** The context in the Cox's Bazar camps is challenging and living conditions are precarious. Prioritising the works needed for DRR and selecting those with a higher cost / benefit is often a challenging task, especially with receding funding.

### Lessons learned and Recommendations

1. Community decision-making and engagement in prioritisation are crucial. Responding to individual requests does not equal community participation, inclusion or control of decision-making processes. It should not be assumed that community participation and inclusion organically improve the longer a crisis goes on. Resources must be dedicated, and a long-term strategy created to put the affected population at the center of decision-making processes.
2. Building community ownership requires systems that can be scaled across all operational locations, developing two-way communication channels, linking the teams at several levels (office level, field level staff, community volunteers) and investing in integrated Information Management systems.
3. Recognise the community’s knowledge and respect their codes:
  - ▶ Culturally sensitive messaging and active listening to community needs, experiences and concerns were key. Working with pre-existing community structures allowed more sustainable and appropriate community participation than if working only with groups created by humanitarian organisations.
  - ▶ Communities, when provided with enough tools and information, proved to be reasonable in their requests and understanding of operational constraints. For example, during the interactive SD prioritisation training sessions, Rohingya volunteers understood the prioritisation criteria for SD and were better at prioritising projects than some field staff.

### Timeline



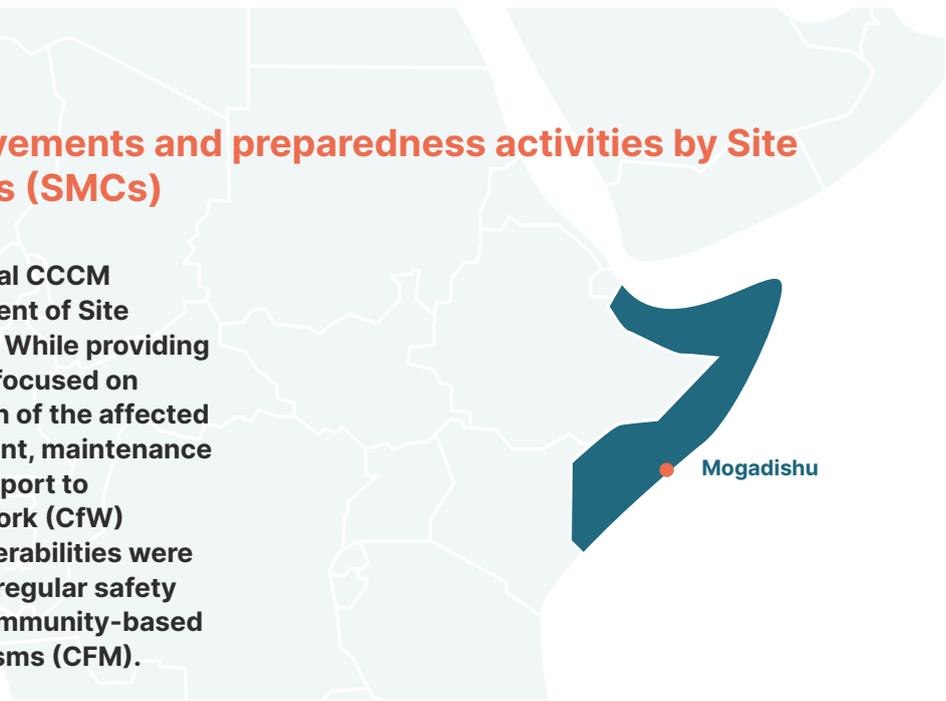
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<b>References to CCCM case studies for Bangladesh</b>	2021-2022 CCCM case studies	A.5, B.3
	2020 CCCM case studies	A.1, A.2, B.4, B.5
	2016-2019 CCCM case studies	C.1

# SOMALIA

## Site maintenance, improvements and preparedness activities by Site Maintenance Committees (SMCs)

This project aimed to provide critical CCCM assistance through the establishment of Site Maintenance Committees (SMCs). While providing life-saving assistance, the project focused on improving the safety and protection of the affected population through site improvement, maintenance and preparedness activities and support to site planning, including Cash for Work (CfW) programming. Sites Risks and vulnerabilities were monitored and addressed through regular safety audits and the establishment of community-based complaints and feedback mechanisms (CFM).



