SOMALIA   MOBILE CCCM APPROACH

KEYWORDS:

AREA-BASED APPROACH, COMMUNITY RESOURCE CENTRE, ASSISTANCE / SERVICES MAPPING, INFORMATION PROVISION/REFERRAL, COMMUNITY ENGAGEMENT, MOBILE AND AREA-BASED APPROACH

CAUSE OF DISPLACEMENT	Conflict / Drought
DATE OF EVENT CAUSING DISPLACEMENT	November 2016 - present[1]
PEOPLE DISPLACED	Total: 2,6 million; Outside of camps and camp-like settings: 800.000; Informal settlements: 1,8 million internally displaced persons (IDPs)
PROJECT LOCATION	South Central: Baidoa Puntland: Garowe
PROJECT DURATION	May 2017- Ongoing
NUMBER OF PEOPLE TARGETED BY THE PROJECT	Informal settlements: Baidoa: 250,000 Garowe: 75,000
CCCM COORDINATION MECHANISM	Cluster activated

SUMMARY:

CCCM partners in Somalia have been using a mixed approach of traditional and mobile activities to respond to the 2.6 million displaced people in the country. Partners were focused on strengthening coordination of services, improving living conditions in sites through care and maintenance and ensuring diverse community governance systems for better overall site management.

May 2017 **Project start date**

1 May 20, 2017 **CCCM Cluster was activated in Somalia**

2 July 2017
- **Mobile teams start CCCM activities in Baidoa.** This includes site monitoring of services and communication with communities (CwC) activities.
- **First site verification** was conducted in July to understand how many sites were in Baidoa, the population of the sites and the GPS coordinates.
- **Movement trend tracking** was started to track flows of populations in and out of sites as well as to alert partners such as nutrition to where the new arrivals settled so they can be targeted.
- **CCCM Cluster trains 30 partners and government authorities** on CCCM core principles to ensure smooth coordination and buy in to the project.
- **8 Community Resource Centres are constructed in Baidoa.**

3 **3A** January 2018 **CCCM: Training on Camp Coordination and Camp Management** for local authorities, informal settlement gatekeepers and communities and stakeholders in Garowe.

3B April 2018
- **National Sub-Cluster Activation** in Garowe
- **Mobile team began Service Delivery Monitoring:** first circulation of the dataset with partners in Garowe
- **Camp Management Committees revived/established** within all informal settlements (24) in Garowe

3C June 2018 **Community Resource Centres built** and established in clustered locations of informal settlements within Baidoa district.

4 **4A** July 2018 **Local authorities donated public land** in Baidoa for temporary settlements for displaced populations for the first time after the CCCM Cluster initiated negotiations with the district authority

4B August 2018 **A Public Site task force was created** to coordinate and plan relocations of sites to public land. The task force was made up of clusters, government authorities, NGOs and UN agencies.

Ongoing

CCCM CLUSTER

Kabasa IDP site - Dolow

CONTEXT

An estimated 2.6 million people have been displaced in Somalia. The displaced population's coping mechanisms have been affected over successive years of drought and conflict, leaving them vulnerable to shocks and inhibiting sustainable return to places of origin. Marginalized clans and vulnerable groups have reported to be particularly affected and at risk of discrimination.

Out of the 2.6 million displaced persons, 1.8 million have settled in almost 2,000 recorded IDP sites across Somalia, the majority of which are informal settlements on private land in urban or peri-urban areas. The remaining estimated 800,000 IDPs have been dispersed within host families and rented spaces and currently accurate information is not available for this group.

There were no formal camps in Somalia and very few (around 8%) of sites were on public land. The majority of displaced people were moving from rural areas to urban centres, which usually have better security and access to basic services and humanitarian assistance. Displaced people arrive in an urban area and joined existing IDP settlements on private land. Service provision has been poor inside these sites, so most aid was delivered outside of the informal settlement within the city.

Evictions have increased significantly, putting further stress on displaced families who can be forced to move multiple times and limiting their ability to integrate into social structures.

