**Camp Coordination and Camp Management (CCCM) -**

**Idai and Kenneth- Updated Strategic Approach: Early Recovery**

**July 2019– May 2020**

1. **Introduction**

Immediately following Cyclones Idai and Kenneth, Camp Coordination and Camp Management (CCCM) actors played a crucial role in coordination, community engagement, and site improvement in emergency and transitional sites for people displaced by the cyclones. As the post-disaster situation improved, displaced people returned home, relocated to new areas or resettled in government-allocated permanent resettlement sites. In the current post-emergency phase, CCCM Beira works with communities, early recovery/development actors, and the government in 45 permanent resettlement sites across Manica Province (28 sites) and Sofala Province (17 sites). In the Kenneth response, CCCM Pemba works in three sites.

This strategy document outlines CCCM actors’ strategic objectives for the Idai and Kenneth responses, covering the transition from emergency to early recovery for the period of July 2019 through May 2020, in line with the Humanitarian Response Plan (HRP) for Mozambique. This strategy outlines priority actions for CCCM actors including:

1. Ensuring equal access to quality assistance for people living in resettlement neighborhoods through advocacy, information sharing, and coordination.
2. Ensuring local ownership of site management and enhance resilience through effective community participation and engagement through communication with communities and support to site committees.
3. Collaborating with government actors to improve resettlement neighborhood conditions for displacement affected populations through site improvements, site planning, capacity building, and disaster risk reduction.
4. Handing over resettlement site management to communities and the government through meeting necessary and desirable indicators.

The emergency strategy (Annex 1) covered CCCM activities in accommodation centers, support prior to relocation (site planning technical support, communication with displaced households, advocacy on dignified processes), and initial support in the new resettlement neighborhoods. This strategy covers the transition to early recovery and the handover to government and early recovery actors.

1. **Context and Background**

On 14 March 2019 Cyclone Idai, a category-4 storm brought extreme wind, torrential rains, and flash floods to Sofala, Tete, Zambezia, and Manica Provinces in central Mozambique. The storm caused at least 603 deaths and destroyed at least 56,000 homes.[[1]](#footnote-2) In the days following the cyclone, of 400,000 displaced people, 160,927 fled to over 164 temporary transit centers.[[2]](#footnote-3)

Just over a month later, on 25 April 2019, Cyclone Kenneth made landfall in northern Mozambique with strong winds at over 200km/h. According to the *Instituto Nacional de Gestão de Calamidades* (INGC, or the National Disaster Management Institute), over 286,282 people were affected by Kenneth and over 374,000 people require urgent humanitarian assistance in the provinces of Cabo Delgado and Nampula.

The INGC and humanitarian actors provided emergency assistance to displaced people in official “accommodation centers.” As conditions improved, many households returned home or resettled. For displaced families who could not return to their original homes in designated at-risk zones, the Government of Mozambique planned 68[[3]](#footnote-4) resettlement neighborhoods (cyclone Idai) and three resettlement neighborhoods (cyclone Kenneth) – offering cyclone-displaced families an option for permanent resettlement.

To prepare for dignified population transfers to resettlement neighborhoods, IOM (through CCCM and the CCCM Cluster) and the Shelter Cluster created the Resettlement, Relocation, and Return Working Group with the INGC to advocate and agree on minimum standards for services and conditions in resettlement sites. Although humanitarian sectors provided technical inputs on minimum standards and basic site planning (demarcation/plot clearing), INGC transferred hundreds of families to sites in Dondo and Nhamatanda before WASH, Shelter, and site planning actors could complete their initial activities. As a result, basic humanitarian needs remain unmet in sites in Sofala and Manica Provinces.

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| **Kenneth/Idai Resettlement Sites** |
| Province | Resettlement Neighborhoods | HHs | Individuals  |
| Tete | 4 | 810 | 4,052 |
| Zambezia | 11 | 2,383 | 10,241 |
| Sofala | 22 | 8,949 | 46,514 |
| Manica | 28 | 4,738 | 22,848 |
| Cabo Delgado | 2 | 213 | 957 |
| Nampula | 1 | 1,146 | 5,757 |
| **Total** | **68** | **18,239** | **90,369** |

The following table from IOM’s DTM on provides an overview of the number of resettlement sites in Tete, Zambezia, Sofala, Manica, Cabo Delgado, and Nampula Provinces and the number of households in each site as of 22 August 2019.

