Analysing refugee camp management from a network perspective

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Irbid camp. © 2008 UNRWA Photo by Mazen Sadieh

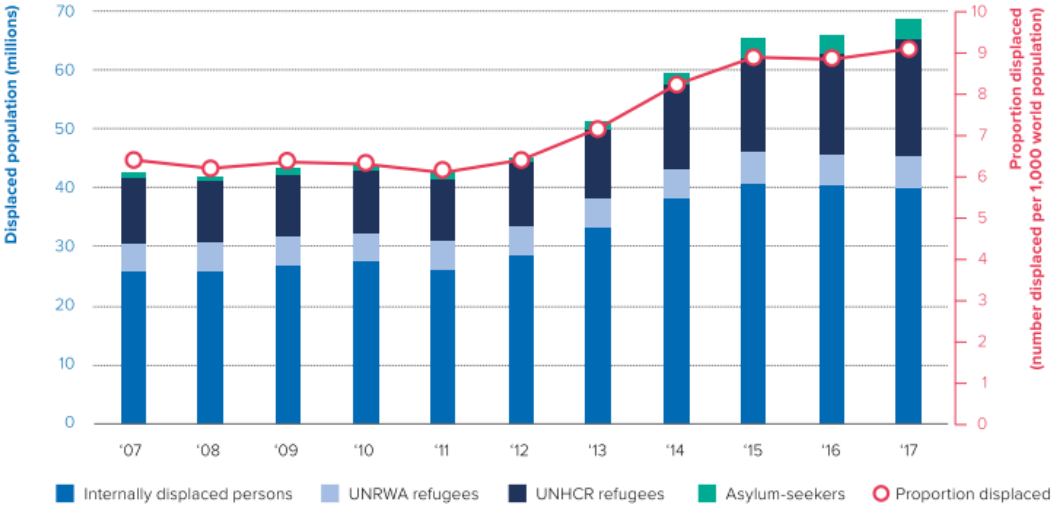
Presentation

- *Problem Analysis – Urgency*
- *Theory – Network Perspective*
- *Methodology*
- *Case-Study – Za'atari Camp*
- *Case-in-Case – Think Tank Project*
- *Conclusions*
- *Discussion*
- *Recommendations*

Refugee Camps

Average stay in a refugee camp tends to grow

Figure 1 | **Trend of global displacement and proportion displaced** | 2007-2017



UNHCR, 2017a

Refugee Camps – *Regulative Character*

- *Camps have been understood as spaces of deprivation and of protection, as psychologically damaging and nurturing* (Feldman, 2014).

- *the UNHCR acknowledges that the defining characteristic of a camp is demonstrated in the degree of limitation on the rights of freedom of the refugees* (UNHCR, 2014).

Photo: Peter Nicholls

Refugee Camps - *Urbanization*

*'As soon as a form of normality sets in, sometimes only weeks or months after arrival, refugees turn in to camp dwellers, adapting themselves to life in a new environment'.**

The 'temporary intended' camps show similarities to forms of urban life; camps develop into urban settings that are only distinguishable from the host country due to the presence of flags and stickers of aid organizations**

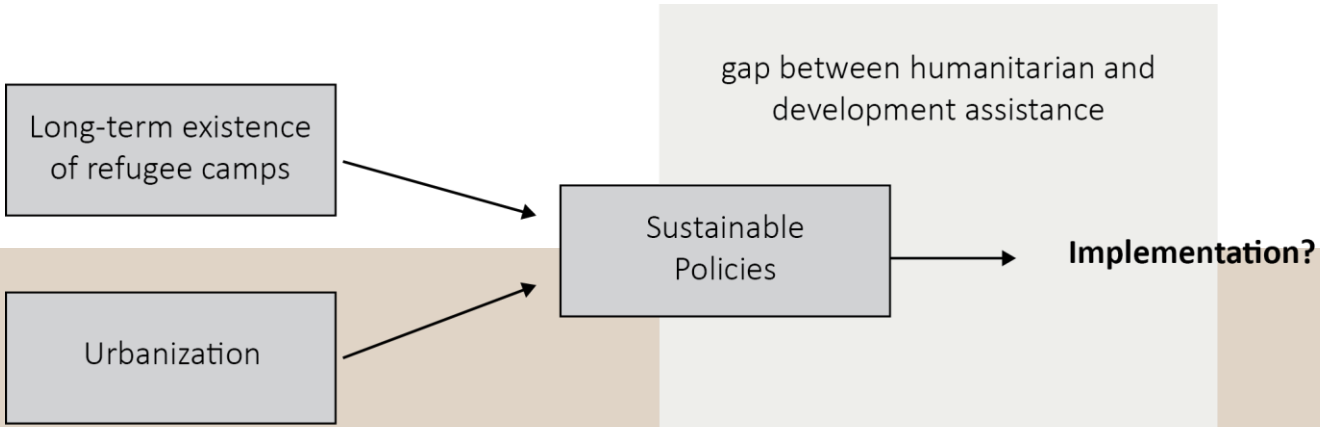
* *Misselwitz, 2009*
** ***Jansen, 2016***

Photo: Peter Nicholls

Refugee Camps – *Sustainable policies*

'The UNHCR will pursue the progressive removal of restrictions on the ability of refugees to exercise their rights and seek to build linkages between the camp and host communities and anchor the camp within the local economy, infrastructure, and national social protection and service delivery systems, in order to transform them into sustainable settlements'

**UNHCR, 2014*


gap between humanitarian and development assistance
Long-term existence of refugee camps
Urbanization
Sustainable Policies
Implementation?

