



# UDOC

URBAN DISPLACEMENT  
& OUTSIDE OF CAMP  
DESK REVIEW

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## Summary

Global CCCM Cluster  
Desk Review on Urban  
Displacement & Outside  
of Camp Settings



CCCM CLUSTER  
SUPPORTING DISPLACED COMMUNITIES  
[www.globalccmcluster.org](http://www.globalccmcluster.org)

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### Cover Picture

January 31 2014, Crowds amass on Rama Street for UNRWA humanitarian aid distribution. Yarmouk camp, Damascus, © UNRWA Archives.



Humanitarian Aid  
and Civil Protection



# Summary

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## Why a CCCM desk review on displacement in urban and outside of camps contexts?

In several CCCM forums it has been acknowledged that CCCM actors are regularly confronted with the need to provide support to operations that target displaced populations outside of camps.

This has often been while facilitating return monitoring of displaced people moving toward durable solutions, collecting population data for Internally Displaced Persons (IDPs) located within host communities and providing support to people registered in camps but residing in other locations. However, it was recognised that within the CCCM Cluster there was a lack of guidance or common approach for CCCM practitioners in these contexts.



### DEFINING THE TERM CAMP

The term camp is used throughout the text to apply to a variety of camps and camp-like settings which include planned camps, self-settled camps, collective centres, reception and transit centres and evacuation centres.

## Aim and methodology

As part of the ECHO-funded Camp Coordination and Camp Management (CCCM) Cluster project *Enhancing the Coordination of Camp Management and Camp Coordination Intervention in Emergencies*, the CCCM UDOC desk review primarily aims to be an introductory tool for CCCM practitioners. It also hopes to encourage dialogue and debate between different actors.

The study was conducted in a consultative manner, with a range of agencies and organisations. The on-going dialogue and engagement with other stakeholders within the cluster system was crucial to investigating how the CCCM Cluster can better address the needs of IDPs within and outside of camps, whilst avoiding overlaps and maximising resources.



## DEFINING URBAN AND OUTSIDE OF CAMP DISPLACEMENT (UDOC)

The term ‘urban displacement’ refers to the specific challenges related to urban scenarios where displaced populations often mix with the urban poor or migrants. While aware of the fact that urban displacement can also incorporate camp-like settings, in particular collective centres, this study considers the features of urban environments in relation to affected communities that are not supported through the traditional communal setting approach (camp or collective centre). The term ‘outside of camp displacement’ is used to indicate all other types of displacement such as urban or rural contexts but also any other displacement that cannot be clearly categorized as either urban or rural.

### IDPs OUTSIDE OF CAMPS

“The expression IDPs outside of camps refers to IDPs who may live in a variety of settings or situations; they may be in urban, rural, or remote areas, renting, owning a housing, sharing a room, living with a host family, homeless, occupying a building or land that they do not own, or living in makeshift shelters and slums.”<sup>1</sup>

<sup>1</sup> UN Human Rights Council, 2011, Report of the Special Rapporteur on the human rights of internally displaced persons, Chaloka Beyani, p. 7.

## Objectives of the desk review

Each of the following four objectives corresponds to a different part of the desk review:

- examine secondary data and literature to describe the general features of outside of camp settings, outline latest practices in humanitarian responses to IDPs outside of camps and underline gaps and resources identified at the global level;
- explore the areas of work where the CCCM Cluster, along with partners, can offer expertise and support based on current best practices of CCCM’s approach outside of camps;
- outline a potential CCCM outside of camps approach – the *Centre for Communication and Community Management*– to be developed in light of gaps identified, current CCCM best practices and consultations with CCCM experts;
- provide suggestions for further actions to be taken by the CCCM Cluster to further analyse and formally operationalise the CCCM outside of camps approach.

## Part one: Literature review

The first part of the desk review analyses recent articles, publications and tools produced by agencies, clusters and research institutions related to the challenges of working in urban environments and outside of camps displacement scenarios. The IASC strategy *Meeting Humanitarian Challenges in Urban Areas* (MHCUA), the reports and recommendations of the Special Rapporteur, Chaloka Beyani and IDMC's analysis were of particular importance to this study. This part of the desk review aims to raise awareness and build knowledge among CCCM practitioners.

