



ACTED

ACTED • CAPACITY STATEMENT

CAMP COORDINATION AND CAMP MANAGEMENT (CCCM)

2020

Camp Coordination and Camp Management Capacity Statement

Every day, thousands of people are forced to flee their homes as a consequence of conflict, persecution, natural or manmade disaster and effects of climate change: 79.5 million were displaced as of the end of 2019, the highest number on record, making up one per cent of the world population, 1 in every 97 people as per UNHCR in the 2019 Global Trend Report. The growth in displacement trend over the last years did not correspond to a growth in durable solutions: in the 1990s, on average 1.5 million refugees were able to return home each year, whereas over the last decade that number has reduced to around 385,000, while resettlement as a solution declined.

As displacement data grew exponentially over the last ten years, the variety and complexity of displacement contexts and population flows also deepened. Cities have become more and more grounds for displacement, migrants and refugees increasingly travel along similar routes, requiring dynamic approaches to protection and assistance. Out of traditional camps displacement have grown posing different challenges in the delivery of humanitarian assistance. In addition, the effects of climate change have become a major trigger for displacement, interplaying with other factors such conflict, poverty and persecution and worsening the complexity of humanitarian emergencies.

With the highest level of displacement on record and a continuously evolving context, ACTED adapts its approaches to work in a variety of different settings

to support refugees and Internally Displaced Persons (IDPs) through provision of Camp Coordination and Camp Management (CCCM) activities. Through all its CCCM programs, ACTED aims to improve the quality of life, safety, and dignity of displaced people, ensuring the best possible protection and assistance living environments, in accordance with international standards, while advocating for sustainable durable solutions to end displacement since the very beginning of the operations. Where necessary, and where no alternative long-term solution is currently available, ACTED carries out camp management activities, to ensure that temporary displacement sites provide the best possible protection and assistance environments for affected communities.

ACTED does not promote camps: camps are an option of last resort whenever identified as the only available option for the temporary provision of services and protection to affected populations. As such, ACTED's work is linked from the start with finding early and durable solutions to displacement - either through safe return to areas of origin, resettlement, or successful integration into host communities- and advocating on behalf of displaced people and other persons affected by humanitarian crises.

In 2020, ACTED carried out CCCM activities in nine countries (South Sudan, Iraq, Syria, Yemen, Somalia, Nigeria, Democratic Republic of Congo, Burkina Faso and Bangladesh), managing 356 displacement sites with almost 1 million people. As a member of the

Global CCCM Cluster Strategic Advisory Group (SAG), ACTED plays a leading role in developing global CCCM policies and strategy, at the global level and in contexts of displacement around the world. In South Sudan, North-East Syria, Iraq and Somalia, ACTED co-leads the CCCM cluster or equivalent forum at the national or subnational level, contributing directly to coordination of the in-country displacement response.

Due to the increased variety of the contexts and emerging displacement trends, ACTED implements camp management through dynamic approaches including mobile response, CCCM mentoring and support to local authorities and "classic" in-site camp management, adapting assistance provided to a variety of different in and out of camp displacement settings, in both urban and rural areas.

For example, in **Yemen**, ACTED advocated for the introduction of a CCCM response to support the 3.6 million people currently displaced in the country. ACTED is now the site management focal point for 55 sites in the governorates of Aden and Al Dhale'e supporting more than 16,000 displaced persons living in informal sites through mobile teams: ACTED monitors the humanitarian situation in each site on a weekly basis in coordination with the site focal points directly on site when the site is accessible or remotely through a light approach when the site is not accessible, and provides directly gap filling WASH and NFI/ Shelter service provision when gaps are identified.



In **Bangladesh**, ACTED directly works with the camp management (Camp in Charge – CiC) appointed by the Government of Bangladesh to support site management activities in five camps in Kutupalong Camp, Cox’s Bazar. ACTED and CiCs support displaced communities in playing a major role in disaster risk reduction activities within five camps as part of the monsoon season preparedness. ACTED site management support teams have been running monthly emergency preparedness drills for emergency volunteers and site assistants to ensure that there is in-camp capacity to respond to a variety of emergencies including damaged shelter, destroyed latrines and serious injuries should an emergency happen at night or when access to the camp is impossible because of adverse weather conditions. Community volunteers, many of whom had no previous experience in emergency response, now have the capacity to perform lifesaving activities for their peers throughout the monsoon season. ACTED also works to harmonize the coordination

between different partners within the camp, allowing for a more streamlined emergency response and risk communication strategy, and ensuring that upcoming weather hazards and emergency procedures are communicated to the affected population through a diversified range of outreach activities.

ACTED Camp Managers in Stadium and Monguno camps, in **Nigeria**, have been recently conducting extensive fire safety campaigns to ensure that the displaced population living in these formal camps remains safe from fire hazards. Under the leadership of the Camp Managers, ACTED has been equipping and renovating fire safety points. In parallel, the community outreach workers have been conducting community sensitization using megaphones, information material and going door to door to sensitize residents on what to do and how to be safe in case of fire.

