

# CCCM Iraq Response Strategy

KEY INFORMATION		
COUNTRY	Iraq	
REGION	North, Centre and South	
OPERATION NAME	IDPs in Iraq	
CLUSTER/SECTOR LEAD AGENCY	UNHCR	
CO-LEADS	n/a	
STRATEGIC ADVISORY GROUP (SAG) - AGENCIES	ACTED, DRC, IOM, NRC, REACH, UNHCR	
TECHNICAL WORKING GROUPS (TWIG) – AGENCIES	1 [If applicable]	
	2	
	3	
STRATEGY STATUS		
Endorsed by cluster	Effective date	Next revision
Yes/No	01.07.2015	01.01.2016

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## Background and Context

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- Conflict in Iraq has led to successive waves of mass displacement and a deepening of the humanitarian crisis. Iraq now has the third highest populations of internally displaced people (IDPs) in the world<sup>1</sup>, with 3 million people having been displaced since January 2014, and over 1 million still displaced from the 2006 – 2008 period of sectarian conflict, out of an overall population of approximately 34 million. Iraq also currently hosts approximately 250,000 refugees<sup>2</sup>, predominantly from Syria.
- Over 2 Million of the displaced population have been displaced since the beginning of June 2014 because of intense clashes with armed opposition groups in Anbar province and in the Ninewa Valley.
- Of those displaced since 2014, the Kurdistan Region of Iraq (KR-I); Duhok, Erbil, and Sulaymaniyah governorates, host some 870,000 IDPs<sup>3</sup>. Anbar, Bagdad, Kirkuk, and Ninewa governorates host nearly 1.5 Million IDPs, with the rest distributed throughout other Governorates in the Centre and South.
- In Centre and South regions, the large number of sites, the on-going battles between pro-Iraqi forces and militants, combined with historical waves and scattered nature of displacement, continue to make it difficult for humanitarian actors to meet assistance needs or achieve effective protection monitoring in displacement sites.
- Some of the most at-risk IDP populations throughout Iraq include ethnic minorities with little or no established links to host communities, people living in unfinished and abandoned buildings or in the open, and those living in overcrowded conditions. Displaced populations living in schools and religious buildings urgently require alternative shelter to allow schools and religious sites to return to their intended function.
- Exhaustion of the host community's capacity to house relatives and friends, and increasing tensions between communities and IDPs dwelling within may also result in further displacement towards informal settlements.
- Security and logistical issues have prevented much aid from reaching those in need – especially IDPs in the Centre and South regions.

### CCCM Context

Sectarian violence has resulted in a complex pattern of internal displacement throughout Iraq. Prior to January 2014, the main areas of concentration of IDPs were from Salah Al-Din and sought safety in Baghdad, Diyala, Duhok, and Ninewa governorates with an estimated population of over 990,000 . Most of the IDPs settled in rented accommodation or were hosted by families and relatives, but the remainder settled either in spontaneous sites, on empty land plots, around abandoned buildings, or in communal centres, often organized around public facilities (mosques, schools, and other public buildings). The local authorities, with the support of international NGOs, organized assistance to IDPs. However, this support had been steadily decreasing over the last couple of years.

Renewed violence since January 2014 has resulted in new waves of displacement, provoking secondary displacement of existing IDPs and uprooting whole communities from their homes and forcing them into flight.

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<sup>1</sup> Source: IDMC Global Overview 2015: <http://www.internal-displacement.org/global-overview>

<sup>2</sup> Source: UNHCR <http://data.unhcr.org/syrianrefugees/country.php?id=103>

<sup>3</sup> Source: CCCM, IOM DTM as of 5 June: <http://iomiraq.net/dtm-page> , this number is not including the Ninewa districts under Dohuk administration



These “new” IDP populations have settled in a variety of settlements, which differ across Governorates. Communities receiving and hosting IDPs since January 2014 are now saturated, leaving new IDP arrivals to search for alternative, less viable shelter solutions.

Given this complex and diverse displacement picture, the comprehensive response strategy to assist the Government and regional authorities will necessarily need to provide a varied and multi-faceted range of support interventions tailored to the accessibility to the different populations and the viability and sustainability of their current settlement arrangements.

## Aim and Objectives

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The CCCM Cluster works to ensure equitable access to services and protection for people living in displacement sites, and supports opportunities for durable solutions. The Cluster offers a range of support to the government, focused on partnerships with (I)NGOs, local officials, and displaced populations, to establish solid coordination mechanisms that ensure an open dialogue, and humanitarian principles and standards are promoted and applied. The cluster seeks to provide support to IDPs living in informal settlements to strengthen their self-management and coping mechanisms and ensure they are known to and connected with assistance and service providers, including available public services.