Humanitarian vs. Developmental aid

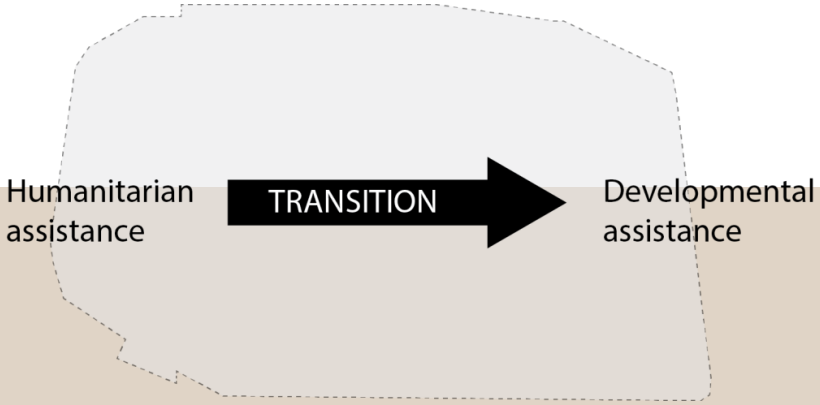
- *Short-term*
- *Responds to incident of events*
- *Focused on saving lives*

- *Long-term*
- *Responds to systematic problems*
- *Focused on economic, social and political development*

**Branczik, 2004*

Transition defined

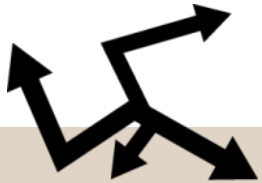
The transition of a refugee camp encompasses the shift from humanitarian assistance that is focused on day-to-day operations and short-term projects towards projects that are developmental, long-term focused and connected to national structures.



Theoretical framework

Photo: Richard Davies

Wicked problems



unstructured

cross-cutting

relentless

**Weber& Khademian , 2014*

Wicked Problem in a Network

*'A wicked problem can only be solved my means of interaction in which actors that are involved have to manage and coordinate their perception, activities and institutional characteristics'.**

**Koppenjan & Klijn, 2004*

Network Management

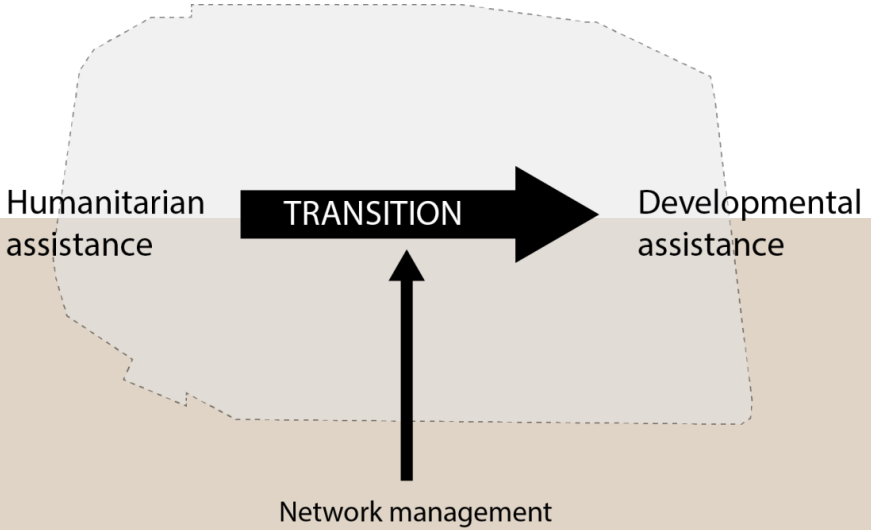
*'Network management is about the process of interaction, and how this can be influenced between the interdependent players'**

(1) supporting interaction,
(2) supporting cooperation and
(3) supporting learning processes

**Koppenjan & Klijn, 2004*

Research question

What are the obstacles to the transition of a refugee camp and how can network management be a way to deal with this?