### PROJECT LOCATION

 Somalia: Baidoa, Kismayo, Bay, Jubadahoose, Sanaag, Erigavo, Hargeisa, Togdheer

### PROJECT DURATION

 01 May 2020 - 30 April 2023

### # TARGETED BY PROJECT

 40,794 beneficiaries  
161 beneficiary organizations

### CCCM COORDINATION MECHANISM

 Sub-National and National clusters

**KEYWORDS:** Capacity Building, Site Maintenance & Improvements, HLP, Preparedness



Solar panel installed in the camp © AdenSack Aden, ACTED

## Context

Suffering from endemic political instability and ongoing civil war since 1991, Somalia is a fragile country. People in Somalia suffer from conflict, weak socio-economic protection mechanisms, climate-related disasters such as severe droughts and unpredictable floods, disease outbreaks, desert locust infestations and the Covid-19 pandemic.

Recurrent shocks contribute to the deterioration of humanitarian conditions, causing significant internal and external displacement of the population. At least 3.7 million people are internally displaced, and they continue to face severe food insecurity and natural disasters.

Furthermore, an additional 4.8 million Somali people who are not displaced but severely affected by the conflicts, insecurity and droughts could leave their homes to look for emergency aid and become IDPs. IDP sites are overcrowded, and many IDPs have settled on private lands that lack access to basic services, proper infrastructure and risk of eviction, jeopardising their safety and security.<sup>1</sup>

## Protection Risks

Several protection risks were recorded by the IDP site residents.

1. Threat of eviction was one of the main concerns in the IDP sites. As some of the informal sites were built on private land, IDPs were subject to threats and eviction. Moreover, because of their insecure status, IDPs did not have the right to construct infrastructure within the site.
2. Poor site infrastructure increased protection risks. For example, many sites lacked fencing, front gates and street lighting, making insecure and unsafe environments especially for women and girls.
3. Substandard shelter conditions aggravated the IDPs' protection risk. Most shelters were constructed with local material, exposing residents to harsh weather.



Training and distribution of fire extinguisher © Adensack Aden, ACTED

<sup>1</sup> [2022 Somalia Humanitarian Needs Overview](#)

## Project Overview and Objectives

The formation and training of Site Maintenance Committees (SMCs) on Disaster Risk Reduction (DRR), Site Maintenance Standards, and Site Planning through this project improved the safety and protection of the IDPs. First, through a safety audit and Housing, Land and Property (HLP) assessment, the CCCM agency identified safety gaps and eviction threats caused by inadequate infrastructure unable to meet sanitary or climate preparedness standards. Secondly, Cash for Work programming (CfW) was developed, so that skilled and unskilled SMC members could maintain and repair site infrastructure such as latrines, hand washing facilities, septic tanks, solar lights, shelters and water assets. Additionally, the CCCM agency procured and handed over site maintenance toolkits and materials to improve the communal site infrastructure and reduce environmental risks and hazards through community-led site maintenance and protection mainstreaming.

## Selection of beneficiaries and Geographical targeting

The project targeted 45 IDP sites in Somalia. They were selected from the uncovered sites in Baidoa, Kismayo, Hargeisa and Sanaag<sup>2</sup> with a targeted population of 40,794 people. In addition, specific people were prioritised for selection: households with persons with specific needs or chronic illness, large households, female-headed or child-headed households, households with malnourished children or poor coping strategies, households identified as poor by their communities, households with pregnant and lactating women and households from a marginalised minority. Priority was also given to individuals recently displaced due to drought, conflict, evictions or other natural disasters.

The CCCM agency established and trained one SMC per site with 5 members per committee to ensure functional coordination and management, undertake service mapping and eviction monitoring and work closely with local authorities in building their capacity on CCCM and HLP rights. SMC members were selected based on vulnerability and basic skills to conduct site maintenance activities via the CfW programme. Members worked 10 days per month for three months and earned 5 dollars a day for unskilled people and 10 dollars a day for skilled people.