**3.** **CCCM Response & Needs**

During the months following the cyclone, CCCM’s response prioritized: (1) Information management, (2) monitoring and coordination, (3) community engagement and participation and, (4) site planning and Improvement.

IOM’s CCCM teams managed seven temporary accommodation centers in Beira and conducted site planning and preparation activities in collaboration with INGC. These seven accommodation centers hosted 3,173 households (11,202 people). CCCM actors hired 110 casual laborers to set up accommodation sites and to pitch tents for 280 vulnerable families. Over the next several weeks, IOM’s CCCM teams constructed communal kitchens, shaded areas, protection desks, and created site plans in every accommodation center. CCCM teams also oversaw decommissioning of sites following closure in June 2019.

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| **CCCM Coverage – 2 September 2019** |
| Province | Resettlement Neighborhoods | HHs | Individuals  |
| Sofala | 17 | 7,172 | 37,532 |
| Manica | 28 | 4,738 | 22,848 |
| **TOTAL** | **45** | **11,910** | **60,380** |

Today, as the Idai response transitions from an emergency to an early recovery context, CCCM actors continue to provide site management and coordination services in 45 resettlement neighborhoods across the two provinces of Sofala and Manica, as detailed in the table below. In the resettlement context, CCCM actors coordinate site-activities, ensure community involvement in site management, and oversee site improvement projects (mapping, shading, construction, road/pathway clearing).

While CCCM and INGC continue to manage sites, it is important to acknowledge that these resettlement neighborhoods are not camps – they are permanent resettlement locations meant to become thriving cities. CCCM actors continue to play a crucial site management role during this transition phase, however we plan to hand over site management to communities, authorities, and development partners in 2019/early 2020 (additional details on the exit plan are below).

CCCM working group in Pemba, is managing three sites (one resettlement site in Nampula and two transitional centres in Cabo Delgado province). The three sites host 1,964 individuals and 409 families.

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| Province | Resettlement Neighborhoods | HHs | Individuals  |
| Cabo Delgado | 2 | 213 | 957 |
| Nampula | 1 | 1,146 | 5,757 |
| TOTAL | 3 | 1,359 | 6,714 |

For the transition phase from resettlement to early recovery (July 2019 – May 2020), CCCM actors have identified the following needs across sites:

***Coordination****:* Coordination and information needs include:

🡪 Sharing information on needs and challenges with government agencies and humanitarian actors;

🡪 Service mapping and data collection, including streamlining beneficiary and People with Specific Needs lists;

🡪 Working with communities and the government to address and resolve Housing, Land, and Property (HLP) conflicts on sites and to inform legislative and policy advocacy.

🡪 Advocacy with actors and government on resettlement site residents’ needs.

***Site Planning and Site Improvement:*** CCCM site monitoring teams, site focal points, humanitarian partners, and government agents have highlighted the following site planning and improvement gaps:

🡪 Primary road opening (grading);

🡪 Drainage systems;

🡪 Community space structures;

🡪 Shade over water bladders;

🡪 Flood damage mitigation in sites on black cotton soil;

🡪 Fire safety training and fire points;

🡪 Plot demarcation and revised demarcation for public spaces;

🡪 Aerial mapping with drones.

***Assessments:*** CCCM actors have not been active in Chibavava District (Sofala), Tete Province, and Zambezia Province. CCCM actors have identified the following immediate needs for these areas:

🡪 Multi-sectorial assessment on resettlement site safety, planning, and access to services.

🡪 Working with provincial and district government authorities to develop resettlement standards.

🡪 Providing technical assistance (site planning, cleaning) to relevant government departments.

🡪 Information management and coordination to fill gaps in assistance.

In the updated HRP (through May 2020), the CCCM Cluster requested 3.5 million dollars to respond to Kenneth and Idai. CCCM is currently funded at 1,690,077 dollars (47%) and requires 1,209,923 dollars to meet the needs above.[[4]](#footnote-5)

The following strategy outlines CCCM actors’ response to these needs.

**4. Early Recovery: CCCM Overall Objective**

CCCM works in collaboration with the INGC to ensure the safety and dignity of displacement affected populations living in collective settings.

