

IRAQ

The seizure of Mosul by ISIL (Islamic State of Iraq and the Levant) at the beginning of June 2014 marked the start of the second major wave of displacement in Iraq. Followers of various Christian denominations fled the city in panic and up to 500,000 people left Mosul in the days following its capture (NYT, July 2014). ISIL's occupation of the towns of Tilkaif, Bashiqa, Bartella and Qaraqosh east of Mosul in the Ninewa Plains, displaced a further 200,000 Christians and members of other minority groups. And the arrival of ISIL on 3 August 2014 in Sinjar city and surrounding villages near the Syrian border and the ensuing fight with the Peshmerga resulted in the displacement of some 200,000 additional mainly Yazidis as well as Shiite Turkmen of Tal Afar for whom this was a second displacement.



Displacement Data

Country: Iraq

Cause of displacement: conflict

Conflict date: June 2014

**Number of people affected/
displaced:** 900,000

Project Location: Kurdistan
Region of Iraq (KRI), Dohuk

Project duration: 1 year

CCCM Cluster: activated

Keywords

- Capacity building
- Collaboration
- Coordination
- Inter-agency approach
- Mentorship



Children from Mosul bike in the Baharka camp for internally displaced Iraqis in Erbil, Iraq © UNHCR/Ed Ou

Case study 1

CCCM agencies form a consortium to provide training and mentorship in camp management to twelve government appointed IDP camp managers

Context

As the first responder and primary body responsible for the protection of Internally Displaced Persons (IDPs), the government responded quickly by constructing 11 new camps and took on the management of the in total 16 camps. It also 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 offices in Dohuk Governorate that would be working as camp managers in the newly established IDP camps. Until this point these offices had been operating without uniform tools and standards. The Norwegian Refugee Council (NRC),

Danish Refugee Council (DRC), and ACTED formed a consortium to provide training and mentorship in camp management to 12 government appointed IDP camp managers.

CCCM Activities

The capacity building project aimed at strengthening the skills and knowledge of camp managers and their staff throughout the Dohuk Governorate through the provision of both formal trainings and on-the-job mentorship. Formal camp management trainings covered topics such as community participation and engagement, information management, protection mainstreaming and Gender Based Violence basic principles. On-the-job mentorship consisted of giving camp managers access to experienced international project managers on a weekly basis to provide coaching and advice on camp

management issues and coordination. Camp managers received practical coaching with regard to participation of the camp population in governance structures, effective communication, information sharing, coordination of services, establishing a monitoring and reporting system and ensuring efficient accountability measures with camp residents including feedback mechanisms and referral pathways.

The CCCM capacity building project emphasized training and harmonization of coordination tools, codes of conduct, monitoring and referral procedures and approaches to IDP participation across the 12 IDP camps. By providing fulltime CCCM focal points complemented by a mobile team providing support with regard to protection, community participation, and information management, the project enabled all camps to encourage participation of beneficiaries in decision making (through representative committees), better coordinate protection activities, and harmonize data collection. The consortium focal points and mobile teams worked closely with counterparts from the camp management team, as appointed by the camp manager. Each camp management office was provided with 1 computer, 1 printer, and internet credit to facilitate greater communication and improve the efficiency of the data collection process. Camps also received 1 caravan to be used by the consortium staff for committee meetings and other activities as needed. In addition to these working tools, learning materials, such as the Camp Management Toolkits, Sphere Guides, Guiding Principles on Internal Displacement and IASC Gender Guidelines in Arabic were also provided.

Following careful analysis of the camp management teams, the consortium provided monthly trainings to the camp management staff based on identified CCCM learning needs. All camp management staff received at least one day of training on CCCM core concepts. Protection and Social Services staff received training in protection mainstreaming and sexual and Gender Based Violence. By focusing on protection and participation, the consortium aimed at sensitizing the camp management teams' to the needs of the community, making the camp management more accessible to the community and



Young girls sit around a fire while preparing dinner as the sun sets in Zozan City IDP camp in Dohuk, Iraq © UNHCR/Dominic Nahr.

thereby raising access to protection services and ensuring accountability to the affected population. While the camp management staff were the primary beneficiaries of the project, camp committees, sector leaders, and camp residents were targeted as indirect beneficiaries. By building the capacity of the camp management team and priming them to the needs of the residents, they were better able to address the camp residents' needs concerning protection, assistance, and services in the camp.

