

IRAQ

CAMP MANAGEMENT AND COORDINATION MENTORSHIP CONSORTIUM

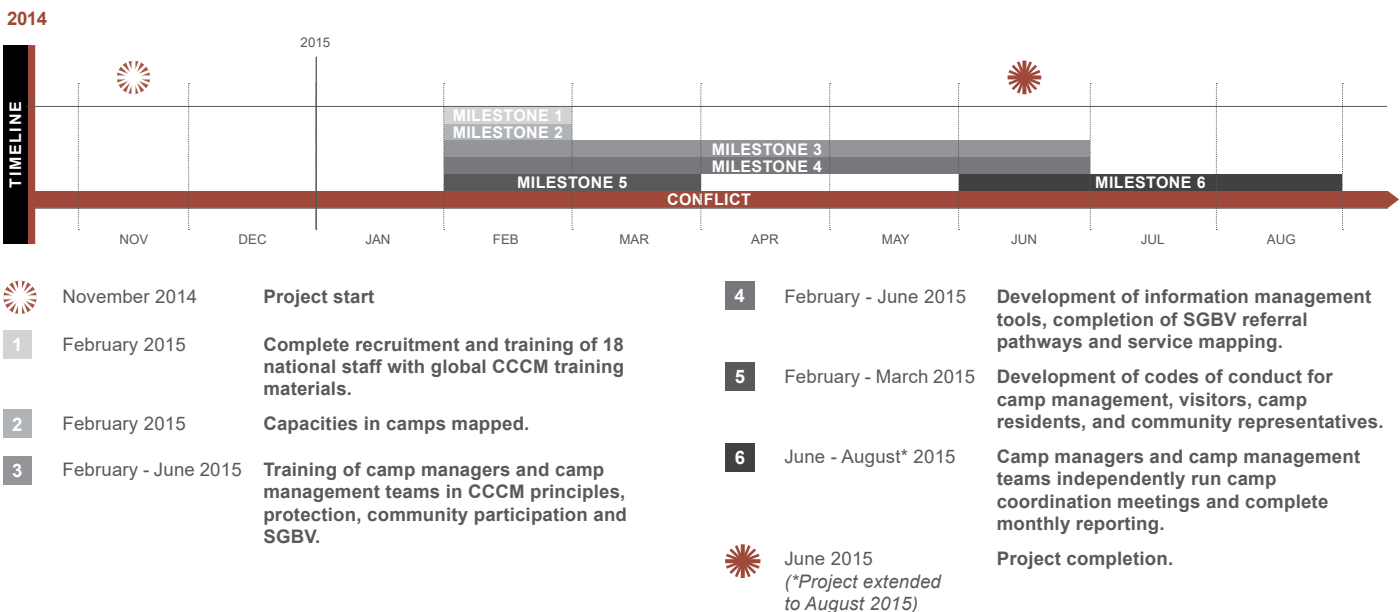
KEYWORDS:

SITE MANAGEMENT SUPPORT, CAPACITY BUILDING, REFERRAL PATHWAYS, MENTORING

CAUSE OF DISPLACEMENT	Conflict	
DATE OF EVENT CAUSING DISPLACEMENT	2014 - present	
PEOPLE DISPLACED	799,770 ¹	
PROJECT LOCATION	Dohuk, Kurdistan Region of Iraq	
PROJECT DURATION	May 2014 - August 2015	
CCCM COORDINATION MECHANISM	Cluster activated, Provision of Camp Management Support to camp management teams	

SUMMARY:

The CCCM response to displacement in Iraq included support to more than 450,000 IDPs living in formal camp settings². In the Kurdistan region of Iraq, a CCCM mentorship consortium project provided training and mentorship to camp management teams in four districts. The project built capacity through a blend of formal training and on-the-job operational support that included coaching and advice on real-time camp management issues.





Domiz camp is located in the Kurdish province of Dohuk in northern Iraq. Thousands of Syrian refugees arrive to the camp each week.