 **5. Early Recovery: CCCM Specific Objectives**

To achieve the overall objective and to facilitate a smooth transition to early recovery/development actors, CCCM will work toward the following specific objectives:

1. **Ensure equal access to quality assistance for people living in resettlement neighborhoods.**
	1. *Information Management:*

In collaboration with IOM’s DTM teams, CCCM actors will collect household and site-level data to identify priority needs and service gaps in humanitarian and early recovery assistance. CCCM data collection will include site planning activities as well (plots demarcated/cleaned, actors and services on site, and planned activities/distributions). CCCM site planners will also map services and assistance in resettlement sites with GPS tools to highlight gaps and opportunities for humanitarian and development partners.

* 1. *Advocacy*

CCCM actors will share information and data with partners and relevant government departments to advocate for additional assistance and services in resettlement sites. CCCM teams will also use evidence from resettlement neighborhoods to inform early recovery partners’ livelihood, shelter, and protection approaches to ensure that site residents have access to durable solutions opportunities and services.

* 1. *Coordination:*

CCCM actors will continue to coordinate humanitarian and early recovery/development partners at sites and across provinces to ensure non-duplication of assistance, equal access to services, action on gaps, and effective referral pathways.

1. **Ensure local ownership of site management and enhance resilience through effective community participation and engagement.**
	1. *Communication with Communities*

CCCM teams will ensure regular communication with communities in resettlement sites. Information posts will provide residents with up-to-date information on services, assistance, and actors. Community members will be able to register complaints and feedback (anonymously or in person) at information posts. CCCM teams will also contract local theater troupes to engage communities on protection issues, humanitarian principles, and fundamental rights. CCCM mobile teams will have a regular presence in sites to observe daily activity and to interact directly with community members, local authorities, and service providers. Moreover, CCCM actors will publicize *linha verde,* the WFP managed complaints and feedback mechanism for the Idai Response.

* 1. *Site Committees*

To encourage local ownership and participation in site management, CCCM teams will provide support and technical guidance to site committees (e.g., leadership, security, women, youth, elderly, agriculture, other committees the site residents decide to launch).CCCM will also work to include local authorities and site leaders in these mechanisms. While CCCM teams do not have the capacity to conduct larger livelihood initiatives, support to these committees can facilitate access to income generation and durable solutions. For example, providing materials to an agriculture committee or constructing a space for a women’s committee to work on clay pots supports community-driven economic initiatives.

1. **Collaborate with government actors to improve resettlement neighborhood conditions for displacement affected populations.**
	1. *Site improvements*

CCCM actors will provide support on road/pathway clearing, building community structures, installing drainage systems, shading, and mapping.

* 1. *Site planning*

In collaboration with INGC, *obras publicas* (Department of Public Works), and district level authorities CCCM site planners will conduct risk assessments at resettlement sites. In the short-term, these assessments will inform actors who want to start transitional shelter, WASH, and agricultural projects. In the long-term, these assessments will inform city planning decisions and contingency plans.

* 1. *Capacity building*

CCCM site planners and teams will support committees, local authorities, and resettlement neighborhood leaders with technical inputs on site planning, site improvements, and site mapping. Teams will also train authorities on protection principles and PSEA.

* 1. *Disaster Risk Reduction and Preparedness*

CCCM will provide technical inputs to government partners on disaster risk reduction/disaster risk management and preparedness to mitigate potential effects of additional natural disasters, such as increasing public awareness on emergency situations, identification and maintenance of open spaces and evacuation roads to be utilized in case of additional natural disasters, capacity development and disaster preparedness at the community and municipality levels, and enhancing resilience and preparedness through creating opportunities for income generating activities through information sharing, advocacy, coordination, and direct support to income generating committees.

**4. Execute a responsible exit from resettlement sites.**

a. *Rational*

The Government of Mozambique created resettlement sites as a permanent solution for cyclone-displaced households. While CCCM usually works in temporary settings (camps) and informal settlements where displaced people live, sites in Mozambique will be woven into the normal administrative fabric and site residents will no longer be displaced people. From July 2019 – May 2020 CCCM actors will concentrate on the activities below to ensure that teams leave sites with a clear development plan, minimum site planning services, and leadership/community structures in place. The red, yellow, and green rankings below show progress toward a possible exit.

b. *Necessary indicators for exiting*

The following indicators should be met before CCCM teams will official hand-over the site (September – May 2020).