According to IDMC estimates, 80 percent of IDPs currently live outside of camps. The reasons that IDPs decide to reside outside of camps are linked to a number of factors. In some cases camps are not present. They may be inaccessible due to security issues or distance. In addition, displaced persons may feel more physically and emotionally secure outside of camps. In some contexts, living in camps may be considered culturally inappropriate.

### Main gaps/needs in the humanitarian response to IDPs outside of camps:

- identification of affected populations and their needs is challenging;
- coordination of humanitarian actors at the community level needs to be improved;
- common criteria to decide whether to provide aid in outside of camp contexts are needed;
- need to develop the response capacity of humanitarian staff familiar with camp-based approaches;
- not enough support for host communities and host families;
- need to work toward durable solutions bridging humanitarian and development assistance from the onset of a response;
- limited access to displaced populations outside of camps; and
- limited funding leads to a focus on camp-based response.

This section of the desk review also outlines the main recommendations that are relevant to CCCM and to the possible development of a CCCM approach to outside of camp displacement, such as:

- the needs of IDPs should be addressed alongside those of the host community, especially in poor areas;
- ministries and offices of national and local government should be considered to be the most important focal points;
- the link between humanitarian response and disaster risk re-

## UDOC SUMMARY

duction, development and peace building actors need to be strengthened;

- livelihoods support needs to be the cornerstone of promoting the self-reliance of IDPs.

This first section includes examples of existing tools and methodologies used outside of camps, generally in urban contexts, which have been developed or adapted by other clusters and agencies (see Annex 2 in full report – Tools, Guidance and Approaches for Outside of Camp Response).

### Part two: CCCM UDOC current best practices

Using case studies (*Messages from the Field*), the second part of the desk review identifies a number of CCCM activities and approaches already used in outside of camps contexts – or that could potentially be used – by CCCM actors and NGO partners. These are in partnership with both the Protection and Shelter Clusters and experienced in countries such as Haiti, Namibia, Sri Lanka, Somalia and Yemen.

*Messages from the Field* were compiled with the support of CCCM practitioners working in different displacement settings. Examples and good practices from refugee contexts that are potentially relevant to IDP contexts, such as Lebanon and Jordan, were also considered.

Based on the humanitarian gaps described in the first part, the desk review identifies five key CCCM areas of work relevant in urban and outside of camps contexts. For each area of work CCCM activities that could be adapted to outside of camps settings were identified.

The diagram on the following page is the result of consultations carried out within the Global CCCM Cluster team, NGOs, partners and other Cluster representatives. It is not an exhaustive list of current and potential good practices but serves as an initial step to reflect on how CCCM expertise could complement the work of other agencies and clusters working outside of camps.

- Roster of experts
- Training package
- Training programme strategy
- Capacity building programme for local/national authorities

### 5. CAPACITY BUILDING



- Outreach activities
- Awareness and communication
- Representation committees
- Participatory monitoring and evaluation
  - Training/coaching
  - Feedback mechanisms
  - Information campaigns
  - Focus group discussions
- Two-way communication with affected communities

### 1. GOVERNANCE & COMMUNITY PARTICIPATION



**AREAS OF CCCM EXPERTISE THAT COULD COMPLEMENT THE WORK OF OTHER AGENCIES AND CLUSTERS WORKING IN URBAN ENVIRONMENTS OR OUTSIDE OF CAMPS**



### 4. ADVOCACY FOR DURABLE SOLUTIONS

- Return working groups
- Information campaigns
- Assess IDPs' intentions through household visits/focus group meetings
- Monitoring return processes



### 2. INFORMATION MANAGEMENT

- Displacement Tracking Matrix (DTM)
  - Needs assessments
  - IDP registration
  - Data analysis
- Dissemination of findings



### 3. MONITORING & ADVOCACY FOR KEY SERVICES & PROTECTION

- Monitoring and coordination tools
  - Outreach initiatives
  - Focus group discussions
  - Community based monitoring
- Communication/ coordination with service providers

Humanitarian symbols source: OCHA

## Part three: A possible UDOC CCCM approach

The third part of the desk review presents a possible CCCM approach for urban displacement and outside of camps, the *Centre for Communication and Community Management*.



### THE CENTRE - A WORKING TERM

The Centre for Communication and Community Management - hereafter referred to as the Centre- is understood as a working term to describe a concept. Its exact title may need to be contextually tweaked – for example it could be more user-friendly to talk of a kiosk/shop or a displacement and community outreach centre.