ACTED also works to build the capacities of local organizations and authorities in CCCM, in order to be

able to smoothly hand-over camp management responsibilities to local actors, at an appropriate time. ACTED believes that local and national ownership of emergency preparedness and response is essential for effectiveness and sustainability. To this end, in Somaliland, ACTED works hand in hand with the National Displacement and Refugee Agency (NDRA) in order to enhance coordination and scale-up needs based humanitarian support across IDP settlements. In 2019, ACTED contributed to kicking off the CCCM sector through training that helped building a common understanding of roles and responsibilities, accountability to affected population, coordination and information management activities among local stakeholders active in the displacement response in **Somaliland**. ACTED conducted five specific trainings for local authorities representatives across five different districts in Somaliland, contributing to better reporting and information sharing on IDP needs and displacement trends, improving coordination and building strategies

for a more equitable service delivery. In this way, ACTED's CCCM work directly supports the localization agenda, and the development of local solutions.

At the same time, ACTED CCCM teams also work alongside displaced communities, to involve them in every stage of the response and make sure they have the right to participate and take decisions of matters that greatly affect their lives. In **South Sudan**, through CCCM mobile teams, ACTED supports some of the most vulnerable displaced populations in the country, those outside formal camps and who are less able to access essential services like clean drinking water, food and medical assistance. During their interventions, the mobile teams implement a number of activities to support a community self-managed displacement response: this includes establishing site committees made up of men and women from the displaced community who will represent their community and advocate for tailored assistance on their behalf. The mobile teams also

build the community members' capacities in the maintenance of the displacement sites, teaching skills such as the renovation of camp latrines and fencing. The teams also assist the most vulnerable households by moving them where possible into newly built shelters, integrating CCCM activities with ad-hoc shelter and protection interventions.

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ad-hoc shelter and protection interventions.

In order to ensure that camps and camp-like settings represent safe living environments for the displaced communities and meet SPHERE standards, ACTED also carries out site maintenance work. In Stadium IDP camp in Maiduguri, **Nigeria**, ACTED conducts extensive groundworks for rainy season preparedness: these works include drainage construction and cleaning as well as preparation of sandbags to protect the areas of the camp most at risk of flooding. In order to ensure that camp environment is safe and that residents with limited mobility can freely move around the camp, the camp management teams also build bridges over the drainages channels and fence water pits for safety. In **Somalia**, ACTED regularly conducts participatory safety audit assessment, focused on gender based violence (GBV) risk identification and mitigation. The finding and recommendations from the safety audit are disseminated with partners and stakeholders





and incorporated into ACTED's site maintenance plans: through cooperation with well-established and trained Site Maintenance Committees formed by community members, specific actions are taken to build a safer camp environment for displaced women and girls, for example thanks to the installation of street solar lights in areas identified as at risk by the community during the safety audit assessment, or through reparation of latrine doors and damaged shelters of vulnerable community members.

ACTED's CCCM approach also tackles another additional area of works: Communicating with Communities (CWC). Through this core activity, ACTED ensures that people living in camps or other displacement sites have access to lifesaving information such as accurate and up-to-date guidance on services available to them, how to access these services, how to actively participate to the delivery of the humanitarian response and how to present complaints and feedback. For example, in **Iraq**, in Salamiyah IDP camp of Ninewa governorate, ACTED runs information desks that

support camp residents to access crucial information on existing services and viable livelihoods opportunities in their areas of origin, to inform voluntary and safe returns. Accessing reliable, up-to-date and accurate information help displaced communities to take informed decisions about their options of return and the conditions, and therefore upholds their rights: thanks to these information desks, ACTED contributes directly to a well-informed, voluntary, and dignified return process in country and support durable solutions.

ACTED works together with all the relevant stakeholders, including affected communities, to support durable solutions to displacement and localization of the response also through AGORA, its joint initiative with IMPACT. The AGORA approach promotes the use of settlements or areas as the territorial unit for integrated multi-stakeholder planning, coordination and provision of aid and basic services and fosters stronger synergies between local actors and exogenous aid actors. AGORA enables a multi-sectoral response

to meet settlement/area-specific vulnerabilities, leveraging on local capacities and local actors.

In Diffa Region, **Niger**, where refugees and IDPs have been living together for years in more than one hundred informal settlements, UNHCR and local authorities jointly created seven "urbanization sites" that aim to increase the resilience of displaced persons and other vulnerable populations by providing them with an access to land, sustainable shelters, water and livelihoods. Through the AGORA approach, an ACTED-led consortium strengthens the provision of basic services following "prioritization plans" co-designed with local actors using data from area-based assessments conducted by IMPACT. In the framework of this project, local authorities are supported in their implementation and further development of the urbanization sites into sustainable living environments that are well integrated into larger existing settlements and contribute to the improvement of the local economy and the local integration of the displaced populations.



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André Krummacher
Vice CEO Programmes, Impact & Accountability
andre.krummacher@acted.org