As IDPs move in and out of displacement sites as required by their needs, close collaboration between humanitarian actors and the host community is needed to implement a comprehensive, effective protection approach. To this end, the CCCM cluster will continue its close coordination with the Protection cluster on population profiling and data collection issues, addressing the dynamics between populations within sites and the surrounding communities and environments.

CCCM recognizes that displacement sites are a last resort for people forced to flee the safety of their homes. The CCCM Cluster will work with the displaced community to support the identification and implementation of durable solutions for IDPs, jointly with the protection and shelter clusters.

### 1. Identification of viable settlement options

Working with national and local authorities, and other key clusters, to identify sites and/or consolidate viable alternatives to house IDPs unable to return to their homes to live in secure and dignified conditions, with equitable access to essential services and protection.

### 2. Effective management and coordination of formal displacement sites

The efficient and effective coordination and management of formal displacement sites (camps and collective centres), in the North, Centre, and South of Iraq, so that humanitarian assistance and protection offered by service providers to affected populations, prioritized according to vulnerability, responds to life-saving needs and meets fundamental international standards. A representative and functioning communication and leadership structure ensures that IDPs are fully involved in camp decisions and have access to information to make decisions affecting their needs.

### 3. Support to IDP populations living in informal communal settlements



The IDP populations living in informal communal settlements are provided with support for their self-organization and information on how to access assistance and services. IDPs have access to information essential to meet their needs. Information on the population in the informal settlements and their priority needs – as well as existence of particularly vulnerable groups among them – is shared with assistance and service providers for appropriate follow-up and intervention. This information can be used to advocate on behalf of the resident to ensure assistance.

## Response Strategy and Operational Priorities

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### Key Points:

- Humanitarian standards to adhere to (eg. Sphere, UNHCR, other)
- Intervention phases (emergency, transition, durable solutions)
- Gaps analyses and 4W matrices to avoid duplication/overlaps in service implementation (this should be done for each intervention phase).
- CCCM methodologies and site typology (camps, collective centres, available public land/buildings, assistance to spontaneous sites, cash transfers, self-help etc.)
- Beneficiary identification and targeting (who is assisted and why, most vulnerable, rural/urban, geographical coverage, ethnicity, cultural factors, gender ratios).
- Planning, operational timing, handover/exit strategies.

Currently, the assessment undertaken by IOM (DTM) indicates that the current accommodations for the IDP populations can broadly be categorized as follows: 1) in the “open” without access to facilities, 2) informal settlements (e.g., religious buildings, schools, unfinished buildings, etc.), 3) transit or reception centers, 4) collective centers, 5) camps, 6) rented accommodation, and 7) in hosting arrangements. CCCM will work closely with relevant stakeholders to improve living conditions in both formal and informal sites, and link IDPs with improved living alternatives as necessary.

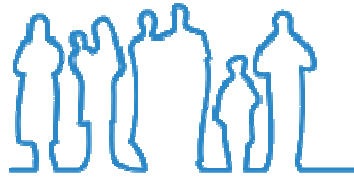
- Operational priorities for the response strategy will be broken into three distinct phases: Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S)
- Administratively, the Cluster is ultimately responsible to local governments within each governorate. CCCM interlocutors within local government structures will co-lead CCCM working groups and will be kept informed of all cluster activities at the national and regional (sub-national) levels.

The main operational priorities and activities are set out in Annex 1. They include:

### 1. Identification of viable settlement options

- Identify potential living solutions for IDPs, in support of Shelter and Protection Clusters, and Government, where protection, safety, and dignity can be ensured; and
- Recommend necessary remedial measures for viable displacement sites that do not meet humanitarian standards (SPHERE)

### 2. Effective management and coordination of formal settlements



- Support local authorities with the coordination and management of formal settlements either through dedicated camp management personnel or mobile teams;
- Building camp management skills and knowledge of relevant stakeholders;
- Enhance existing or establish a monitoring/reporting system for formal settlements;
- Clear standards and harmonization on site selection, criteria, typology, and thresholds across the country;
- Address identified vulnerabilities and gaps through collaboration with service providers and respective clusters;
- All affected populations are informed and actively involved in all phases of the establishment and management of formal settlements;
- CCCM coordination throughout Iraq will be harmonized and ensure appropriate advocacy for protection and humanitarian principles and common standards in camp management;
- Camp strategies which foster, humanitarian accountability, participation, self-reliance, protection and early solutions to displacement; and
- The most vulnerable will be assisted in appropriate ways to meet their needs and special attention will be given to older persons, persons with disability, female headed households and those with psycho-social needs.

### 3. Support to IDP populations living in informal settlements

- Identify and map informal settlements in order to link the displaced population living there to assistance and service providers.