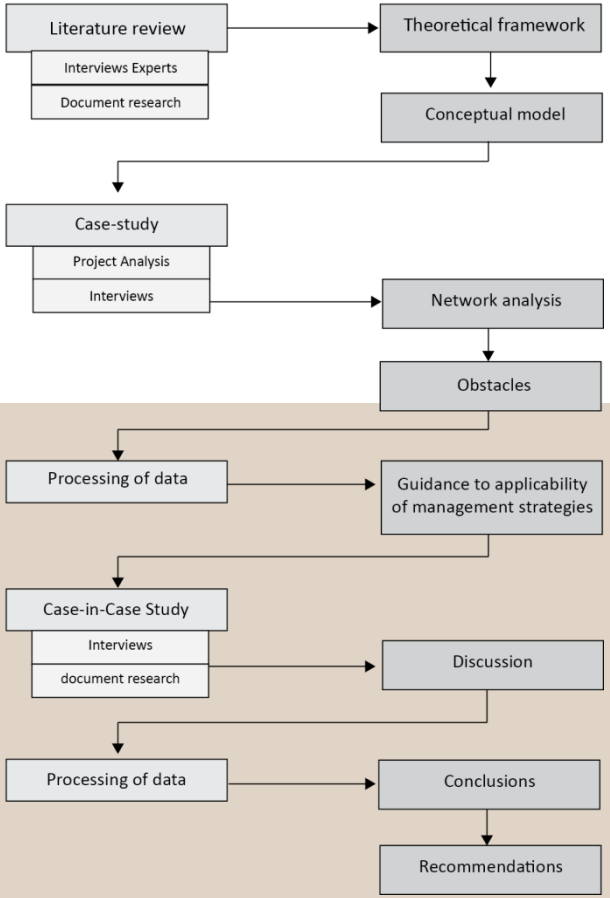
Methodology

- *Literature review , document research*
- *Case-study Za'atari Refugee Camp Jordan*
- *Case-in-case Think Tank project Za'atari Refugee Camp*