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CONTEXT

Given the administratively fragmented nature of the country, differing levels of local authority and capacity between regions, and differing durable solution opportunities for IDPs and refugees, CCCM interventions were required to be tailored to the specific context in order to be effective.

As outlined in the 2014-2015 Humanitarian Strategic Response Plan (SRP)³, the goal of the CCCM cluster was to establish solid coordination mechanisms to support an efficient and equitable delivery of assistance and services to displaced populations. As the first responder and primary body responsible for the protection of internally displaced persons (IDPs), the government had taken on the management of the 16 camps and had introduced a new governing body, the Board of Relief and Humanitarian Affairs (BRHA), which currently oversees all operations relating to both refugees and IDPs residing in Dohuk governorate. In early 2015, the CCCM cluster gave priority to capacity building initiatives that targeted the government in Dohuk governorate, which until that point had been operating without uniform tools and standards (for camp coordination and camp management). Therefore, in line with the Humanitarian Strategic Response Plan and the stated objectives of the implementing agencies CCCM cluster formed a consortium to provide training and mentorship in camp management to 11 government appointed IDP Camp Managers which then became 12 with the opening of Sheikhan camp.

This project was developed in close collaboration between the implementing agencies, drawing on the related experience and expertise of each agency in similar but not identical interventions. The consortium project provided both formal training and field-based mentorship to 11 camp management teams totalling 146 staff in four districts⁴. The pilot project sought to strengthen the capacity of camp managers and their staff through the provision of both formal trainings and on- the-job operational support. International project managers provided coaching and advised on real time camp management issues including inter- and intra-camp coordination, both at government and CCCM cluster level. The consortium provided further support through mobile teams dedicated to community participation and engagement, information management, and protection mainstreaming.

Since the start of implementation, the implementing agencies met regularly to plan and harmonize activities and working tools were developed jointly with inputs from each agency. Examples included the harmonization of terms of reference for consortium staff, the development of a shared work plan, the development of a joint monitoring and evaluation matrix, and the development of a standardized camp assessment tool. Moreover, major decisions were taken in consultation between the three agencies, with support from the CCCM Advisor and CCCM Cluster Coordinator.

PROJECT

CCCM ACTIVITIES

The objective of the project was to ensure that the IDP camps in Dohuk were managed effectively and efficiently, respecting humanitarian principles and space. The main project activities focused on training and on-the-job coaching activities. This included initial training of Camp Management Teams on Core CCCM Concepts and monthly sector-specific training tailored to the camps context⁵, as well as on-the-job coaching activities. The consortium assisted the Camp Management teams to put into place a wide spectrum of tools including Camp Management Assessment Tool, Information management tools, as well as service mapping and completing Sexual and Gender Based Violence (SGBV) referral pathways. Codes of Conduct were developed through the project for camp management staff as well as camp residents, visitors and community representatives.

IMPLEMENTATION

In November 2014 the Camp Management and Coordination Mentorship Consortium project was presented to Development and Modification Center (DMC) of Dohuk Governorate. Afterwards, the project received input from local authorities responsible for existing IDP camps. On the 5th of February 2015, written authorisation was granted and issued for each of the agencies to work in the camps.

The project began with recruitment of 18 national staff and training them with the global CCCM training materials. Capacities in the camps were also mapped and identifying the camps that could be supported through the project. Following careful analysis of the camp management teams, the consortium provided monthly trainings to the camp management staff based on identified needs. All camp management staff received at least 1 day of training on CCCM core concepts. Protection and Social Services staff received training on Protection Mainstreaming and SGBV basic principles. By focusing on protection and participation, the consortium aimed to increase the community's ability to engage camp management teams,

thereby increasing access to protection and services and strengthening accountability to the affected population. As the final step of the project, the camp management teams were able to independently run camp coordination meetings and complete monthly reporting.

The consortium worked in collaboration with UNHCR in all camps to mainstream protection across the board, both organizing workshop-like training for all camp management teams in IDP and refugee camps and setting up coordinating structures, activities and in-camps trainings on the matter involving all relevant partners. Additionally, the consortium helped the CCCM cluster and BRHA to roll-out specific Information Management (IM) tools in the camps and supported the camp management teams daily to use such tools regularly and independently.