## Management, Coordination and Stakeholders

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### **National:**

- Currently, national humanitarian coordination mechanisms for the overall humanitarian response are concentrated in Erbil due to the relocation of most UN agencies out of Baghdad.

### **KR-I:**

- The Government, supported by local and international NGOs, has been actively engaged in managing refugee camps. With the massive arrivals of IDPs, authorities have been managing some 17 IDP camps, and Government capacity for camp administration and management in KR-I has been strained to the limit. Support from UN Agencies and INGOs is required to ensure the successful coordination of protection and services in the displacement sites.
- CCCM trainings are being conducted for existing camp management personnel in Erbil, Sulaymania and Dohuk, but with the establishment of additional camps, more training will be required, not only for government personnel but all actors involved in supporting camp management.

### **Centre & South Regions:**

- Access to IDPs living in communal settings throughout the Centre and Southern Regions of Iraq is significantly more complex than for KR-I given the restrictions on access due to the prevailing security situation. Some basic assessment and monitoring capacity is in place through IOM's Displacement



Tracking Mechanism (“DTM”). While limited, there are also some CCCM partners present who can engage with national authorities and local NGOs to improve support and monitoring to those living in displacement sites.

## Advocacy and Communication

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The CCCM cluster – in conjunction with primarily the Protection and Shelter clusters – plays a critical role advocating with the authorities to identify the most suitable and secure settlement options for IDPs. Advocacy focuses on exploring all possible settlement options -- not just on the establishment of camps -- as a solution to displacement and advocates that camps are a measure of last resort. The links and integration with existing services provided for the surrounding host population will be of key importance.

Given the size and speed of the displacement, it is evident that a range of settlement options is likely to co-exist in the operation. The role of the cluster is therefore also to advocate with assistance and service providers, including the authorities, of the importance of ensuring equitable access for all.

The cluster will also need to develop a strategy for ensuring strong and supportive communication with communities who are living in informal settlements and who may not be among the priority target group for transfer to a more established settlement types. The cluster through its support and monitoring activities is an important link to provide the community with information on the assistance and services available to them. At the same time, the cluster will also, through its monitoring activities, ensure that populations living in informal settlements are connected with the assistance and service providers to address any gaps.

The cluster, through the CCCM Information Management Strategy, is also disseminating information and analysis depending on the level of sensitivity. Public Information, without impact on IDP security or on CCCM partners, is shared widely from the CCCM mailing list to social media, such as Twitter or Facebook. This communication strategy is a new approach and the benefits of it are already seen with for example more than 3600 persons following the Facebook page and more than 30,000 persons reached by the posts, maps, and analysis. This communication is also here to give value and visibility to the CCCM partners’ activities.

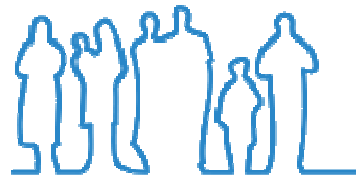
## Monitoring and Evaluation

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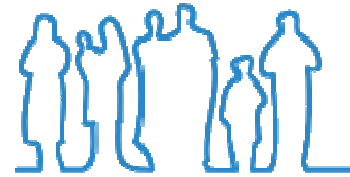
- REACH will be conducting regular household assessments to inform camp profiles. Camp profiles will also receive input from site managers for updates to service providers and more static information. Profiles will be distributed once per month.
- An out-of-camp rapid assessment will be used to establish baseline data for IDPs living in informal communal settlements and collective centres. Assistance and service providers will monitor and evaluate their activities outside of formal settlements. CCCM will regularly liaise with populations in informal settlements to monitor that the community is sufficiently connected to the service providers.
- Cluster partners have agreed to monitor the set of indicators included in the HRP. Partners engaged directly in camp management will monitor a more comprehensive set of indicators for the site level.