The concept was developed based on the analysis of gaps in the humanitarian response in outside of camp displacement, from previous experiences within and outside the CCCM Cluster and input from field practitioners with outside of camp know-how.

The Centre is primarily thought to be a physical space. Based on the context, it can also serve as a Mobile Centre operating in parallel or alternatively to reach out to a large number of IDPs particularly in areas where IDPs are unable to travel to the Centres due to distance, lack of means and/or security issues.

The Centre is a flexible approach that can be used in outside of camp contexts where there is need for a common community platform for displaced populations, host communities and national and international actors with the aim of increasing effectiveness and accountability of the humanitarian response at the community level.

The Centre has potential to have different functions depending on available capacity and funds, scale and complexity of the emergency and the requirements of both the community and response actors.

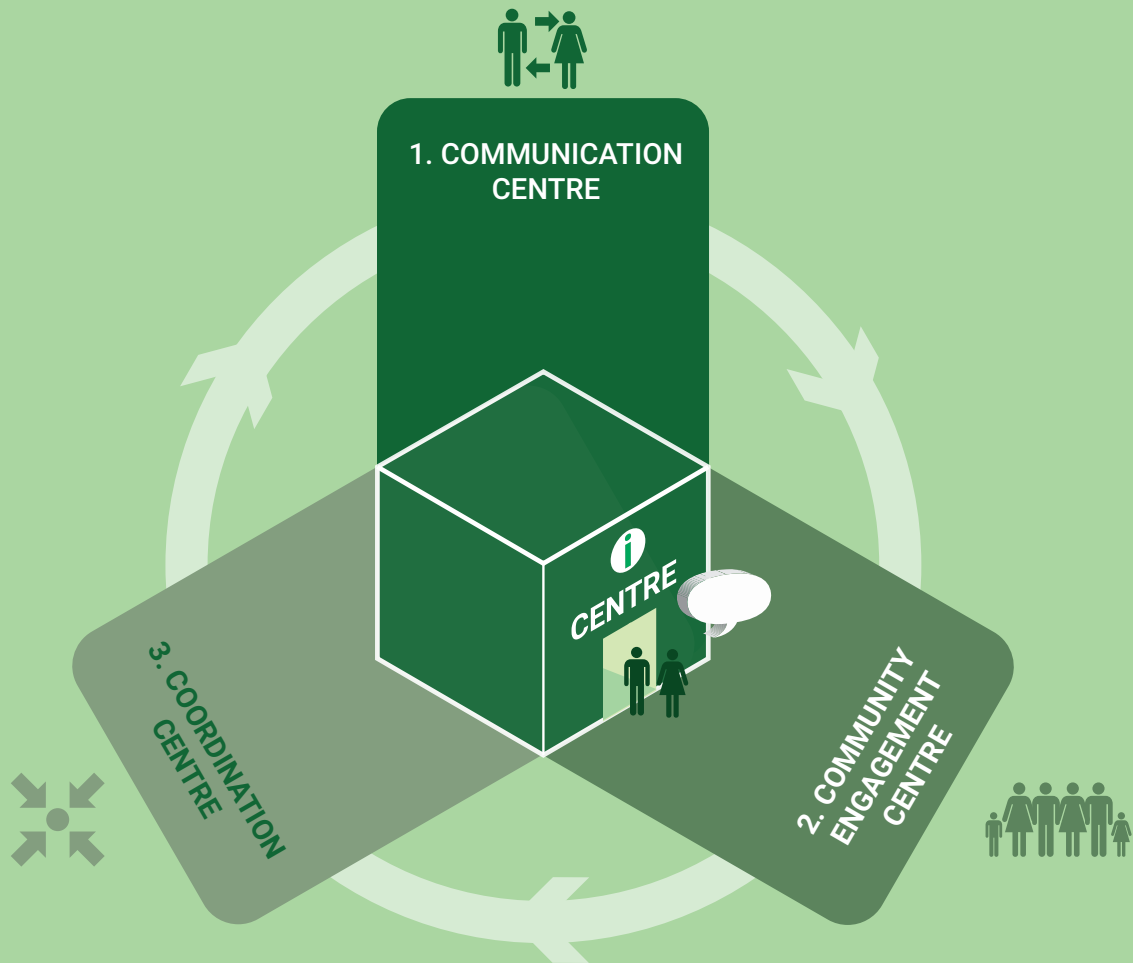
Three possible modalities could be 1) **a communication centre; 2) a community engagement centre and 3) a coordination centre**. Each of these functions can be implemented independently or in combination with each other.

