IRAQ

CAMP MANAGEMENT AND COORDINATION THROUGH MOBILE TEAMS
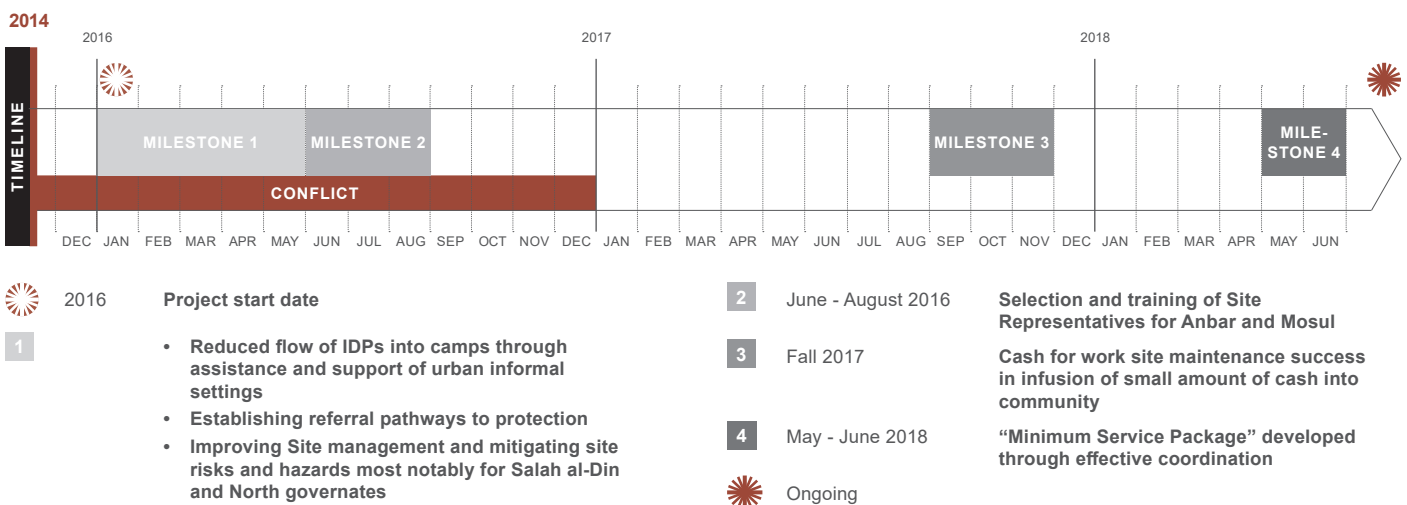
KEYWORDS:

INTERNALLY DISPLACED, RETURNEES, DISPERSED, MOBILE TEAMS. COMMUNITY CENTRES, CAPACITY BUILDING, COMMUNICATION WITH COMMUNITIES, INFORMATION MANAGEMENT, HLP ISSUES, LOCALISATION

CAUSE OF DISPLACEMENT	Conflict
DATE OF EVENT CAUSING DISPLACEMENT	2014 - 2017[1]
PEOPLE DISPLACED	1.8 million[2] Internally Displaced Persons
PROJECT LOCATION	17 camps: Dohuk, Kurdistan Region of Iraq, Baghdad, Anbar, Salah al-Din, Ninewa, Kirkuk
PROJECT DURATION	2017 - ongoing (ACTED), 2016 - 2018 (ECHO)
CCCM COORDINATION MECHANISM	Cluster activated

SUMMARY:

The CCCM Cluster and partners adapted camp management to contexts across the Iraq response, including the use of mobile team responses for out-of-camp displacement settings. As nearly 70%[3] of the refugee and IDP population settled outside of camps in often critical conditions, CCCM partners have sought to develop an out-of-camp response aimed at applying traditional CCCM core activities to the management of smaller pockets of IDP settlements predominately in urban and peri-urban areas.

2014

2016   **2017**   **2018**

TIMELINE

MILESTONE 1   MILESTONE 2   MILESTONE 3   MILE-STONE 4

CONFLICT

DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

✳ 2016   **Project start date**

1
- **Reduced flow of IDPs into camps through assistance and support of urban informal settings**
- **Establishing referral pathways to protection**
- **Improving Site management and mitigating site risks and hazards most notably for Salah al-Din and North governates**

2   June - August 2016   **Selection and training of Site Representatives for Anbar and Mosul**

3   Fall 2017   **Cash for work site maintenance success in infusion of small amount of cash into community**

4   May - June 2018   **"Minimum Service Package" developed through effective coordination**

✳ Ongoing

Nabi Younes camp, Iraq

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CONTEXT

The CCCM Cluster and partners working in Iraq have taken a multi-pronged approach to camp management including area-based and mobile team responses for camp-like and non-camp displacement settings. While the Mosul campaign forced much of CCCM's focus to shift to direct management of large formal camps, a large percentage of displaced people sought safety in a spectrum of urban settlement options.