Title  
Version  
Date  
CCCM Country

CCCM Response Strategy  
V2015-01  
2015/05/30  
Iraq



## CAMP COORDINATION AND CAMP MANAGEMENT



# Annexes

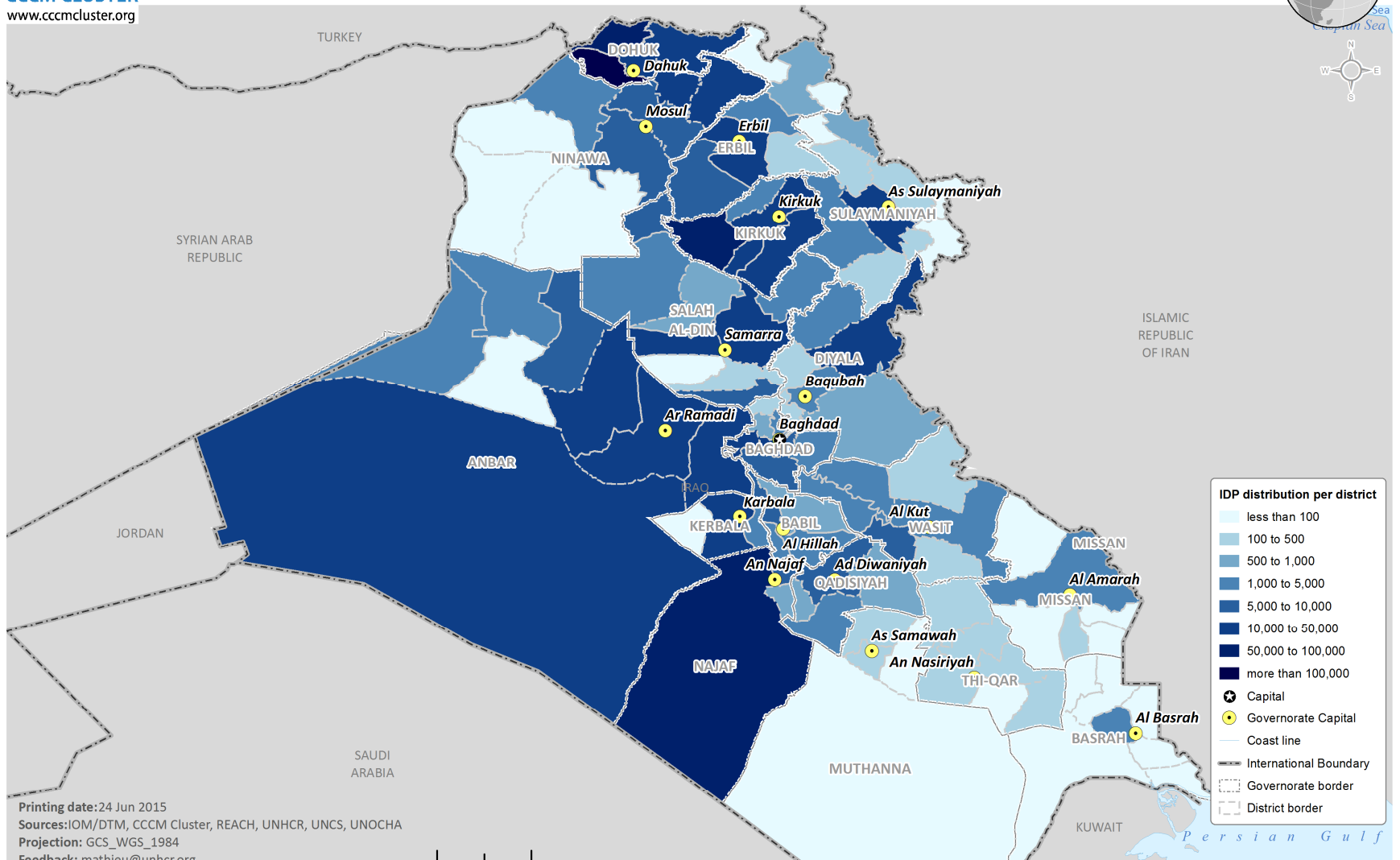
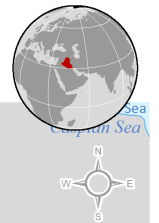
## Annex 1 -- Map



### IRAQ: CCCM - IDP populations in settlements and informal sites by district

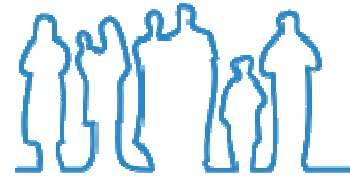
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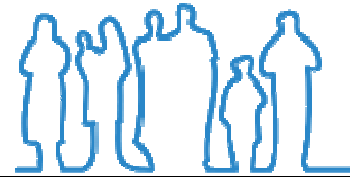
The boundaries and names shown and the designations used on this map do not