Methodology

Obstacles to transition of refugee camps

Checking applicability of network management to deal with obstacles

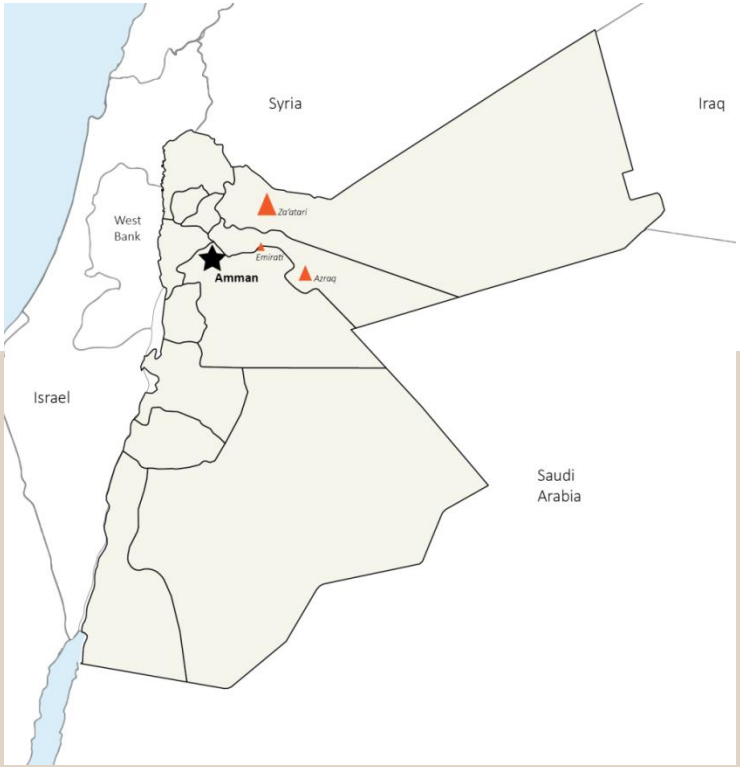


Case study Za’atari Refugee Camp

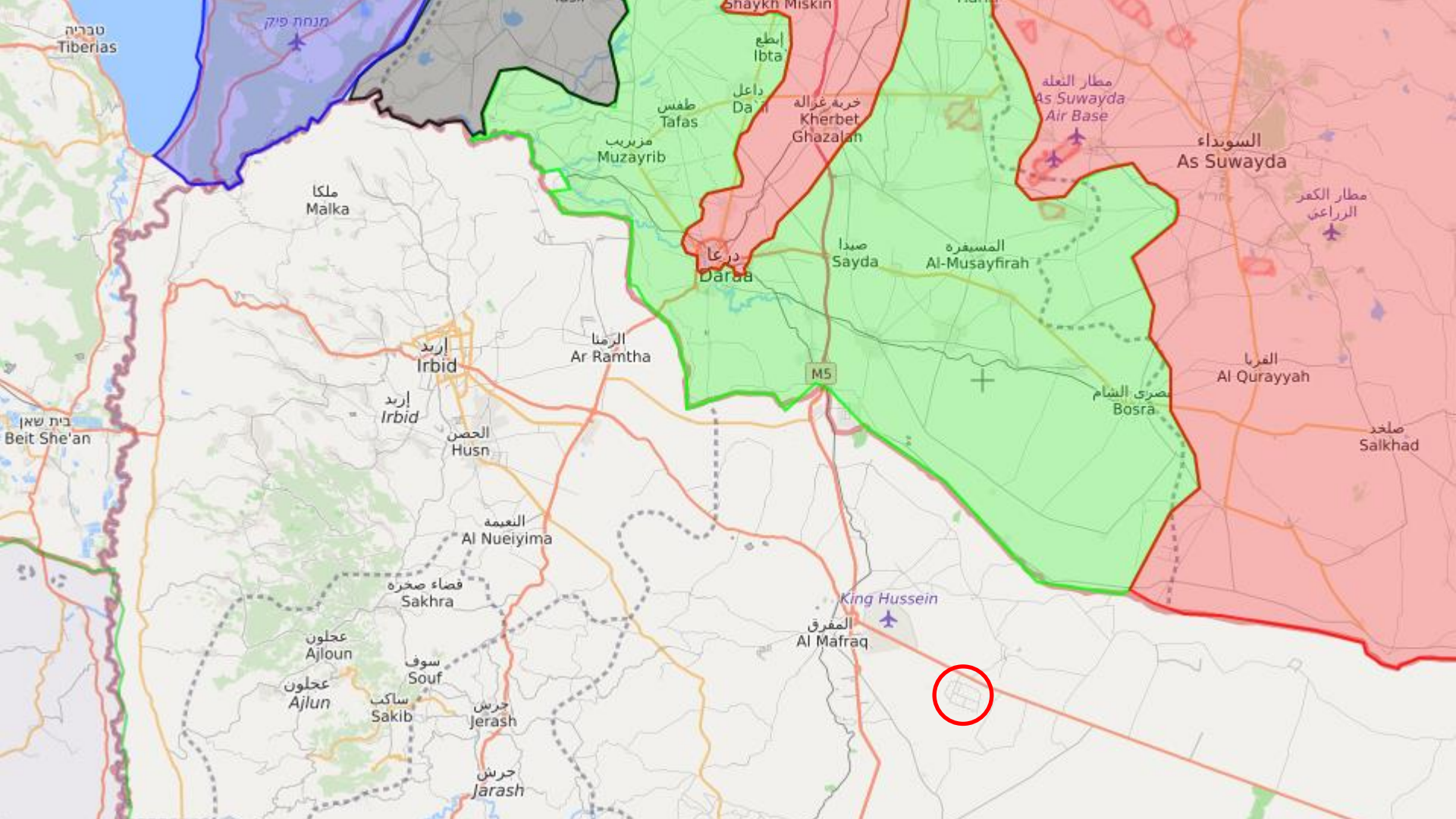
Photo: Linda Supheert

Case-study Za’atari Camp

- *The Syria Crisis*
- *Country of refugees*
- *Refugee convention*
- *Residing in host communities*
- *Pressure on services*



Oostzee
Estland
Letland
Litouwen
Moskou
Москва
Noordzee
Denemarken
Verenigd Koninkrijk
Ierland
Nederland
Polen
Wit-Rusland
Londen
Duitsland
Praag
België
Tsjechië
Parijs
Slowakije
Oekraïne
Astana
Астана
Kazachstan
Oostenrijk
Moldavië
Hongarije
Frankrijk
Roemenië
Kroatië
Servië
Zwarte Zee
Italië
Barcelona
Rome
Bulgarije
Georgië
Kaspische Zee
Oezbekistan
Kirgistan
Portugal
Madrid
Istanboel
Azerbeidzjan
Spanje
Tyrreense Zee
Griekenland
Turkije
Turkmenistan
Tadzjikistan
Syrië
Middellandse Zee
Libanon
Tunesië
Irak
Afghanistan
Marokko
Israël
Iran
Jordanië
Pakistan
Algerije
Libië
Egypte
Perzische Golf
Riyad
الرياض
Verenigde Arabische Emiraten
Westelijke Sahara
Mekka
Saudi-Arabië


Tiberias
Shaykh Miskin
Ibta
Tafas
Muzayrib
Kherbet Ghazalan
As Suwayda Air Base
As Suwayda
Malka
Daraa
Sayda
Al-Musayfirah
Irbid
Ar Ramtha
M5
Bosra
Al Qurayyah
Salkhad
Beit She'an
Husn
Al Nueiyima
Sakhra
King Hussein
Al Mafraq
Ajloun
Souf
Sakib
Jerash
Jarash

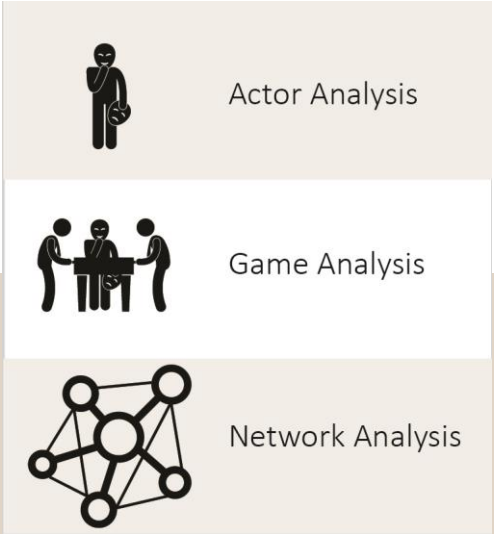
University
جامعة آل البيت
UNHCR Office Mafraq
Umm el-Jimal
أثار أم الجمال
طريق بغداد الدولي
Zaatari Refugee Camp
طريق دمشق الدولي
45
10
15
20

Case-study Za’atari Camp

- *80000 refugees*
- *Tensions with host community*
- *Resistance to top-down guidance*
- *Formal and informal structure*
- *Informal economy*

