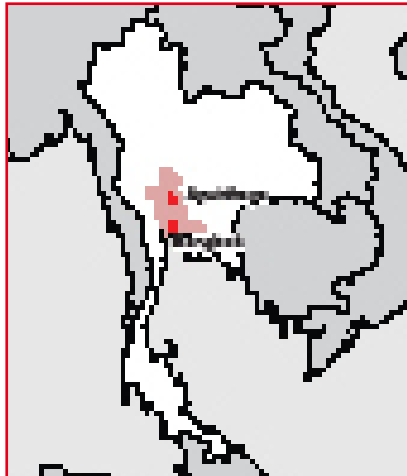
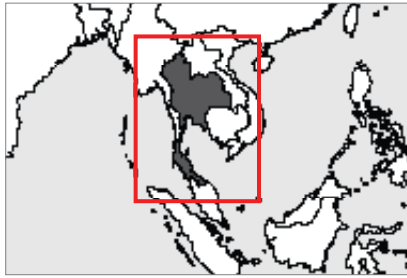


# Case 10 Thailand **Strengthening preparedness and collective center management**

## Keywords

- Capacity building
- Collective centers
- Coordination
- Disaster risk reduction
- Improving standards
- Local adaptation
- National authorities
- Preparedness
- Urban area



## Displacement Data

**Country:** Thailand

**Cause of displacement:** Flood

**Disaster date:** 2011 – 2012

**Collective centers activated:** 2,600

**People affected:** 13.57 million

**People displaced:** 1.3 million

**Estimated total damage:** USD 46.5 billion

## Project Data

**Locations:** 66 provinces

**Direct beneficiaries:** 400 national authority officials

**CCCM cluster:** Not activated



*Flooded street in Phutthamonthon district, Nakhon Pathom Province, where relief items were distributed by CCCM. Flooding in Thailand caused large-scale displacement. 2011 / IOM Thailand*

## Context

In 2011, Thailand was hit by the worst flooding it has experienced in over 50 years. The compounding effects of extreme weather events overwhelmed all water management systems, and one fifth of the country was inundated. The flood waters spread all the way from Ayutthaya to Bangkok. The CCCM Cluster assisted in the procurement of food and non-food items (NFIs). At a later stage in the disaster response, CCCM also provided capacity building trainings to strengthen the competencies of the Thai authorities in preparedness, mitigation, and collective center management. This case study focuses on the second stage of the response. The trainings were successful and prompted further requests for capacity building from the national authorities. CCCM also created short video clips to promote better collective center coordination and management among local and national authorities, and communities.

## Background

Thailand regularly experiences floods, but the flooding from July 2011 to January 2012 was considered the worst in over half a century. Since then, the government invested more in preparedness and mitigation.

Prior to the 2011 flooding, there were no pre-identified collective centers. Subsequently, the government identified 2,600 official collective centers (schools, temples, sport stadiums, community centers, etc.), but affected families were often hesitant to use these, especially if the collective centers were located far from their homes. Individuals instead opted for creating spontaneous camps or tents along the roadside.

Although collective centers had been identified, registration standards had yet to be established. Additional support was needed to manage and run the centers and concerns were raised related to physical and proprietary security. The scale of displacement challenged national authorities' capacity to coordinate service provision across all relevant departments and ensure systematic collaboration and sharing of information. Resources were available but due to flooding, access to affected populations was limited.

## Challenges

The scale of the flooding was unexpected. As of January 2012, the floods were estimated to have claimed 815 lives. Over 13 million people were affected, 10% of whom became displaced. Nine months later, Bangkok was becoming threatened by additional floodwaters. Levees and water canals were compromised and approximately 60% of the metropolitan area was under water. There was an urgent need to procure and distribute relief items and to provide technical support through trainings.

The CCCM Cluster was not formally activated, and there was no international assistance request by the Royal Thai Government. However, assistance was welcomed in line with the identified needs and gaps. The Department for Disaster Prevention and Mitigation (DDPM) requested the CCCM lead agency's support in procuring relief items, including food and NFIs (such as boats, water pumps and generators). When relief items no longer needed to be procured, it was decided that efforts should shift to CCCM capacity building.

## Capacity building

Initially, a high level CCCM training workshop in English was organized for senior national authority officials. Provincial authorities and civil society partners benefited from further capacity building projects in Thai which, at the request of the national authorities, followed the high-level workshop.

The aim of CCCM trainings was to develop a shared understanding among the partners in the CCCM sector regarding the respective roles and responsibilities of the camp management agency, camp coordination agency, and camp authorities in collective centers. The trainings also aimed to raise awareness of international protection and assistance principles, approaches, and standards, and to build competence in using CCCM guidelines and tools. The CCCM capacity building efforts sought to address previous shortcomings in collective center management, information sharing, and protection by increasing national authorities' disaster preparedness and coordination capacity.

Based on the CCCM Camp Management Toolkit, a Collective Center Guideline and a Collective Center

Checklist were translated into Thai. 5,000 copies of each were provided to DDPM for distribution to relevant agencies and actors, such as schools, temples, and community leaders. Training sessions incorporated Thai translations of the Guiding Principles on Internal Displacement and the Sphere Handbook.

CCCM capacity building trainings were conducted in Bangkok as well as in key flood-affected provinces. Sessions were attended by a wide range of senior officials and other relevant actors from DDPM, the Department of Social Development & Welfare, the Thai Red Cross, the Ministry of Public Health, the Ministry of Education, the Bangkok Administration, as well as the departments of local and provincial authorities. Selected participants then went on a Training of Trainers course



and subsequently conducted roll-out trainings in the provinces with CCCM staff in a support and mentoring role.