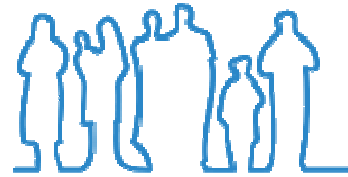


## Annex -- 2 CCCM Strategic Objectives and Operational Priorities Matrix

Identification of viable settlement options						
Key Stakeholders: Government Shelter – WASH – Protection - CCCM						
Key Reference Documents: SPHERE standards ; CM Toolkit ; CCCM Rapid Assessment for Out-of-Camp Communal Settlements						
Terms: Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S)						
Operational Priorities	Activity	Focal point	Phase			Status
			E	M	S	
Identify improved living solutions for IDPs where their protection, safety, and dignity can be ensured	Advocacy for the identification of alternative settlement options where populations currently living in non-viable sites can be accommodated and supported (with all humanitarian partners)	CCCM				On-going
	Rapid assessment of existing informal sites for viability and potential for improvement (with Shelter and Protection Clusters)	CCCM; IM WG				On-going
	Advocacy with government and relevant actors that camps are an emergency measure and only a temporary alternative to a longer term shelter solution (with Shelter and Protection Clusters)	CCCM				On-going
Viable displacement sites that do not meet humanitarian standards (SPHERE) will undergo remedial measures	Advocate for the acceptance of continued settlement in “viable” informal sites (with all humanitarian partners)	CCCM				On-going
	Assist in the development of a plan to improve viable and accepted informal sites to provide safe and protected shelter for winter period (with Shelter Cluster)	Shelter				On-going

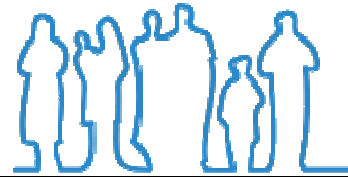


Effective management and coordination of formal displacement sites						
Key Stakeholders: Government ;CCCM/site managers; IDP community/leadership/focal points						
Key Reference Documents: CM Toolkit ; REACH camp profiles ; Camp Manager ToRs						
Operational Priorities	Activity	Focal point	Phase			Status
			E	M	S	
Adherence to clear standards on site selection, criteria, typology, and thresholds across Iraq	Endorse standards with government, clusters, and other relevant stakeholders	CCCM				On-going
	Advocacy and information tools for the planning of camps and available services	Shelter/ CCCM				On-going
Support local authorities with the coordination and management of IDP camps	Dedicated, fully operational, camp management team in each IDP camp to ensure effective, coordinated, and accountable response	KR-G				On-going
	Support to government camp management teams by dedicated mentorship teams or mobile CCCM teams	CCCM Partners				On-going
	Capacity building of government camp management teams and service providers in camps	CCCM				On-going
	Implement advanced entitlement enrolment for distribution and access	CMs				On-going
Enhance existing or put in place a monitoring/reporting system for camps and other forms of displacement sites	Monitoring and reporting of population data statistics and service provision in IDP sites	CCCM/ partners				On-going
	Camp HH evaluations – services/communication/protection	REACH				On-going
	Disseminate camp profiles and area-based profiles of IDP sites	CCCM				On-going
Close collaboration with relevant cluster actors to identify individuals with special needs in order to ensure their protection / assistance in sites as well as in areas of return	Define vulnerability criteria	CCCM				Complete
	Conduct a registration of special needs cases according to established vulnerability criteria	CCCM/ Protection				Not started
All affected populations are informed about availability of assistance and services and actively involved in all phases of	Development of a comprehensive communication strategy in order to relay key messages regarding access to assistance and services and receive feedback on gaps in displacement sites	CCCM/ Partners				On-going
	Develop mechanisms (i.e. committees, meetings with authorities, go & see	CMs				On-going

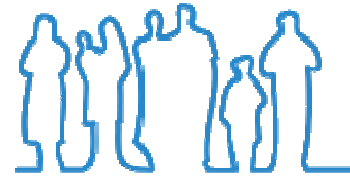


the establishment and management of displacement sites	visits) to provide clear and transparent information to displaced populations on sites regarding the situation in areas of return and/or alternative relocation possibilities Develop mass information mechanisms where required Develop feedback and complaints mechanisms	CCCM/ Partners			Not started
Put in place / strengthen leadership structures in order to ensure the effective participation of all IDP groups, especially vulnerable populations	Promote mechanisms to elect / designate legitimate IDP representatives (such as training delegates, site committees, heads of sections, etc.) and build their capacities.	CCMs			On-going
	Put in place mechanisms to ensure the effective participation of population living in sites, particularly women, youth, elderly and other groups with special protection needs	CCMs			On-going
	Capacity building of IDP leaders and focal points	CCCM			On-going
CCCM coordination will ensure advocacy for protection, humanitarian principles and common standards	Development of key messages document	CCCM/ Protection			Not started
	Training of CM and partners				On-going

Support to IDP populations living in informal communal settlements						
Key Stakeholders: IDP community, leaders, focal points, host community CCCM/camp managers						
Key Reference Documents: Communication with Communities, CM Toolkit						
Operational Priorities	Activity	Focal point	Phase			Status
			E	M	P	
Populations living in informal communal settings are able to establish proper self-management systems which	Information system is put in place to identify the main informal communal settlements which are self-managed and not self-managed	CCCM IMWG				Planning
	Mobile teams provide support to assist the populations in informal settings	CCCM/				Not