Inhabitants Zaatari
78939
Inhabitants Delft
98000
Rijswijk
Katwijkerlaan
Noukoop
Strijp
Wateringse Veld
Brasserhout
Campanile Delft
Wilhelminapark
Wateringen
Vlieland
Het Haantje
Stadslandschap Hoekpolder
Essellanden
Klein Delfgauw
Pijnacker
Best Western Museumhotels Delft
IKEA Delft
Zwethove
Klapwijk
Delfgauw
Royal Delft
Technische Universiteit Delft
Oostmeerpolder
Den Hoorn
VOORHOF
Het Woudt
Bedrijvenpark Ruyven
Sporthal Kerkpolder
Buitenhof
Oude Leede
Schieweg-Zuid
Tanthof
Hodenpijl
Stichting Golfbaan Delfland
Blaker
Oostbuurt
Abtswoude
Rodenrijs
Schipluiden

Case-study Za’atari Camp



Koppenjan & Klijn, 2004

Actor groups

- *Jordan Government*
- *UN Agencies*
- *International NGOs*
- *International Donors*
- *Other actors*

Network Analysis

''Critical actors are actors who own resources which are important to the problem owner, or own resources that can hinder the activities of the problem owner''

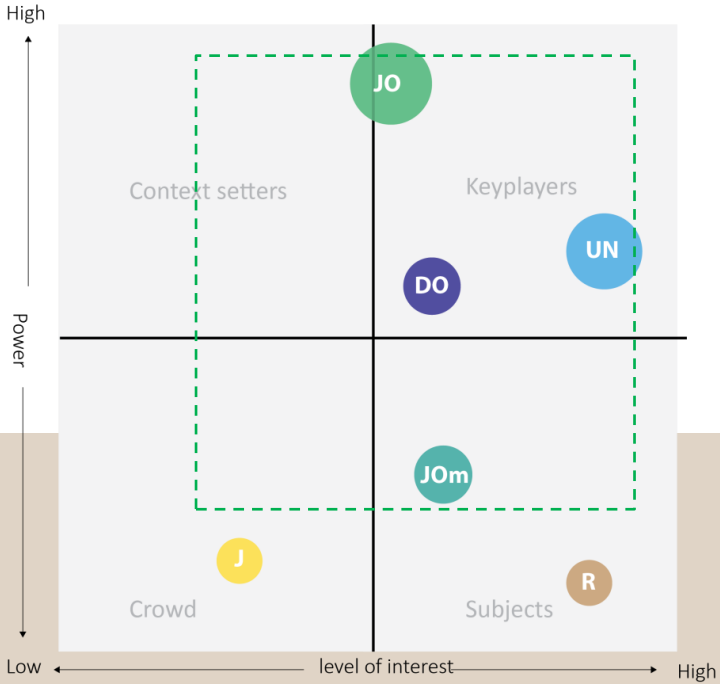
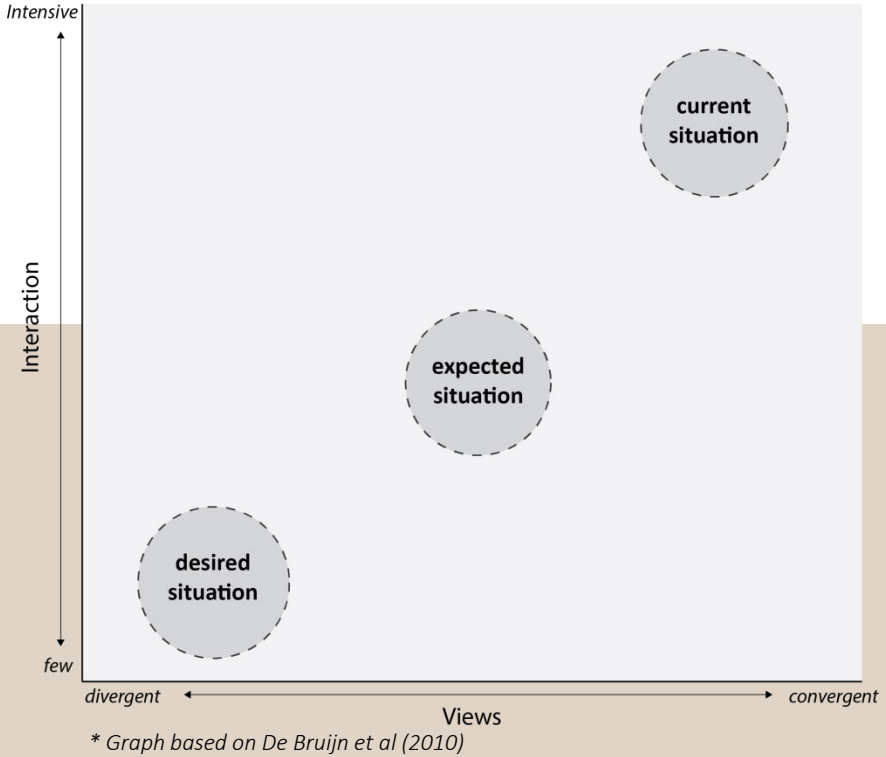