## Site Management / CCCM activities

The CCCM agency delivered critical CCCM assistance in 37 IDP sites in Somalia and 8 sites in Somaliland including safety audits to evaluate protection gaps and risks, as well as site-level GBV risks and vulnerabilities. The audit results were reflected in site maintenance activities. Regular safety audits, with a protection referral pathway, were then carried out to identify emerging needs, mitigate environmental, health, and protection risks and ensure safety and security. SMCs members participated in capabilities development activities including data collection with the help of Cluster tools for service mapping, service monitoring, cash transfer and eviction monitoring.

The objective of site maintenance activities was to strengthen IDP capacities for preparedness, resilience and DRR so that IDPs can cope with future disasters and environmental hazards. Thus, CCCM activities focused on improving safety and security by rehabilitating site infrastructure (latrines, solar lights, shelters, fencing) and constructing flood protection (gabion walls).

As forced evictions were witnessed in IDP sites on private land, the project also concentrated on HLP rights awareness with the different stakeholders. Moreover, in order to make these site maintenance activities durable and efficient, the CCCM agency conducted capacity-building training for SMCs on community leadership, conflict management, GBV, site-level coordination and maintenance, fire prevention and safety measures.

In 2020, within the targeted sites, site maintenance activities were undertaken through the CfW programme that provided a direct cash transfer to vulnerable households and improved the environment of IDP sites. The following are the details of the intervention:

### Camp Design and Layout

- ▶ The CCCM agency formed and trained one fire warden per site and distributed fire prevention and control equipment, including fire extinguishers and buckets.

<sup>2</sup> 5 sites in Sanaag, 3 rural sites in Hargeisa, 20 sites in Baidoa and 17 sites in Kismayo

- ▶ Forty-four new solar panels (180W power) were installed, and 22 existing solar panels were rehabilitated. They brightened the sites, enabling IDPs to safely carry out activities after sundown.
- ▶ 3,280 solar lanterns (multi-functional LED solar lanterns of 5W/9V power) were distributed to 3,280 vulnerable households, benefitting 19,680 individuals in total.

## WASH

- ▶ As few sites had watering places within reach (often further than 500m), the CCCM agency installed water pipeline extensions and constructed one water kiosk in Baidoa.
- ▶ Gender segregated latrines were constructed to improve sanitation and reduce risk of GBV. While they had outside solar lights to ensure safety at night, light bulbs connected to solar batteries also lit the latrines from the inside.
- ▶ Covid-19 prevention awareness activities were carried out at all sites to improve hygiene and sanitation conditions in the camp and prevent spread of Covid-19.

## Shelters

- ▶ 815 of the most vulnerable IDP households received emergency shelter kits and NFI kits, benefitting 4,890 individuals.

## Safety and Security

- ▶ Fences and gates with locks were installed in 8 sites in Kismayo, reducing insecurity risks.
- ▶ CCCM actors helped update Monthly Eviction Monitoring tools to show the level of eviction risks in each site (low, moderate or high) to provide early warnings and preparations.
- ▶ The local authorities, private landowners and the CCCM Cluster engaged in discussions to find solutions and land agreements to avoid forced evictions.

## Site maintenance and coordination

- ▶ Through the CfW programme, 78 SMCs undertook site maintenance, coordination training, development of DRR and distribution of site maintenance tools.
- ▶ The CCCM agency advocated for public land accessibility for IDPs by engaging in dialogue with landowners and the HLP Cluster to create land titles. In addition, conducting monthly eviction monitoring and reported eviction threats to the CCCM Cluster and local authorities.

## What impact did coordination have on this project?

1. Site coordination meetings improved community engagement, facilitated information sharing and fostered community awareness.
2. Community engagement created a sense of ownership for the community. Their views, needs and suggestions were clearly expressed and addressed .
3. Partners and service providers improved coordination by attending the CCCM subnational and national Cluster meetings, where they were able to share information on the needs and gaps of displaced communities in Somalia.
4. Dashboards and information-sharing tools were created to improve coordination.
5. Joint Assessments were conducted during safety audits, site verification, eviction response and verification of newly arrived families to improve the level of coordination and engagement.
6. Complaint desks and hotlines were set up to improve coordination and enable CCCM case referrals to other sectors (e.g., Shelter, Protection, Livelihoods and WASH).