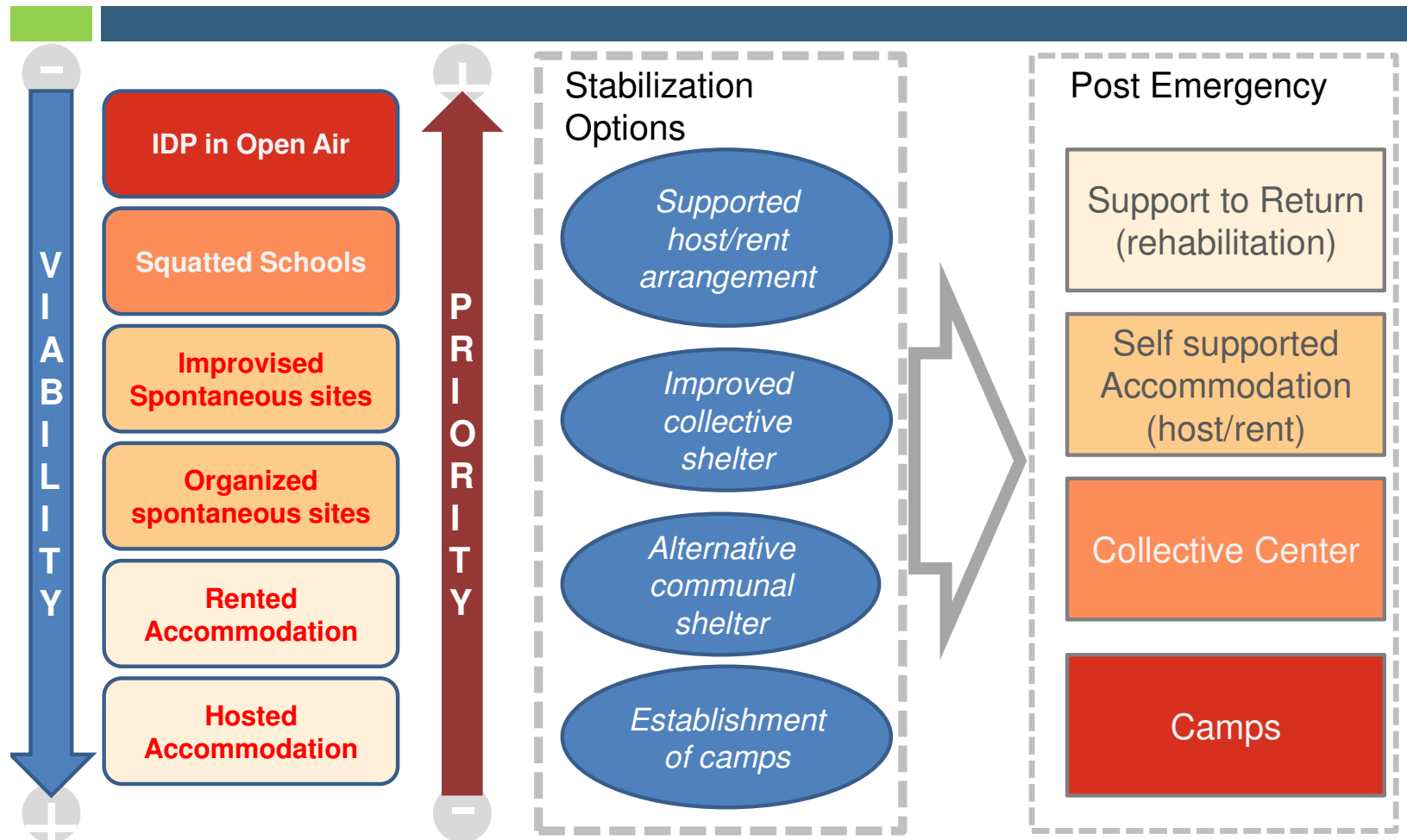


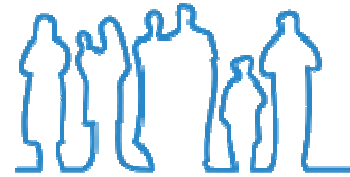
effectively ensures links to assistance and services	establish viable self-management structure and establishment of conflict resolution mechanisms	Partners		started
	Populations in informal communal settings are linked up with assistance and service providers	CCCM		On-going
All affected populations are informed about availability of assistance and services	Development of a comprehensive communication strategy in order to relay key messages regarding access to assistance and services and receive feedback on gaps in displacement sites	CCCM/ Partners		On-going
	Support the formation of mechanisms (i.e. committees, meetings with authorities, go & see visits) to provide clear and transparent information to displaced populations on sites regarding the situation in areas of return and/or alternative relocation possibilities	CMs		On-going
	Develop mass information mechanisms where required	CCCM/Part ners		On-going
CCCM coordination will ensure advocacy for protection, humanitarian principles and common standards	Development of key messages documents	CCCM/ Protection		On-going