Although the scale of displacement was massive, before the activation of the CCCM cluster, there was no consolidated data on the number of sites in the country, the number of people living in sites, or on the services available in these sites. Existing coordination and management mechanisms were largely informal, with most informal settlements being managed by Informal Site Managers such as community leaders or gatekeepers employed by the landowners. These mechanisms have limited accountability and little adherence to minimum standards. There were no mechanisms set up for monitoring of service provision to ensure that minimum or agreed standards have been met or that people were able to access these services. As a result of inadequate site level information and assistance monitoring, assistance did not efficiently and effectively reach the most vulnerable such as women, girls, minorities, people with disabilities and the elderly, making them more vulnerable and subject of higher rates of discrimination and exclusion of service provision.

PROJECT

PROTECTION RISKS

Vulnerable people in the informal settlements lack access to information about their rights and available services. Displaced communities, especially new arrivals, need improved access to information to make choices about where they reside, how they can receive services and how to plan for their future. Minority populations have often been completely left out of community consultations or governance structures and therefore have little chance of receiving aid. Stronger identification of displaced communities' needs, complaints, gaps and return intentions or concerns were needed to inform policies and assistance to be provided to these communities.

Gender-Based Violence (GBV) risks are heightened in these informal sites: overcrowded shelters, shelters with no internal partition, lack of lightening in the shelters and in the public spaces, as well as the lack of WASH facilities and below standards facilities increase the risk of GBV. Due to the small size and private land ownership of the settlements, no health facilities are within the sites and the existing health facilities are often far from the settlements, making it difficult for GBV victims to access support. GBV has been a taboo and sensitive topic, causing obstacles in circulating referral pathways as agencies' focal points fear retaliation.

CCCM ACTIVITIES

To respond to the sectoral coordination requirements linked to the growing displacement in Somalia, the CCCM cluster was activated in May 2017. The aim of the Cluster was to improve the living conditions and protection of IDPs in sites and settlements and ensure equitable access to services and assistance of all persons in need, with a clear focus on moving toward attaining durable solutions with full participation of the displaced and host communities.

Until September 2018 CCCM partners worked in 715[2] informal sites across the country, and this case study focused on the two districts of Baidoa in South West State and Garowe in Puntland. Baidoa hosts 371 IDP sites of roughly 250,000 people,[3] whereas Garowe hosted 24 sites of 75,000 people. Baidoa district experienced one of the highest influx of newly displaced populations in 2017 due to drought in addition to hosting one of the largest populations in protracted displacement.

Almost all IDP sites in Somalia are informal and on private land. These informal settlements are typically small, hosting on average 200-500 households and are scattered throughout urban and peri-urban areas. Gatekeepers are typically employed by the landlords to manage and oversee the activities within the sites. Consequently, service provision within the sites in Baidoa and Garowe district are minimal and most people access services, such as nutrition centres, hospitals and schools, in the city centres shared with the host communities.

Due to the private ownership of the land, populations are at constant threat of eviction.[4] Eviction has been one of the main protection concerns, making timely coordination between Camp Management (stronger community links and field presence) and Housing, Land and Property (HLP) colleagues particularly important. CCCM partners worked on eviction risk monitoring with HLP partners to ensure that evictions have been mitigated and responded to.

Traditional camp management activities were not possible in the Somali context, so a "blended approach" of a CCCM mobile response and Community Resource Centres with some traditional camp management methods were developed to focus on: monitoring of service provision at site and intra site level, improving community participation and self-management, and improving living conditions in sites. Through the mobile CCCM modality, all sites in the urban area (district) benefited from camp coordination activities. Typically, sites with the largest population, with the worst conditions and/or service availability, as well as newly established sites were prioritised by the CCCM mobile teams.

Community Resource Centres (CRCs) were established in Baidoa and Garowe urban centres close to clusters of the small IDP sites in collaboration with the district authorities. These centres were newly built on land donated by the government. The CRCs are the base for the mobile teams to reach the dispersed sites and also provide referrals and information on services available within the city, such as schools, health facilities and nutrition centres. The CRCs also house the complaint and feedback mechanisms which receive complaints for all sectors that were then referred to the appropriate partner. CRCs additionally have a meeting hall attached that was used for community meetings, service provider meetings or trainings. The halls can be used by all partners or community groups. Each of the CRCs was able to tailor their activities to the specific needs of the displaced people within its local area. For example, in Garowe the focus was on women's activities.