### Key Achievements of Project

1. Improving the living conditions of the displaced individuals by supporting site self-management, maintenance and coordination.
2. preventing forced evictions by engaging with local authorities and private landowners.
3. Safety audits successfully identified needs and gaps to protect all IDPs in Kismayo.

### Challenges

1. Ensuring communication with local authorities and private owners: As some sites were situated on private land, IDPs could not conduct site maintenance activities, even when necessary to avoid overcrowding.
2. Reducing the constant threat of eviction from private land: IDPs were constantly threatened with eviction, increasing their vulnerabilities.
3. Improving site safety and security: Due to limited resources, numerous sites were unfenced and exposed to bad weather, endangering IDPs’ assets, especially during the rainy season.
4. Securing permanence of site maintenance capabilities after the project end: Activities needed to be sustainable to avoid cessation after the end of the project.

### Lessons learned and Recommendations

1. Ensuring regular maintenance and repair of site assets and training SMCs were key to ensuring proper usage and maintenance of site infrastructure and safety and security. This was also essential to assess, prevent and foresee flood impacts.
2. Advocating for public/communal land was essential to prevent IDPs from losing resources as a result of eviction.
3. Dialogues with local authorities and private landowners (where IDPs were settled) and confirmation of land agreements before the construction of infrastructure were essential to avoid contention and eviction.

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<b>References to CCCM case studies for Somalia</b>	2021-2022 CCCM case studies	A.1, B.1
	2020 CCCM case studies	B.1, C.2
	2016-2019 CCCM case studies	B.6

# SUDAN

## Improving site safety and preparedness through building and rehabilitate basic community infrastructure

This project highlights Cash for Work (CfW) in addressing basic protection needs and reducing the impact of natural hazards on refugees and host communities. The CCCM agency implemented small scale infrastructure projects (drainage maintenance, pit filling) and flood preparedness activities through active community engagement and coordination with government authorities and the Cash Working Group (CWG). Overall, these activities improved vulnerable communities' livelihoods and restored their dignity by reaching out to more than 4,000 beneficiaries.



### PROJECT LOCATION

 Sudan (Sudan/East/Gedaref/Um Rakuba)

### PROJECT DURATION

 April 2021 - March 2022 (12 months)

### # TARGETED BY PROJECT

 Refugees and vulnerable host communities.

### CCCM COORDINATION MECHANISM

 Refugee Working Group, Camp Coordination meetings, Cash Working Group

**KEYWORDS:** Preparedness, Care & Maintenance, Site Management Support



© Marianna Pateraki, DRC Sudan

## Context

Sudan is going through a protracted social, political and economic crisis, which continues to result in high levels of vulnerability and unmet humanitarian needs due to both natural and manmade crises. The country is further impacted by neighboring Ethiopia's conflict, resulting in millions of IDPs as well as thousands of refugees crossing the border into Sudan. Eastern Sudan faces multiple humanitarian crises, especially after the refugee influx from Ethiopia in 2020. Exacerbated by Covid-19 restrictions, the economic capacity of vulnerable communities is drastically constrained, putting them at acute risk.

## General Selection of beneficiaries and Geographical targeting

The projects focused on the refugee and vulnerable host communities in Um Rakuba and Tunaydbah. Significantly, females and males of all ages and backgrounds, including the elderly and others with specific needs, were included in the projects.

## Project Overview and Objectives

To address the affected communities' basic needs and to prevent them from turning to negative coping mechanisms, the project aimed to provide basic income support to the refugee population, who lost income-generating capacity due to displacement, and economically marginalised host community populations to meet their basic needs, cover gaps and improve their livelihoods. It also aimed to build or rehabilitate basic infrastructure (drainage maintenance, pit filling, speed bumps) and community assets (doors with locks) to improve safety and living conditions in the camp.

The CCCM agency ensured that protection outcomes would improve for IDPs, refugees and host communities through individual and community-based services and support in meeting critical food security gaps with food and seed provision. The agency also provided emergency assistance through shelters, NFIs and flexible responses to sudden displacement. The CCCM agency utilised its camp management skills to build site management capacity for key stakeholders as well as improve the camp environment for Ethiopian refugees. Partner agencies met health and nutrition needs, including through nutrition interventions aimed at alleviating acute needs faced by communities due to malnutrition. The delivery of supplies and services allowed beneficiaries to have better access to health services through fixed clinics and a mobile team.