The form of the Centre should be defined by the needs of the displaced community, local authorities and local humanitarian actors in order to avoid overlaps and ensure a custom-made approach to the specific context.



### 1. POSSIBLE ACTIVITIES:

- Obtain information relating to relief assistance and services available for IDPs
- Receive updates regarding the situation in the areas of origin of the displaced community
- Share news about forthcoming community events
- Identify opportunities for vocational training and education within the host community
- Channel feedback and complaints in a centralised cross-sectorial feedback mechanism.



### 3. POSSIBLE ACTIVITIES:

- Support collecting data
- Map all stakeholders (Who/What/Where) working in the defined geographical area and, where needed, facilitate discussion on a clear and agreed division of tasks
- Contribute to monitoring the gaps and overlaps in protection and service provision through community networking and an outreach team
- Advocate for assistance and protection with relevant actors based on gaps and duplications identified
- Facilitate information management
- Facilitate agreement on common definition of criteria for targeting assistance to the most vulnerable persons
- Promote the mainstreaming of cross-cutting issues
- Work with IDPs and other relevant actors to identify durable solutions and develop mechanisms that will assist in achieving them
- Facilitate dialogue with overarching coordination mechanisms of local authorities and/or the Cluster system/sector.

### 2. POSSIBLE ACTIVITIES:

- Coordination and formation of community groups
- Capacity building projects (awareness, training and coaching)
- Community-based initiatives
- Multi-stakeholder participatory engagement
- Support to host community's/IDPs' governance structures by building management capacity
- Community meetings.

Humanitarian symbols source: OCHA

If there are existing structures in a local context that address information, communication and the coordination of service delivery to the displaced population, the Centre should be linked with those structures and not necessarily be a distinct physical space. If this is not possible at the initial stages, the Centre should be established with vision to be handed over to the local governance structures (e.g. municipalities) in order to ensure long-term sustainability and build preparedness in contexts where displacement is a recurrent event. The main goal of this proposed approach is to increase the resilience of both IDPs and host populations, as well as support the process of identifying durable solutions.

CCCM actors can play an initial supportive role or a more active role depending on the capacity of local structures. Facilitation of the various activities undertaken at the Centre could be conducted by local authorities, but also local NGO or Community Based Organisations and supported by CCCM actors if necessary.

### Part four: Recommendations

The last part of the desk review identifies five areas for further work in CCCM in relation to urban displacement and outside of camps:

- 1. Partnership and consultation.** An on-going consultative process is necessary to avoid overlaps and maximise the contributions of each actor in order to ensure that the proposed approaches can enhance accountability and service provision. So that this consultative process is consistent and productive, the Global CCCM Cluster should work jointly with OCHA and other clusters, in particular the Shelter and Protection Clusters, NGO partners as well as development actors, peace building actors, urban specialists, academic institutions and the private sector.
- 2. Advocacy.** The CCCM Cluster should engage and contribute to discussions with other clusters, NGO partners and NGO consortia, development actors, and national authorities on the main gaps in humanitarian response in urban and outside of camp contexts. Themes of particular importance include improving linkages between emergency and development actors, developing selection criteria for camp and outside of camp intervention solutions for displaced populations and linking outside of camp displacement with disaster risk reduction and preparedness.
- 3. Capacity building.** CCCM experts should have an understanding of the issues related to outside of camp displacement to ensure a more holistic response and to have more support in dealing with ever-changing populations due to a constant flux of IDPs in and out of displacement sites. CCCM has strong expertise in training and capacity building and has a pool of expert trainers, and should engage with and encourage multi-agency fora to analyse and discuss different tools/

methodologies used by other clusters and agencies to train humanitarians and affected communities in outside of camp issues.

4. Development of tools and guidance for CCCM practitioners. The CCCM Cluster will need to continue to assess and analyse CCCM best practices outside of camps, systematise current experiences and tools related to outside of camps and customise the current CCCM tools based on needs and inputs from the field.
5. Implementation of a pilot project. The proposed CCCM approach for urban displacement and outside of camps can be piloted in two countries so as to understand the operational requirements and learn lessons. An assessment will be used to define countries and regions where this approach could be useful. This decision should be taken in accordance with other actors working in the selected location in order to avoid overlaps and ensure a tailor-made approach to the specific context.