Figure: Adapted from Olander & Landin, 2005

JO = Jordan Government
DO= Donors
UN = UN Agencies
J= Jordan society
JO M= Jordan municipalities
R= Syrian Refugees

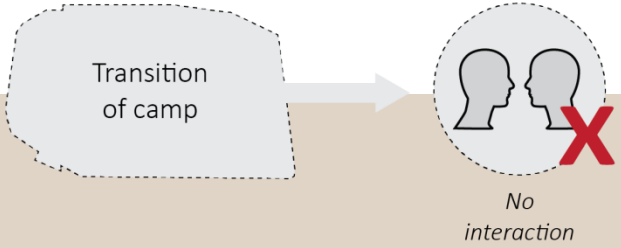
Interaction in Network

- **Sensitivity**: ‘’*long-term*’’ or ‘’*permanency*’’ are taboo words
- **Desired situation:** Developmental approach needed, but perceptions differ



** Graph based on De Bruijn et al (2010)*

Network Analysis

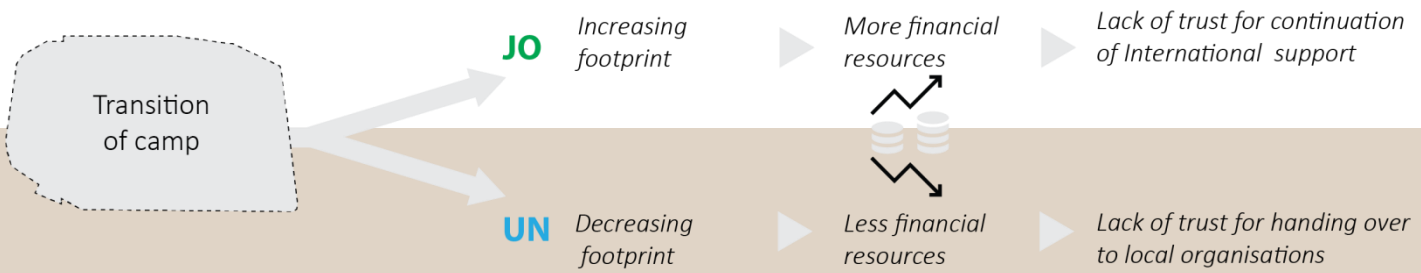


CAUSES

JO
Rejection of Integration
Complex decision-making
Responsibility of International community