## Site Management / CCCM activities

Site management and infrastructure team members identified small infrastructure projects in Um Rakuba, Tunaydbah, Babikri, Hamdayet and Village 8 in order to improve safety and increase access to basic services. Examples of small infrastructure projects could be building a well and laundry area in a strategic position within the camp to improve access to water for washing, light grading, backfilling and levelling of water logged areas, or creation and opening of drainage systems, among others. Projects were technically led and overseen by the CCCM agency's technical programme staff but included significant levels of coordination with other agencies, community-based structures, and other camp stakeholders such as implementing agencies.

The CfW modality was widely used for all basic infrastructure activities in Eastern Sudan, including flood and fire preparedness structures as well as basic protection hardware.

- ▶ To increase fire safety, the CCCM agency formed a fire safety committee with a clear Terms of Reference (ToR) and regular meetings, facilitated training by the Fire Brigade, stored fire safety materials to be distributed per block and shared hotlines with the team and volunteers to use in case of fire.
- ▶ For flood preparedness, the Cash for Work project focused on drainage work and prepared a flood awareness campaign to be disseminated across camp. The CCCM agency also provided input for the flood preparedness response plan for each site, including backfilling, grass cutting, provision of technical guidance to skilled volunteers, provision of tools and distribution of 100 rainy season kits for emergency shelter solutions.
- ▶ To increase road safety, the CCCM agency constructed speed bumps as a Cash for Work project in front of schools and hospitals and throughout the camp. The speed bumps will minimise accidents and ensure that visitors and residents drive slower, especially in areas where children or vulnerable groups are crossing.

First, in coordination with the government authorities and the Cash Working Group (CWG), the CCCM agency determined the wages based on the prevailing exchange rates and the daily market rates (skilled, semi-skilled, and unskilled). At the same time, the type of labour needed was decided based on the results from the focus group discussions (FGDs) and the technical assessment conducted by the infrastructure team. Then, with the help of the community leaders of the affected zones or blocks, the Site Management Support (SMS) team conducted needs assessments and service monitoring to identify volunteers. The volunteer list was verified to ensure transparency and a wide reach of opportunities across the population. The volunteers were selected based on the household's willingness to participate in the work and vulnerability status, with a focus on including child-headed households and gender mainstreaming. Before the project roll out, the CCCM agency provided technical guidance for each activity. The agency's engineers provided guidance on how to use tools, best practices in relation to the interventions and safety mitigation measures in relation to the heat or risk of flood, depending on the season.

### Shelter & Infrastructure

- ▶ Carried out maintenance on a secondary drainage system and opened a third drainage system (5km) to mitigation risk of flooding.
- ▶ Constructed 32 permanent and 40 temporary road bumps/ humps across two camps, resulting in a reduction in motor accidents in the camps.
- ▶ Backfilled 42 open pits (other abandoned latrines), which were posing great protection risks to the camp beneficiaries.
- ▶ Cleaned the camp by removing waste and disposing of it at the designated public dumping ground.
- ▶ Fabricated 100 doors with locks and installed them for Persons with Special Needs.

*“Even if a lot of water comes from the mountain because of heavy rain, my tent is very safe since opening the drainage line in our block.”*

*Woman in Um Rakuba, Zone 2 Block 2*

### What impact did coordination have on this project?

The Cash for Work project provided multi-sector support to meet the humanitarian needs of crisis-affected populations across Central Darfur, South Darfur, South Kordofan and Gedaref states. Highly vulnerable population received integrated multi-sector humanitarian assistance through health, nutrition, protection, site management support, food security, and emergency shelter and NFIs. Building upon the support provided under current Humanitarian Implementation Plan (HIP) programming, CCCM and humanitarian agencies worked in partnership to meet emergency needs in a safe and dignified manner and integrated their responses to provide comprehensive assistance.