All major decisions were taken in consultation between the three agencies, with initial support from the DRC CCCM Advisor and the CCCM Cluster Coordinator. Weekly reporting was rotated between the three agencies, as scheduling allowed. Logistical arrangements for the formal trainings were shared equally, based on the capacity of each agency, as well as the presence and advocacy activities in all the relevant fora (clusters, working groups), to push when necessary for effective and well-timed response to needs across the board.

In addition to coordination at the project management level, the mobile teams and camp management focal points were meeting bi-weekly to build the relationship between the teams, compare experiences, and share lessons learned. Similarly, field staff were encouraged to visit camps assigned

to other agencies in the consortium to study the approach used and the impact of the mentorship programme. In addition, the staff attended a joint training in which the roles and responsibilities of each team member were discussed and clarified.

The consortium in all camps mainstreamed protection, 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 protection involving all relevant partners.

Challenges and Achievements

The project was temporarily put on hold as the consortium waited for the initial Development and Modification Center (DMC), the government structure responsible for all refugee and IDP operations, to be dissolved and for the new Board of Relief and Humanitarian Affairs (BRHA) to be introduced.

Additionally, some camp managers were not appointed by BRHA itself, and BRHA thus had limited control and authority over camp managers, which significantly hampered the harmonization and roll-out of new tools developed specifically to improve the coordination between BRHA administration and camp management teams. Consequently, the project did not receive full acceptance from the government and camp managers.

The project was unable to cover informal sites, where the majority of the displaced populations resided.

The dependency on capacity of national staff to build relationships with camp managers was vital to ensure national staff could help camp managers build on the training received. It was also essential to finding an effective way for the consortium's national staff to advise confident camp managers who had more practical camp management experience than the staff itself, who initially relied on purely theoretical teachings.

Not all partners had a budget that allowed for camp management structures, such as office equipment, furniture, equipment for community participation activities etc.

Working as a consortium slowed down the decision making process as well as development of tools due to the need of finding a common ground amongst the three agencies in matters that would impact on the consortium as a whole or on the camps.

The CCCM mentorship program represents a novel approach to build CCCM capacity, especially on such a scale. The pilot project faced challenges in working alongside a government body beset with internal power struggles and operational inefficiencies. Multiple systems often ran parallel to each other, rather than merging into a systematic, harmonized CCCM response.

The same goal but different perspectives and experiences of the



A man from Saladin sits in the Arbat IDP camp near Sulaymaniya, Iraq © UNHCR/Ed Ou

different members of the consortium meant deeper problem analysis and comprehensive evidence-based decision-making.

A focal point in each camp allowed for a strong personal relationship with camp management, which enhanced the coaching aspect of this project.

Having roving staff ensured the sharing of information, ideas, concerns and successful challenge-responses between camps, and avoided the loss of a bigger picture.

Harmonized working tools and approach were implemented jointly with inputs from each agency. Having a shared approach contributed to gaining approval of the government and

introducing standardized coordination tools across camps also ensured that partners working in multiple locations were able to implement activities more efficiently.

The workload of developing tools, coordinating with multiple clusters and liaising with the multi-level stakeholders was shared among the three agencies to streamline information sharing, increase participation in multiple fora, advocate for direct and indirect beneficiaries and roll-out new tools and mechanisms.

Lessons learnt

- Have a shared approach to gaining the approval of the government and a shared vision for far-reaching impact including achieving international standards across camps from the beginning of the project.
- By introducing standardized codes of conduct, referral mechanisms, and coordination tools across camps it ensured that partners working in multiple locations were able to implement activities more efficiently. Furthermore, tensions between camps were reduced as inequalities were addressed and gaps were filled.
- Adopt a flexible and supportive interagency approach to allow for staged revisions and corrective measures as working with government agencies and administrative staff can take longer than anticipated.
- Balance the activities of the project between direct camp management training “by example” in the field and classroom style activities.
- Continuous internal communication, between the 3 agencies helped to predict gaps and cover them by temporarily shifting resources from one agency to another.