In March 2012, a collective center coordination and management orientation, and a CCCM Training were held. The training consolidated the lessons learned in past collective center responses, while establishing goals for improvements among national stakeholders contributing to national contingency planning. Capacity building also included sessions on volunteer mobilization and training, efficient relief item distribution and an action plan for collective center response in urban setting. There was a particular focus on coordination, information management, and community involvement.

### Capacity building efforts showed key results, such as:

- Authorities organizing simulations about living in collective centers, involving various branches of government, such as the Department of Social Development & Welfare, the DDPM, the Department for Public Health, schools, temples, and the community.
- The DDPM hosting an information booth about CCCM at Bangkok's Annual Water Management Conference, which showcased the Collective Center Guidelines.
- Thai authorities utilizing the translated Collective Center Guidelines by distributing them to provincial DDPM offices, schools, and local authorities. The guidelines were incorporated as part of DDPM's training and capacity building materials.
- The Royal Thai Army invited the Cluster to hold a lecture and training session. The army also asked for feedback on the plans they developed



for hosting livestock and pets during flooding.

Three capacity building trainings strengthened coordination between different actors involved in disaster preparedness and mitigation. For example, DDPM has worked in collaboration with the Ministry of Social Development and Human Security to pre-identify collective centers. Further requests for capacity building have come from the national authorities themselves, prompted by the high level trainings conducted in the aftermath of the 2012 flood, and training programmes are ongoing.

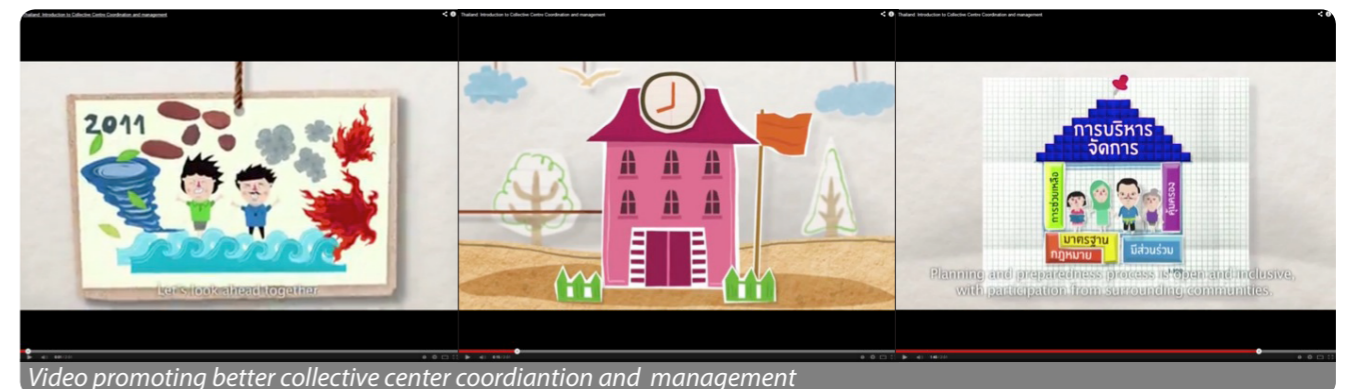
## Video initiative

CCCM also supported the development of public information campaign material. As part of the capacity building towards resilience project, which was developed in collaboration with DDPM and national authorities, CCCM created a Collective Center Guidelines infomercial. This short video clip illustrates the importance of good management and collaboration in collective centers during floods and other natural disasters. The video

highlights the importance of preparedness and a clear division of roles and responsibilities among the various actors involved – local and national authorities, volunteers, and communities. The two key slogans transmitted are “If we are prepared, we will not be scared” and “Preparedness before disasters is capacity to manage after disasters”.

During a follow-up project in 2013, a second video was developed. Entitled “Thailand: Introduction to collective center coordination and management”, this video offers a training tool which highlights in two minutes the services, concepts and roles within a collective center.

The videos are currently used in trainings conducted by DDPM's Academy. They will also be used by national authorities at times when natural disasters lead to displacement. The plan is to broadcast the videos as public information and to distribute them via social media. Internet coverage within Thailand is good and it is expected that as an emergency begins the videos will be replayed and posted in numerous locations.



## Achievements

- Shifting funds originally determined for food and NFI/ distributions (but arriving at a time when they were no longer needed for this purpose) to capacity building allowed CCCM to enhance national authorities' disaster preparedness and mitigation strategy.
- Capacity building efforts showed concrete results with the development of a second project on CCCM. The senior officials who attended the first workshops came together and wrote a letter of support for a long-term CCCM project involving additional training. The second project was to develop a training course at the Disaster Prevention and Mitigation Academy to embed CCCM courses in the national authority's own training institution.
- The video initiative offers an innovative and simple training tool for increasing disaster preparedness among communities, volunteers, and local and national authorities. This tool fosters national ownership and long-term sustainability of activities.

## Lessons

- Capacity building efforts could be further improved by **targeting a wider range of government departments.**
- **Local community leaders** (including school principals and hospital/village/university leaders) and provincial authorities **should be involved in capacity building efforts** as they are the main implementers of collective center management.
- It is necessary to **translate and adapt training materials to the local context and language**, but doing so is challenging and time-consuming. Ideally a translator who knows both the language and the subject is needed.
- In order to have an impact, **guidance needs to be launched through workshops, meetings, and other media**, not just distributed by e-mail.



The overall goal of the CCCM Cluster is to improve living conditions of displaced persons. It does this by facilitating the effective provision of protection and services in camps and camp-like settings, advocating for durable solutions and ensuring organized closure and phase-out of camps.