IMPACTS OF THE PROJECT

The close collaboration between the consortium partners and its shared and coordinated approach contributed in gaining the approval of the government and may contribute to achieve international standards across camps, as well as help to identify duplication of services in camps and ensure service gaps are addressed.

Introducing consortium-developed standardized codes of conducts, referral mechanisms and coordination tools across camps ensured that partners working in multiple locations were able to implement activities more efficiently contributing to reduce tensions between camps as inequalities were addressed.

The project had a significant impact in setting up, shaping and maintaining community participation and engagement of camp resident IDPs in coordination structures as well as in care and maintenance activities in each camp.



Children in Bajed Kandala camp in Dohuk, Iraq

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ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT

ACHIEVEMENTS

- The project built the capacity of 11 camp management teams to improve the quality of management in the camps. The consortium conducted capacity building activities in a total of 12 camps.
- The consortium ensured that camp managers responsible for camps who were not directly mentored by the project were also invited to attend the monthly trainings organized by the three agencies. Consequently, through multiple trainings targeting camp managers of all IDP and refugee camps, a total of 19 camp managers directly benefited from the capacity building initiative.



Two yezidi girls in camp Bajed Kandala in Dohuk.

CHALLENGES

- 6-month funding cycle: The consortium's ability to impact on the capacity of 12 camp management teams was limited by the funding timeframe, particularly considering the limits set by the slow responses by government and initial level of skill set of camp management teams.
- The novelty of the programme: The CCCM mentorship programme represents a novel approach to building CCCM capacity with national governmental staff given the scale, nature of conflict and beneficiaries. As such, there was minimal guidance available at the initial stages of the project. The pilot project faced challenges in working alongside a government body with its own internal structures and different operational speeds.
- Insufficient buy-in from governmental authorities: Initially, the project was temporarily put on hold as the consortium waited for the Development and Modification Center (DMC) to be dissolved and for the new Board of Relief and Humanitarian Affairs (BRHA) to be introduced. Relationships and agreements made with DMC authorities were lost. The consortium then had insufficient time to develop new relationships with BRHA senior staff to determine their priorities and develop a memorandum of understanding.
- Multiple reporting lines: Many of the camp managers were appointed by local mayors rather than BRHA and had already been working in their camps up to six months prior to the capacity building project commenced. This led at times to reluctance for further training. Furthermore, established camp managers were hesitant to share information or tools across camps, each one retaining the right to act independently unless specifically instructed otherwise by BRHA.

LESSONS LEARNED

- Behavioural change through capacity building was ambitious in a six-month project. Capacity building required the creation of trust through strong relationships and commitment by the affected populations. The project's experience illustrated that longer mentorship timeframe was highly recommended.
- Achieving governmental buy-in prior to the commencement of a mentoring scheme was recommended to minimise the loss of established relationships and agreements. As well as clear Memorandum of Understanding with the government and donors at the start of the project should be agreed.
- Integration into the wider humanitarian system was a key point that requires specific attention in the training of camp managers to build understanding that information sharing, ongoing collaboration, harmonization of interventions and coordination are part of a Camp managers' responsibility.
- A joint consortium coordinator would have proved extremely beneficial in advocating for the implementation and harmonization of international CCCM standard tools at the regional level of BRHA.

¹ UNHCR Iraq IDP Operational Update 2015

² CCCM Cluster Iraq. N.d. Operational Portal: IDP situations.

³ 2014/2015 Iraq Strategic Response Plan.

⁴ The project initially included Chamishku, Bersevi 1, Bersevi 2, Qadiya, Badjit Kandala, Essyan, Khanke, Kabarto 1, Kabarto 2, Shariya, and Garmawa camps, and from April 2015 expanded to include the newly established camp in Sheikhan camp.

⁵ e.g.: Protection Mainstreaming, SGBV Core Concepts, and Managing People in Emergencies.