In the response in Dohuk, support was provided via a mobile team to 17 camps[4] that were managed by the government. Dohuk was the governorate in Iraq hosting the largest number of camps and most of the camp residents have been displaced since 2014. Challenges persisted in their areas of origin and more than 85%[5] of camp residents were unwilling or unable to return soon.

In the response in Baghdad, Anbar, Salah al-din, Ninewa and Kirkuk, another project was conducted as part of a coordinated effort aimed to develop a flexible Mobile CCCM approach of applying core CCCM activities to small urban pockets of IDPs who have sought safety in dispersed locations of unfinished and damaged buildings and collective centres. With many IDPs settling outside of camps in abandoned, unfinished buildings and spontaneous settlements in urban, peri-urban and rural areas, traditional camp management was not feasible. Many of these sites were unsafe for living due to substantial damage to the buildings which left them open to the elements and with serious hazards, such as unsafe and informal electrical wiring and a lack of waste management.

PROJECT

CCCM ACTIVITIES

The CCCM activities were implemented through a Mobile Response Team (MRT) by the implementing agency to allow the coverage of larger areas with interspersed small pockets of IDP populations with vital assistance.

The MRT established referral pathways to protection and assistance, improving site management and mitigating site risks and hazards. A return study of the IDP population was conducted to understand the reasons for not returning to their areas of origin, after the area was re-taken by government forces. The coordination with the CCCM Cluster provided an integrated approach to communication with communities (CwC), provided key messaging and communications outreach for all the sectors (including NFI, Shelter, CCCM, and WASH).

In Dohuk, the project objectives focused on improving information management through the monitoring, mapping and referral of humanitarian needs in camps and camp-like settlements, increasing the camp management capacity of local actors and improving the existing site infrastructure to reduce environmental risks and hazards.

In Baghdad, Anbar, Salah al-din, Ninewa and Kirkuk, the project focused to provide outside of camp and camp populations with integrated NFI, Shelter, WASH, and CCCM support through a range of activities. Information management was inter-sectoral, with a centralized database, maps, and dashboards of assessed and assisted locations to ensure limited duplication amongst partners and to ensure that the most vulnerable conflict-affected populations received assistance. Information management of the ECHO Project was linked to the IM Cell of the CCCM Cluster,[6] led by the CCCM Cluster's Informal Sites Baseline, conducted regular assessments at non-camp locations in the Central Region of Iraq.

IMPLEMENTATION

Each Mobile Response Team (MRT) was generally composed of 3 to 5 team members that included a team leader, technical specialists and capacity building focal points. The teams made regular field visits to approximately ten to fifteen informal sites sheltering between six to forty households in unfinished/damaged buildings, public collective centres or small informal settlements. The MRTs conducted a range of CCCM activities including Informal site and needs identification through the harmonized CCCM Cluster assessment tools, Development of Site Resident Database, Selection of Site Representatives, Mitigation of risks and hazards through site maintenance and Conducting Awareness Campaigns.

The CCCM Cluster assessment tools (Rapid RASP[7] and RASP[8]: Risk Assessment Prioritization Tool) encompassed the identification of all displacement sites in a given geographic area and prioritize the most vulnerable sites.[9] The rapid RASP identified the needs that could be covered through integrated services as well as referral to external partner and clusters. In addition, the assessment was linked to a budget prioritization tool, which facilitated budget allocation according to population, severity of risks identified as well as availability of other partners in the area. The full RASP was only conducted in the

10-15 most vulnerable sites targeted for interventions of "hard components" site risk reductions such as building repairs and "soft components" coordination, service mapping, referrals, awareness activities, community mobilization for the entire area including host and other IDP sites.

Selection and training of Site Representatives in CCCM (coordination, identification of need, leadership) were conducted, with the aim to build the capacity of site representatives to take the role of camp manager and being aware of the humanitarian system in their governorate. Small IDP sites clustered together and formed joint committees with host communities, including Site Management Committees (Maintenance Committees; Women's Committees; Youth Committees). All committees received training and established TORs, as well as support in activity organisations.[10]

Mitigation of risks and hazards through site maintenance and upgrading identified in RASP was prioritised by the implementing agency and included "hard components" such as smaller building works in coordination with the IDP Maintenance Committees[11] through Cash for work initiatives[12] and on-the-job training. Maintenance toolkits were donated to Maintenance Committees at the end of the project. It also included "soft components" such as identification of other partners working in the area and facilitating coordination of their services to avoid duplication and ensuring regular coverage, as well as Fire Prevention training. Awareness campaigns were also conducted through the committee structure on topics relevant to the sites and the level of cooperation / coordination with local authorities and specialized partners active in the areas. Campaigns included child safety; hygiene promotion; Housing, Land and Property (HLP) awareness, health awareness, etc.