## Annex 3 -- CCCM Strategic Points of Engagement

# Strategic Points of Engagement





### Annex 4 -- CCCM Strategic Options Matrix

		Target groups	Objective of intervention	Emergency activities Up to 6wks	Recovery activities 2wk to 24mth
SETTLEMENT TYPE	Settlements and sites (formal and informal)	<i>Camps:</i> households living in formal/ planned camps	Ensure equitable access to protection and services for all members of the displaced community Ensure humanitarian access Support return of displaced population	Profiling of camp population Coordination of basic services and protection Camp planning	Registration and monitoring of displaced population Coordination of services Ensure protection and self-governance structures are in place
		<i>Spontaneous Sites:</i> Households living informal/unplanned displacement sites	Advocate with humanitarian partners for to ensure the provision of humanitarian services for displaced population	Profiling of displaced population Coordination of basic services and protection	Registration and monitoring of displaced population Coordination of services Ensure protection and self-governance structures in place Site mapping and planning
		<i>Collective Centres:</i> Households living in existing buildings which have been designated as accommodation centres for displaced persons but not built for that purpose	Ensure equitable access to protection and services for all members of the displaced community in collective centres Support return of displaced population Ensure humanitarian access	Profiling of displaced population Coordination of basic services and protection	Registration and monitoring of displaced population Coordination of services Ensure protection and self-governance structures in place
		<i>Transit Centres:</i> Households living in existing buildings which have been designated as temporary accommodation for transit or return	Ensure equitable access to protection and services for all members of the displaced community in transit centres Support return of displaced population Ensure humanitarian access	Profiling of displaced population Coordination of basic services and protection	Registration and monitoring of displaced population Coordination of services Ensure protection and self-governance structures in place



## Annex 5 – Site selection / Design considerations

CHALLENGE	KEY ISSUES	PLANNING CONSIDERATIONS
Appropriate Location	<ul style="list-style-type: none"> <li>- Access</li> <li>- Location</li> <li>- Land tenure</li> <li>- Security</li> </ul>	<p>Sites should be accessible to displaced persons and humanitarians</p> <p>Minimise exposure to hazards: avoid hazardous locations and design sites observing DRR recommendations</p> <p>Services within displacement site should be located so that all members of the displaced community can access them safely.</p> <p>Ensure proper land rights are in place for a suitable time period</p>
Climate Suitability	<ul style="list-style-type: none"> <li>- Temperature</li> <li>- Wind</li> </ul>	<p>Site layout and orientation should take local climate into account through reducing excessive solar gain, creating useable external spaces, providing protection from wind and dust storms and responding to the need for shade.</p>
Social/economical Suitability	<ul style="list-style-type: none"> <li>- Accessibility</li> <li>- Natural resources</li> <li>- Local integration</li> </ul>	<p>Displacement sites should be designed to be accessible all members of the community, including people with disabilities.</p> <p>Sites should be selected that have sufficient access to local natural resources, such as water, fuel and land for agriculture.</p> <p>Links should be established between displaced population and host community to strengthen existing markets and governance structures</p>
Cultural suitability	<ul style="list-style-type: none"> <li>- Respect cultural norms</li> <li>- Adequate privacy</li> <li>- Accessibility</li> </ul>	<p>Site layout should be culturally appropriate with sufficient privacy afforded to each family.</p> <p>Community facilities and public spaces should be designed so that they may be accessed by all members of the community.</p> <p>Sites should include allocated space for groups with specific needs, such as women, children, elderly and disabled people.</p>
Environmental issues	<ul style="list-style-type: none"> <li>- Minimize impact on natural resources</li> <li>- Consider future environmental impact of site and structures</li> </ul>	<p>Sites should be planned to make minimum environmental impact on the local area.</p> <p>Avoid placing increased pressure on limited natural resources.</p> <p>Sites should be designed to accommodate efficient collection, storage and treatment of waste.</p> <p>Site drainage strategies should be carefully planned and implemented.</p>
Site Risk Mitigation	<ul style="list-style-type: none"> <li>- Hurricane</li> <li>- Earthquake</li> <li>- Rains and Floods</li> </ul>	<p>Sites should not be constructed on land that is unsafe or vulnerable to natural hazards such as floods.</p> <p>Structures and shelters should be designed to resist earthquakes</p> <p>Site drainage strategies should be carefully planned and implemented.</p>