UN
Mandate
Funding system
Non-transparancy

Network Analysis



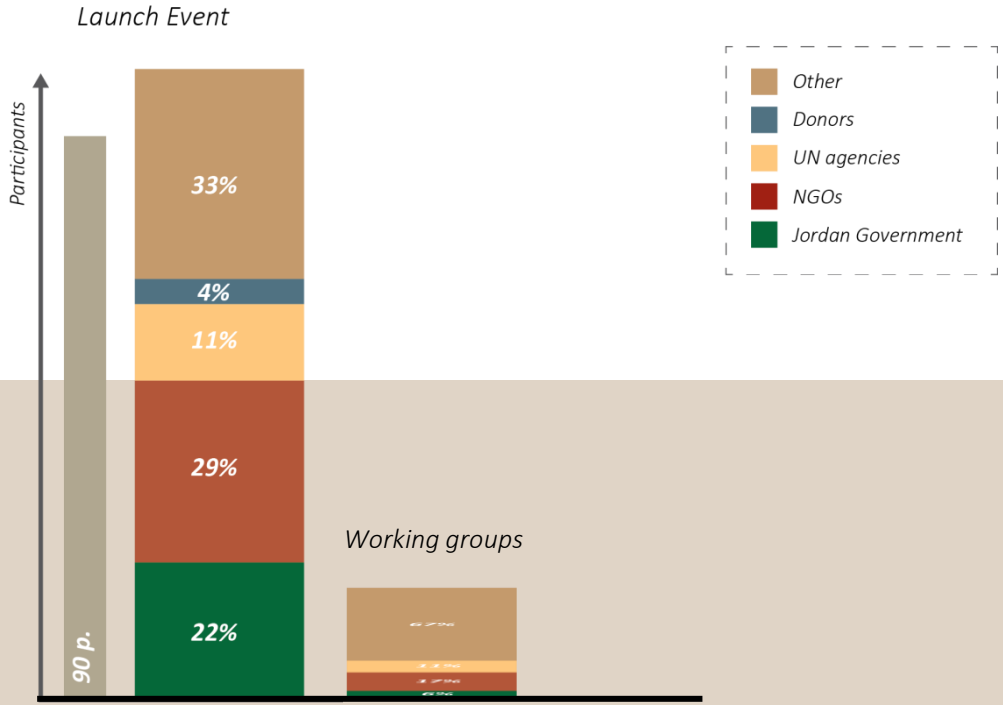
Case-in-Case | Think Tank Project

Think Tank

Platform for interaction

Think Tank

Analysis of participants
- *Decline critical actors*



Think Tank

Analysis of participants
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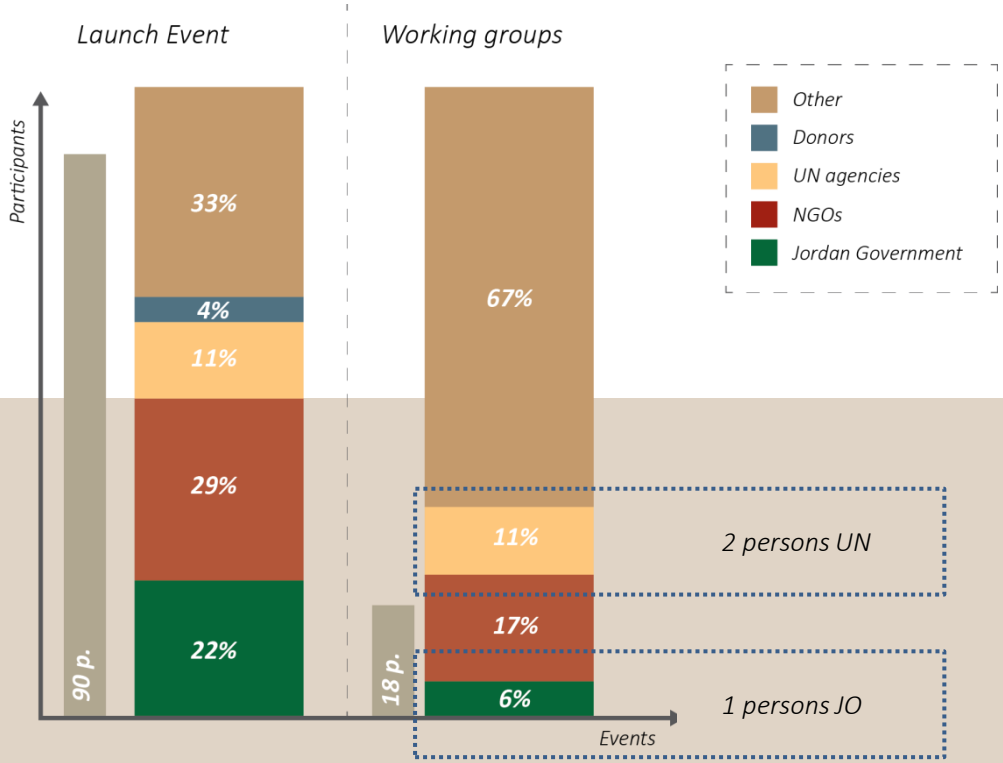


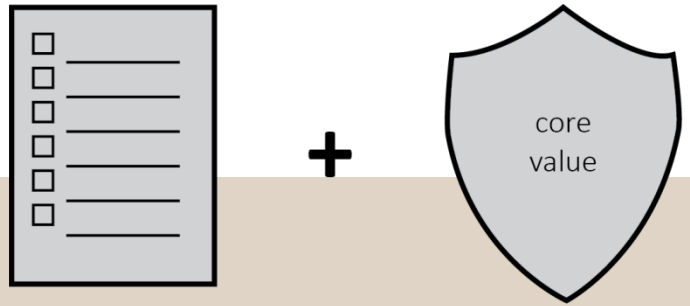
Think Tank – *identified network management*

- Establishment of think tank as setting up new arena
- Introducing new actors to promote cognitive reflection
- Heavily staffed
- Substantive insights for facilitation
- Involvement of experts
- Development framework as frame reflection device

Think Tank – *missing network management*

- Preventing cognitive fixation
- Making agreements about how solutions will be chosen
- Making agreements on process rules (quality, entry and exit rules)
- Making agreements about sharing information
- Making agreements on decision-making in the process (what kind of criteria apply?)
- Protecting core-values of critical actors