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| **Site Level Indicators for CCCM exit – Necessary indicators** |
| **Indicator** | **No exit** | **Work initiated**  | **Clear to exit** | **Funding Secured for 45 sites?** |
| Updated areal map of the site | No map  | Drone imagery taken, no updated map | Updated map available and approved by government | Yes |
| Demarcation of plots and services | No demarcation, no map for demarcation | Map completed and demarcation planned | Demarcation started  | Yes |
| Clearing of major access roads and primary artery roads. | No open roads | Roads identified and clearing planned | Clearing started | Yes  |
| Updated, verified, and government approved list of site residents | No list | HH survey started and data collection with INGC | Complete list of heads-of-households, number of HH members, and vulnerabilities – validated by government | Yes.  |
| Site leadership committee in place | No committee | Informal committee in place | Leadership committee in place per the government ToR | Yes. |
| Community inputs for priority needs and next steps | No plan or report | CCCM teams start to have workshops with committees and groups on sites to gather data on priorities | Site-by-site reports on community priorities finalized  | Yes.  |
| CCCM-Community-Local Leaders-INGC agreed plan for development | No plan | Meeting organized with local leaders, community, and INGC for site development plans/needs | Plan finalized and presented to the government and community leaders  | Yes. |
| Contingency plan for the site or district (that covers the site).  | No plan | INGC presents a contingency plan. CCCM provides technical inputs and facilitates community participation. | Contingency plan finalized. | Yes. |

*c*. *Desired indicators for exit*

CCCM actors will work to meet the following indicators where possible (given the context, funding, needs, partner engagement, government capacity). Where CCCM is not able to secure these indicators, teams can pass them to early recovery, development, and government actors as baselines for future activities.

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| **Site Level Indicators for CCCM exit – Necessary indicators** |
| **Indicator****Work completed** | Funding Secured for 45 sites (where activity can be completed by IOM)?  |
| Fire safety training at each site | Yes |
| Protection training for site casual workers (at each site where CCCM engages casual workers) | Yes |
| Site has at least four committees (men, women, youth, etc.) | Yes |
| CCCM provides financial support to at least one committee for income generation activities  | Yes |
| Theater troupe has visited the site with key messages | Yes |
| Site leaders receive training on data collection and reporting | Yes |
| All HH on site have provisionary DUATS | N/A |
| All HH on site have a tent or a full emergency shelter kit (tarps, poles, tools) | Yes |
| Protection actor available on site | Partially |
| All HH can access a water point within 500 meters  | N/A |
| All HH have a household latrine | N/A |
| Child Friendly Space on site | N/A |
| Mobile clinic regularly visits the site | Partially |
| All HH have access to a machamba for cultivation | N/A |
| Disability assessment conducted on site | N/A |
| Livelihoods project initiated  | N/A |
| Site-wide lighting system | Partially |

**6. Assumptions and Risks**

The CCCM strategy assumes:

🡪 Provincial and district level government actors are willing to actively engage in and/or support CCCM actors.

🡪 Humanitarian partners and early recovery actors will continue to deliver assistance and provide services in resettlement sites.

🡪 Resettled populations will remain on-side as humanitarian assistance reduces.

🡪 Funds and resources remain available for the implementation of suggested priority activities in line with the donors and government priorities.

Risks: Lessons learned from previous recovery periods in Mozambique show that inadequate access to livelihood opportunities, essential services (health clinics, schools), and continuing protection concerns may force some households to abandon resettlement sites. There is also a risk that the Cyclone Idai response will remain underfunded, limiting the scope of CCCM activities.

The CCCM strategy – with an emphasis on information sharing, advocacy, and site improvements – is designed to accommodate these assumptions and risks.

**7. Timeframe**

 Based on current needs, CCCM actors will initiate the withdraw in late 2019 leading to a total handover of CCCM activities by May 2020. Throughout this time, CCCM teams will work to achieve the necessary indicators and to advocate with partners and donors on the desired indicators.

1. *Cyclones Idai and Kenneth*, OCHA (14 June 2019). Available at: https://www.unocha.org/southern-and-eastern-africa-rosea/cyclones-idai-and-kenneth. [↑](#footnote-ref-2)
2. *Cyclone Idai: Mozambique Post Disaster Needs Assessment,* Post- Cyclone Idai Cabinet for Reconstruction(May 2019). [↑](#footnote-ref-3)
3. The number of resettlement sites has changed over time as the government identifies new populations and areas for resettlement. [↑](#footnote-ref-4)
4. Humanitarian Response Plan, Mozambique (Revised in August 2019). [↑](#footnote-ref-5)