Analysing refugee camp management from a network perspective
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

*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).
Refugee Camps – Regulative Character

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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
As soon as a form of normality sets in, sometimes only weeks or months after arrival, refugees turn into camp dwellers, adapting themselves to life in a new environment.\footnote{Misselwitz, 2009}
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*
Long-term existence of refugee camps

Urbanization

Sustainable Policies

gap between humanitarian and development assistance

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
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
Wicked problems

unstructured

cross-cutting

relentless

*Weber & Khademian, 2014*
'A wicked problem can only be solved by means of interaction in which actors that are involved have to manage and coordinate their perception, activities and institutional characteristics'.
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

Checking applicability of network management to deal with obstacles

Obstacles to transition of refugee camps

- Literature review
  - Interviews Experts
  - Document research

- Theoretical framework
- Conceptual model

- Case-study
- Project Analysis
- Interviews

- Network analysis

- Processing of data

- Guidance to applicability of management strategies

- Case-in-Case Study
  - Interviews
  - Document research

- Discussion

- Conclusions
- Recommendations
Case study Za’atari Refugee Camp
Case-study Za’atari Camp

- The Syria Crisis
- Country of refugees
- Refugee convention
- Residing in host communities
- Pressure on services
Case-study Za’atari Camp

- 80000 refugees
- Tensions with host community
- Resistance to top-down guidance
- Formal and informal structure
- Informal economy
Case-study Za’atari Camp

Actor groups
- Jordan Government
- UN Agencies
- International NGOs
- International Donors
- Other actors

*Koppenjan & Klijn, 2004
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
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
- Rejection of Integration
- Complex decision-making
- Responsibility of International community
- Mandate
- Funding system
- Non-transparency

Transition of camp
No interaction
Network Analysis

Transition of camp

**UN** Decreasing footprint

**JO** Increasing footprint

- More financial resources
  - Lack of trust for continuation of international support
- Less financial resources
  - Lack of trust for handing over to local organisations
Think Tank

Platform for interaction

A Think Tank on Displacement and Development:
The Future of Camps

A new paradigm for sustainable, integrated local
development for host communities and refugee camps:
Za’atari camp in Mafraq - Jordan as a case study
Think Tank

Analysis of participants - \textit{Decline critical actors}

![Diagram showing participation distribution by category: Other (33%), Donors (4%), UN agencies (11%), NGOs (29%), and Jordan Government (22%).]
Think Tank

Analysis of participants
- Decline critical actors

Launch Event
- Other: 33%
- Donors: 4%
- UN agencies: 11%
- NGOs: 29%
- Jordan Government: 22%

Working groups
- Other: 67%
- UN agencies: 11%
- NGOs: 17%
- Jordan Government: 6%

2 persons UN
1 persons JO
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*

Transition of camp

No interaction

CAUSES

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

*UN*
- Mandate
- Funding system
- Non-transparency
Conclusions — network management

Possible reasons for resignation of critical actors

AGREEMENT ON PROCESS RULES + PROTECTION OF CORE-VALUES
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
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 or 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*
Thank you.
Thank you

Photo: Petros Tsakmakis/AP
Thank you
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*