Relocation and Site Planning in Kabasa - Dolow

IMPLEMENTATION

The CCCM Mobile approach by the implementing agency allowed for flexibility and a bigger geographical coverage as the small mobile teams were able to cover clusters of small sites dispersed within a larger area/ district and could adapt rapidly to change of context, such as influx of newly displaced people.

Each mobile team was organised flexibly, in general consisting of several members focusing on a cluster of sites, prioritising newly established sites. For 300 sites, 75 field staff were employed who were split between camp management and community mobilization.

Activities conducted included:

- Carried out rapid needs assessments – typically during floods or post mass eviction;
- Service monitoring and site level coordination of service delivery to monitor gaps and duplication of activities;
- Holding site/area level coordination meetings with camp management committees, local authorities and partners;
- Establishment and training of site committees (camp management committees and site maintenance committees) to support site management, maintenance and communication with site population.
- Supporting community led site maintenance activities to ensure upkeep of sites, including cash-for-work activities, grants for site improvement and distribution of tools;

- Conducting safety audits in collaboration with GBV partners to identify risks in the site and related to service delivery;
- Monitoring risk of eviction (recording tenure agreements, length and status and then flagging to local authorities and HLP partners when sites are at risk of eviction);
- Creation of site level information management tools such as service maps, camp/site profiles, contact lists and monitoring maps to advocate for multi-sectoral responses in sites;
- Establishment of site level advertised referral pathways, IDP hotlines or complaint and feedback mechanisms;
- Conducting information campaign which circulate information on service provider activities available and collecting feedback;
- Movement Trend Tracking (monitoring of movement in and out of the sites on a permanent and semi-permanent basis);
- Establishment of CRCs, community centres or information centres within the area of a cluster of sites, making available protection referrals and general information. These can be either static or mobile.

A group photo at the end of CMCs training in Garowe

DISPLACEMENT PROFILING

Due to the massive scale of displacement, the cluster decided to focus on tracking displacements only to IDP sites. Data on the IDP sites and population in Somalia has been captured by the Protection and Return Monitoring Network (PRMN).[5,6] IDP sites were informal and partners often found push back from the government when they delivered services in these informal sites. In addition, there were often fake IDP sites created to attract aid. Therefore, it was necessary for CCCM partners to work closely with local authorities and partners to verify sites so that they could then receive humanitarian services. To gather a baseline of information that could be regularly updated, the cluster developed a two-pronged strategy:

In districts with CCCM coordination structures (Technical Working Groups):[7] Camp management partners conducted quarterly site verifications to understand how many sites existed in the district and the populations of the sites. These verifications were organised by the district government in collaboration with the CCCM cluster partner mobile teams. The mobile teams partnered with volunteers from NGO and UN agencies. The initial verifications focused on location and population, however throughout the year, questions on multi-sector service availability have been added. The final site list was validated by the government. The multi-agency effort strengthened buy-in from partners and ownership for the government.

In districts without CCCM coordination structures: The CCCM Cluster developed the Detailed Site Assessment (DSA). The purpose was to provide multi-sector information on access/availability to basic services in displacement sites to ascertain gaps in service provision and monitor services being provided to ensure minimum standards were being met. This data was collected twice a year. As there was no camp management partner in the areas where the DSA was conducted, this tool was more comprehensive so that partners could analyse the data on their own to help them design their interventions. The questionnaire was administered by a trained enumerator to a key informant. Two key informants were interviewed for each site: one camp leader and one women's representative. The assessment used a grid search pattern to ensure that all sites within the district were visited.

GBV ACTIVITIES

In Garowe, CCCM partners worked with the GBV Area of Responsibility (AoR) to conduct site safety audits using Safety Audit tools developed for Somalia with support of the GBV integration guidelines team.[8] In addition to the tool, Focus Group Discussions (FGDs) were conducted in the sites to discuss GBV risks affecting women and girls and obstacles to participation and empowerment. Workshops were conducted with GBV partners to discuss ways to improve GBV referral pathways in the informal settlements. This initiative has now being replicated in Baidoa.

IMPACTS OF THE PROJECT

The project has a positive impact on the lives of the affected population: although services provided at the site level still presented many gaps, through improved coordination and community participation, CCCM Mobile teams were able to channel complaints to the competent service providers and concretely use the data collected through the monthly service monitoring tool to improve lives of the displaced communities. IDPs sites that had previously been excluded from service provision due to poor targeting or marginalisation of minority populations finally received attention through site monitoring and access to feedback mechanisms. There was a notable improvement in WASH services in Baidoa after the WASH cluster received information from CCCM on water provision. The WASH cluster was able to use the data to mobilise resources and coordinate an improved response.