Think Tank - *result*



AGREEMENT ON
PROCESS RULES

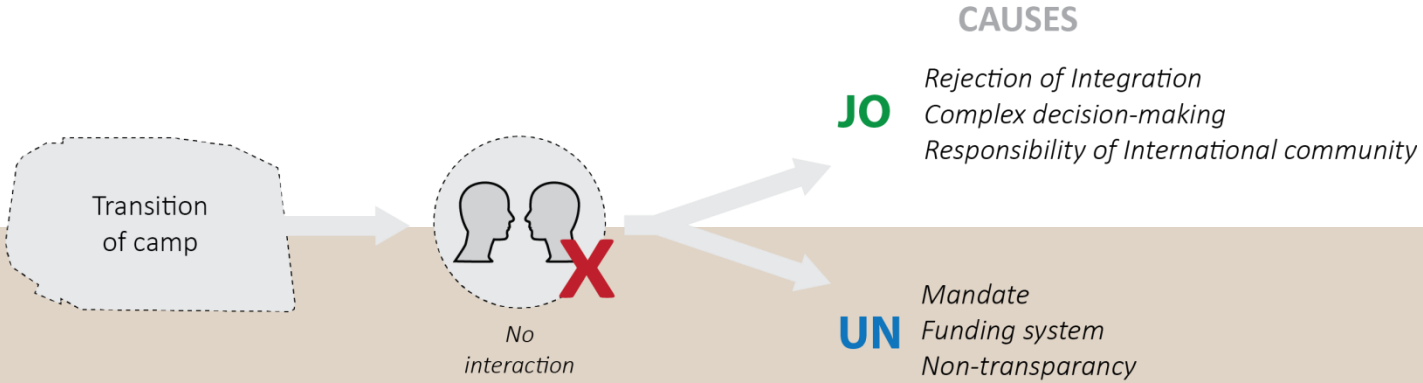
PROTECTION
OF CORE-VALUES

Conclusions

Conclusions - *research question*

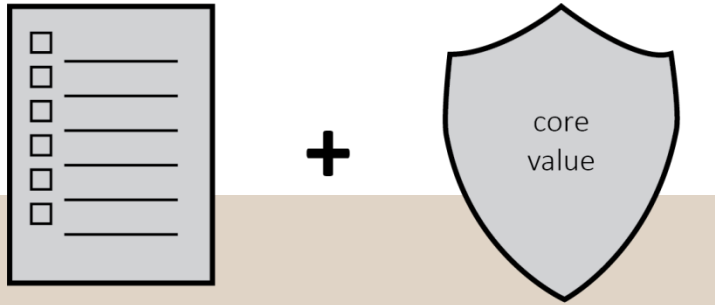
What are the obstacles to the transition of a refugee camp and how can network management be a way to deal with this?

Conclusions - *obstacles*



Conclusions – *network management*

Possible reasons for resignation of critical actors



Conclusion – *applicability network management*

Network management can enhance the transition of a refugee camp Za'atari as interaction can be initiated and supported. **But this is limited to an extent wherein the core-values of the involved actors remain protected.**

Conclusions – *Za'atari*

*''The main concern of the Jordan Government which is the rejection of integration, does not outweigh the benefits of having an agreement on other values''.**

** Al-Hiyari, Personal Communication, 10-09-2018*

P5 presentation 31-10-2018 D.D. Bazuin

Discussion

- Changing systems: *Network management is more about coping with the existing situation than fundamentally changing systems*
- Ambidexterity
- Humanitarian business model

Recommendations

- Consciously and continuously applying network management
- Consensus on one ore more core-values can be used as a starting point for network management
- Protecting these and making agreement on process rules should be incorporated whilst taken into account the steering ability (mandate)
- Process of exit strategies | handing over

Recommendations

- Reframing could be an option

- *Symbiosis*
- *Temporarily Permanent*

Recommendations

- Reframing could be an option

  - *Symbiosis*
  - *Temporarily Permanent*

- Rejection of durable solution integration

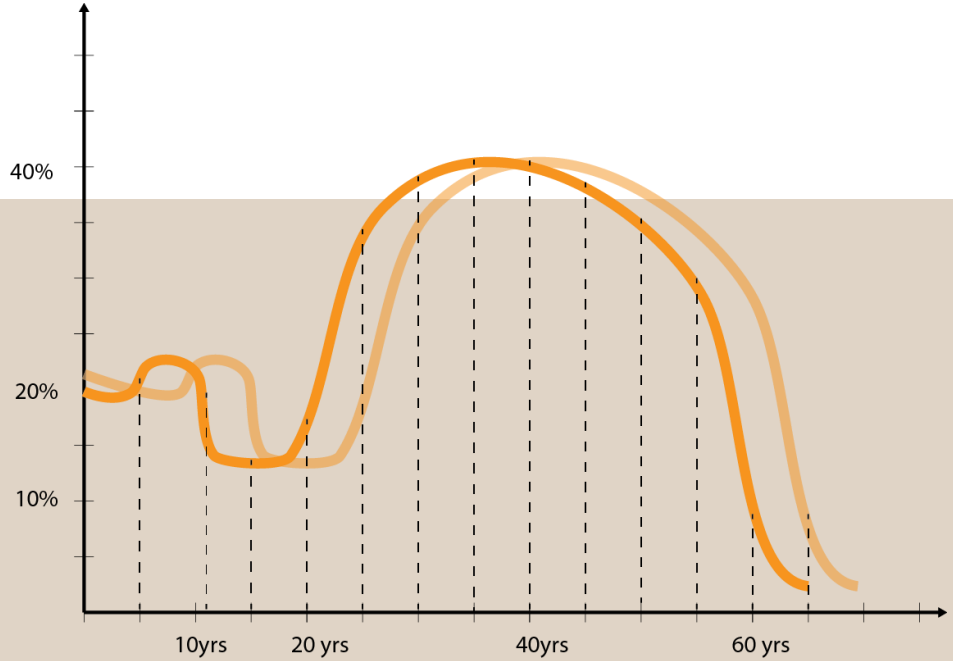
***Non-cooperative strategies**: ''Strategies are not necessarily cooperative. It may be attractive for actors to slow down or block the progress when it appears to be moving towards a policy measure that could harm the actor's interest'' .**

**Koppenjan & Klijn, 2004*

Photo: Getty Images

Photo: Petros Tsakmakis/AP

Solution



Institutional Theory

(1) **Regulative** institutions - Policies, work rules
Regulative institutions determine the rules of the game. This consists of policies and rules.

(2) **Normative** institutions – Work norms, habits
A reflection of what we think is important in a certain organization, industry or society.

(3) **Cognitive** institutions - Beliefs, Values
Shared frame that developed by means of interaction processes.

Palthe, 2014