The MRT interventions were generally implemented over a 6-month period with the MRT team leader functioning as an information focal point for site representative referrals. The "provider of last resort" concept was often invoked due to low presence, capacity and interest of other non-CCCM actors in supporting informal settlements.

IMPACTS OF THE PROJECT

The MRT approach supported coverage of a large area with a spectrum of small informal, scattered sites, where permanent camp management presence was not feasible. The MRTs facilitated assistances to these small sites through multi-sectoral needs assessments and follow-ups. Essential safety of people was increased through the diverse expertise in the mobile teams' composition to conduct basic risk reduction activities and arrange small-scale building repairs works, especially relevant where referral to external partners was inaccessible. Even though MRTs were not permanently on-site, site committees were established, or existing ones strengthened, through MRT's training on camp management responsibilities, supporting advocacy for services and report incidents to humanitarian service providers.

ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNED

ACHIEVEMENTS

- Supporting IDPs in their chosen settlement option through the CCCM mobile approach to the predominately urban informal sites generally afforded greater privacy and dignity to the IDPs, as well as access to livelihoods or land for subsistence farming and integration with local community.

- The cash for work site maintenance works facilitated a successful infusion of small amounts of cash into the IDP community.

- The harmonized "minimum service package" developed by effective coordination between the CCCM implementing partners[13] ensure equal level of support and assistance to the displaced population.

CHALLENGES

- In densely populated urban areas, providing targeted assistance to IDPs living intermingled with the host communities, returnees, residual population (e.g. by renting space or apartments, living with host families, etc.) is likely to cause tension between these different groups.

- The IDP communities generally expected tangible benefits from the mobile teams. "Soft components" such as referral pathways, coordination and information sharing were only accepted in conjunction with the "hard components" of building repairs and maintenance.

- MRT support to very small IDP sites[14] is an ineffective approach, as in danger of losing community-focused nature.

- Lack of understanding of the CCCM mobile approach used for camp-like and non-camp settings by other sectors, partners and governmental authorities.

LESSONS LEARNED[15]

- To ensure buy-in and a sense of ownership among local actors (government, local camp management teams, communities), the MRT should assist in strengthening locally developed CM tools over introducing new unknown tools.

- The MRT may have to expand their role as "provider of last resort", due to the low presence, capacity and interest of other actors to support IDPs settled in camp-like and non-camp settings but focus on referrals, service mapping, community mobilization and information management, with site risk reduction as their priority activities.

- In rural camp-like and non-camp settings, IDPs often had greater capacity for local integration. MRTs to facilitate referral to development partners for longer-term support to resolve their displacement.

- When working in informal settlements, knowledge of HLP issues and instruments are essential for the MRT to avoid doing harm.[16]

- In the Iraq urban contexts, where socio-economic conditions are similar precarious for different community groups, focus on rental-assistance over small scale site maintenance works proved more effectively.[17]

- A wider suite of referral options should be pursued in response to eviction than referral to camps, including referral to shelter and development partners for rental/ transitional housing support, to contribute to longer-term solutions.

- There was a need for CCCM training that focuses on urban and informal settlement contexts.

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[1] OCHA. N.d. Iraq

[2] OCHA. N.d. Iraq

[3] IOM DTM. October 2018. DTM Round 106

[4] AACTED provides support to CCCM activities in Darkar, Bersev 1 and 2, Chammeshko, Kabarto 1 and 2, Bajed Kandal 1 and 2, Khanky, Rawanga, Shariya, Garmawa, Esyan, Mamrashan, Shekhan, Mamlyan, and Dawodeya camps through CCCM mobile teams.

[5] REACH. December 2017 – January 2018. Intentions Survey, Round II – National IDP Camps.

[6] CCCM Cluster Iraq Operational Portal

[7] Rapid RASP Tool

[8] RASP Tool

[9] Only sites with 5 households or more were targeted.

[10] English lessons, awareness sessions, events, etc.

[11] Making electric installations safe, installing toilets and sanitary installations, installing doors/ windows for privacy, installing balustrades for protection of falling, insulation and roofing for climate control, installation of fire extinguishers and first aid kits etc.

[12] Larger structural works, drainage and sanitation installations were referred to Shelter or WASH partners.

[13] NRC, DRC, IOM

[14] Of fewer than 10 households

[15] As the ACTED project is ongoing it should be noted that below listed lessons learned are based on discussions held during coordination meetings. Further learning and recommendations are to follow during the project evaluation phase.

[16] E.g.: making improvements to the infrastructure which causes the landlord to increase the rent or evict the family.

[17] As site maintenance works were not well received by the communities and contribute to social cohesion issues.

Women sitting in shelter within Tigrit informal settlement