## Annex 6 – Cross-cutting considerations and other key CCCM Considerations

THEME	COMMENTS
Gender	Through the provision of timely and disaggregated information and data on populations in formal and informal settlements, CCCM cluster enables other clusters to tailor assistance accordingly. As well, CCCM cluster with reference to each cluster’s minimum standards is able to assess issues and defer to the relevant cluster, here mainly protection, but also Shelter, NFI, Health and WASH. The CCCM Cluster carefully examines risks of violence, especially Gender Based Violence (GBV), to boys, girls, men and women in their daily activities (e.g. fetching water, going to the market or to school, collecting firewood or getting fuel), and work with them and protection actors to identify preventive measures and responses.
Age	Carry-out regular spot-checks as part of ongoing monitoring in the camp/site, to collect information – disaggregated by age and sex - from the various services and assistance providers.
Disability	The CCCM Cluster ensures that information about camp/site facilities and services is accessible to everyone, including persons with disabilities (sensorial impairments) and other persons with specific needs. The CCCM Cluster ensures that the design of the camp/site set-up and services are accessible to all categories of beneficiaries.
Environment and Land tenure	CCCM cluster liaises with Shelter/NFI and WASH clusters on issues concerning settlements and the environment, particularly with regard to site planning and site closure/consolidation planning. The CCCM Cluster examines existing tensions between different ethnic, religious or other groups and considers cultural practices within the affected community. The CCCM cluster ensure awareness of existing land and property tenure arrangements, including statutory/legislative and customary access rights to land when selecting sites. If the land or property is privately held, consult with relevant stakeholders to obtain authorisation and formal agreement from owners. For technical support, refer to the working group or actors specialised on Housing, Land and Property within the Protection Cluster.
HIV/Aids	CCCM Cluster liaises with Health cluster and relevant local authorities.
Mental Health	CCCM Cluster has the closest liaison with Health cluster and relevant local authorities.
Landmines	Ensure camps and camp-like settings meet standards for distance from borders and conflict frontlines. Consider safety risks associated with landmines, explosive remnants of war (ERW), and natural hazards. If the area of intervention is mined or contaminated by ERW, the CCCM Cluster will refer to Mine Action working group / organisations.

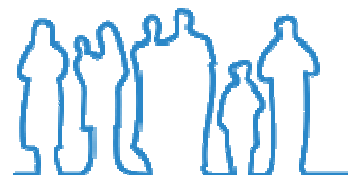




## Annex 7 – Cluster logframe

**OBJECTIVE OF FIRST-LINE RESPONSE:** People who are fleeing conflict, or have become newly-accessible, are provided with assistance up to minimal standards in formal settlements.

ACTIVITIES	TYPE OF CASELOAD	INDICATOR
1.1 Updated assessment of the current settlements management capacity by the local authorities, with special focus on the newly mentored formal settlements;	Newly displaced Newly accessible	# of formal settlements assessed
1.2 Delivery of monthly formal workshops/trainings/review sessions for the local settlement management teams, delivered by the consortium CCCM trainers;	Newly displaced Newly accessible	# of trainings delivered; # Number of staff trained; # of reports on activities, challenges identified, main topics raised etc.
1.3 Weekly site visits and remote management where unavoidable – by the mentorship project managers to local authorities area focal points to provide real time advice on settlement management issues and get feedback from field staff;	Newly displaced Newly accessible	# of formal settlements supported
1.4 Support by the international project managers to the local authorities' focal points to analyze gaps and needs as well as develop and implement systems, tools and trainings.	Newly displaced Newly accessible	# of settlements where managers included in formal training sessions
1.5 Provision of weekly consultative sessions on protection considerations, information management to be used for gap identification and needs assessment), and community participation		# training sessions # attendees
1.6 Site operations Coordination and partnership for refugees	Refugees	



**OBJECTIVE OF SECOND-LINE RESPONSE: People who are fleeing conflict, or have become newly-accessible, are provided with assistance up to minimal standards in formal settlements.**

ACTIVITIES	TYPE OF CASELOAD	INDICATOR
2.1 Ensure provision of basic equipment, materials and supplies to the government CMTs to make targets achievable and ensure work in proper conditions	Newly displaced Newly accessible	# of settlement management teams receiving this support
2.2 Contingency planning: formal workshops/trainings for new settlement management teams established in response to new IDP influx	Newly displaced Newly accessible	# training sessions # attendees
2.3 Support community engagement mechanisms with formal workshops/trainings for community representatives in formal settlements and ensure 30% women representation in the committees and governance structures.	Newly displaced Newly accessible	# of formal settlements with a standardized AGD disaggregated registration database to monitor the settlement population and the vulnerabilities # of workshop/trainings for community representatives in formal settlements # of committees in formal settlements with 30% female representation
2.4 Site operations, coordination and partnership for refugees	Refugees	