Through site planning trainings, camp clean up days and distributions of sanitation tools, communities have been able to re-plan the space available within the sites more effectively, to make them safer and cleaner. For instance, footpaths have been added and waste disposal has improved, achieving more and better quality shared outdoor space for families.

ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNED

ACHIEVEMENTS

- The Mobile approach allowed flexibility through its small mobile teams covering a large geographical area of the dispersed smaller sites reaching a greater number of displaced people. This has been important in the context of Somalia, since the scale of displacement has been very large and additionally since the cluster was new and slow to attract funding. As most sites were in urban areas, there were constant evictions and establishment of new sites.

- The Mobile approach facilitated the possibility to adapt rapidly to change of context, for example, prioritising newly established sites after an influx of displaced people.

- As the drought crisis in Somalia subsided and the displacement became protracted, the Mobile approach allowed for more community level self-management of the sites and minimised the risk of creating dependency. Many of the households have been displaced for years and have developed their own coping strategies. A facilitating approach taken by the mobile teams allowed them to fit in already existing governance structures at the site level, building their governance capacity without hindering the coping mechanisms and structures that the communities have been developing for years.

CHALLENGES

- Due to the scale of displacement and the quantity of sites, it was challenging to guarantee individuality of each site. Instead, sites had to be grouped into geographical clusters of sites to analyse data, conduct meetings, or deal with feedback.

- It was challenging to retain balance between providing assistance to all the dispersed settlements and at the same time retain the capacity to respond to the specific needs of each community.

- The lack of constant presence in the site meant that partners often failed to coordinate through CCCM mechanisms. CCCM partners had to put a lot more energy into coordination from a service coordination perspective as compared to in a site or camp where partners are present all together on the ground.

- As much as the 'light touch' of a mobile approach can reduce dependency, it also compromises heavily on service quality. Services were not monitored in the same way as in sites with permanent access and presence. CCCM was only able to be successful in this approach if both the community and the service providers were committed and bought in to the approach. This meant that a lot of effort had to be focused into capacity building and training of both beneficiaries and partners (agencies and local authorities) so there was clarity on CCCM's responsibilities.

LESSONS LEARNED

- The Mobile Approach should go hand in hand with constant presence on the ground through community committee members: building relationship and trust was key to ensure a coordinated and effective approach between the Mobile team and the community. This was especially true in the context where the gatekeepers were frequently suspicious of any community engagement activities within the sites they were employed to manage by the landowners.

- The Mobile Team had to keep a good balanced relationship - a facilitating role - between the gatekeepers, the community, government and other service providers in order to build trust and transparent decision-making processes. In some instances, community members called CCCM team members late at night to report events in the sites and seek for support, demonstrating the trust relationship established between CCCM teams as the primary support and contact point advocating for issues concerning the sites and the life in the sites.

- Coordination at the site level was crucial in Somalia: in a context where often projects were implemented for short period of time and lack continuity or exit strategy, where security conditions often allow only a limited presence in the field and community engagement was either poor or superficial (i.e. stops at beneficiary selection), coordination at the site level and reliable information management supports fact-based advocacy and improved widespread service delivery.

[1] Operational Portal, CCCM Cluster Somalia

[2] ACCCM Cluster Dashboard, September 2018

[3] Baidoa CCCM Site Verification, September 2018

[4] Since 2015, when the Protection Cluster Eviction Tracker started to be operated by the NRC, on average each year more than 155,000 individuals have been evicted across Somalia. In 2015, according to the tracker, approximately 130,000 individuals were evicted; approximately 162,000 individuals in 2016; and, including the estimated total affected individuals of the 29th and 30th December eviction, 190,000 individuals in 2017. Source, Back-to-square-one, NRC, 2017

[5] AUNHCR, Somalia Displacement Dashboard, Protection and Return Monitoring Network (PRMN)

[6] UNHCR Operational Portal, Somalia

[7] CCCM Cluster Somalia Strategy, Technical Working Groups (Pg 8)

[8] In June 2018