### Key Achievements of Project

1. The project supported over 4,000 beneficiaries, of which about 54% were female. They each received an average of 10 Euros, which improved their livelihoods and provided a resource for basic needs, medication and clothing.
2. The project contributed to enhancing ownership and restoring dignity. Locked doors and improved site capacity offered a sense of safety and privacy to vulnerable groups.
3. The door installation for Persons with Special Needs enhanced their safety, dignity and protection.
4. As the construction of road bumps reduced motor accidents, camp residents felt more protected.
5. Backfilling the open pits decreased risks for children playing outside.

## Challenges

1. Government authorities and community leaders attempted to influence the selection of beneficiaries without following the selection criteria. They were proposing specific persons who had already received cash assistance, so the CCCM agency had to explain the transparent procedure and the selection criteria adopted.
2. The rainy season and military coup caused roadblocks, border closure and flooding, which delayed the delivery of materials and tools. Specific wood could only be found in an area in Ethiopia which was not able to be reached.
3. High inflation resulted in readjusting the budget. The constant fluctuations of prices led to many adjustments to orders. Further market assessments and identification of suitable contractors took place.
4. Some beneficiaries complained about the selection procedure. There were specific selection criteria and a limited number of people targeted for each intervention, and the demand for work was high. The CCCM agency tried to mitigate and have a rotation scheme so more families could be supported and to include women in the intervention.
5. While it was crucial to have site-wide transparency in supporting all households, it wasn't easy to track and map which organizations were giving incentives to which households.

*“Our children now play safely in a clean environment due the general camp cleaning done by us using Cash for Work.”*

*Beneficiary in Um Rakuba, Zone 1 Block 4*

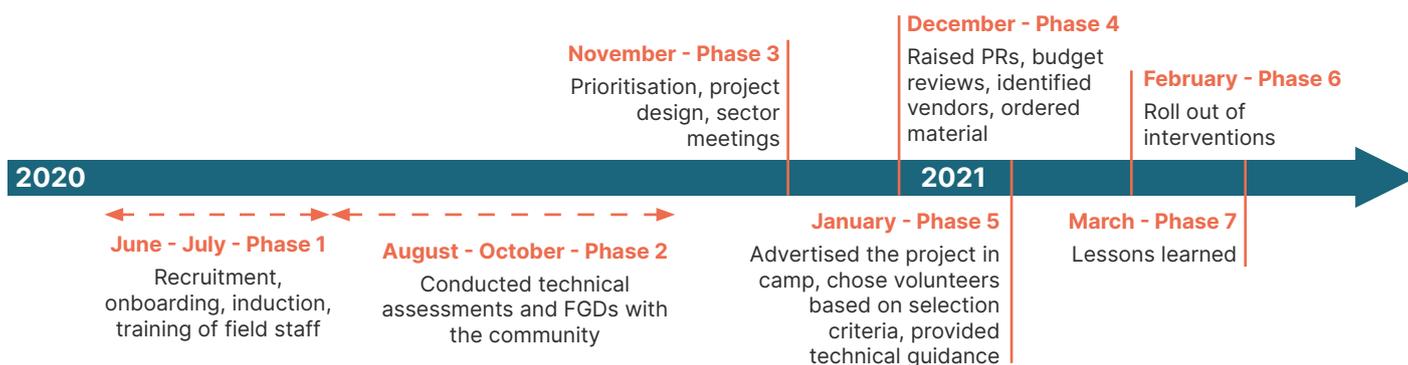


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### Lessons learned and Recommendations

1. Active community engagement in camp cleaning, safety and protection enhanced ownership. It also enabled the self-organisation of community initiatives and committees.
2. The systematic fire safety and flood preparedness approach encouraged the community’s follow-up ideas, proposals, and suggestions. The formation of a fire safety committee was the outcome of increased fire safety measures, and the committee created an informational theatrical presentation of how to apply good practices and how to react in case of fire. The presentation reached the community in a culturally appropriate and meaningful way.

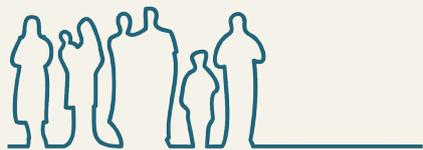
### Timeline



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<b>References to CCCM case studies for Sudan</b>	2022 CCCM case studies	A.6
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