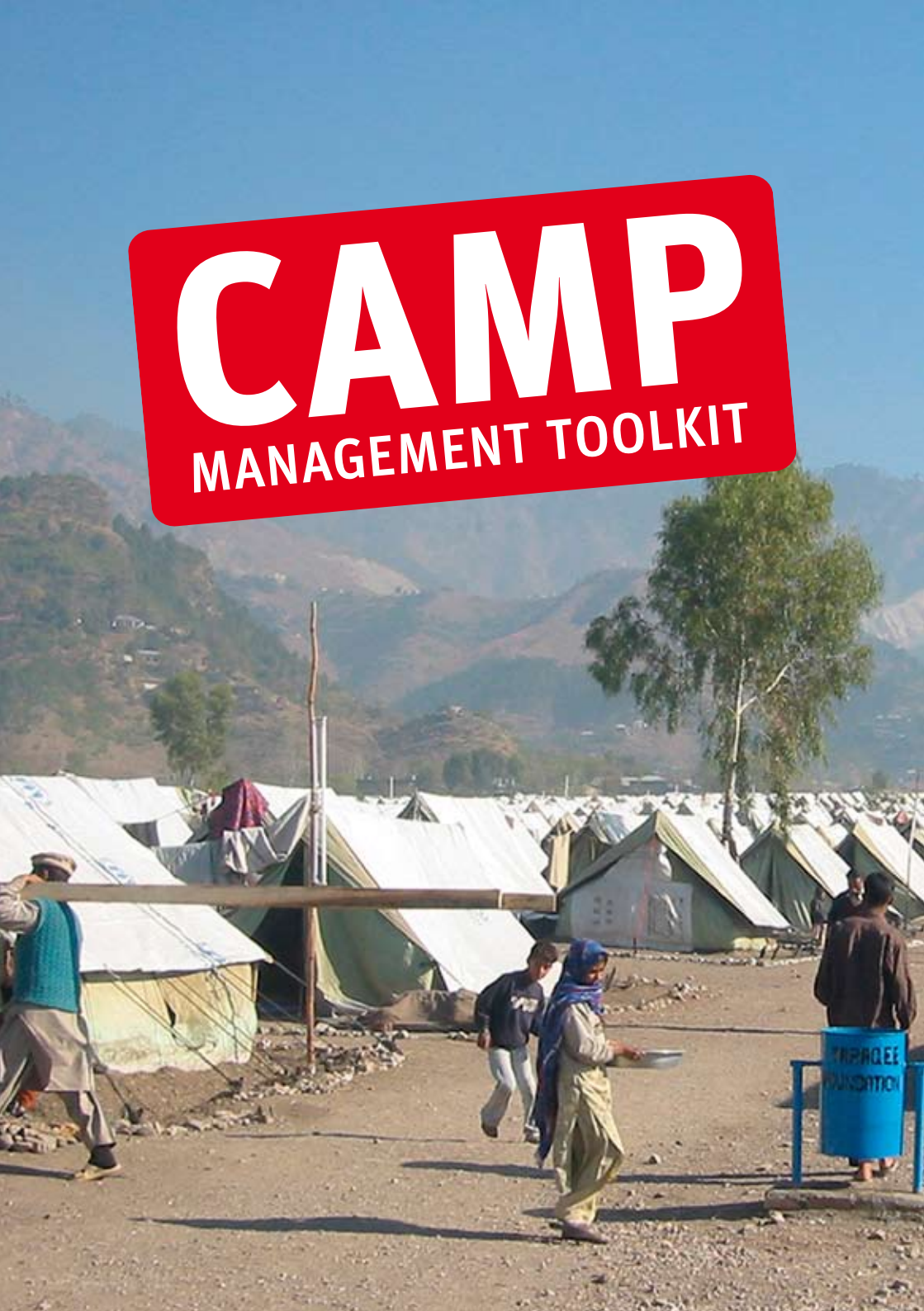
CAMP
MANAGEMENT TOOLKIT



THE CAMP MANAGEMENT TOOLKIT

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FOREWORD

Flooding, an earthquake, armed conflicts between States, civil war, persecution – there are many reasons why people may be forced to flee their homes and leave their relatives and belongings behind. They find themselves homeless, often fearful and traumatised, and in a situation of displacement where life changes radically and the future is uncertain. Refugees or internally displaced persons (IDPs) may have no other option than to seek protection and assistance in camps. Although camps are necessarily a choice of last resort, they often represent the only option for displaced persons in need of assistance, safety and security.

In situations of conflict and natural disaster camps may be needed for only a matter of months. Often the reality is that camps last for years and sometimes even for decades. Regardless of their life span, they can only offer temporary assistance and protection and do not represent a durable solution for displaced persons.

Despite their temporary nature, camps exist to ensure that the basic human right to life with dignity is upheld for the camp community. Once camps are established efficient and sensitive management is needed to ensure that they function effectively in what are often complex and challenging circumstances.

Where humanitarian assistance and protection in a camp are not organised, coordinated and monitored the vulnerability and dependence of the camp population increases. Gaps in assistance, or duplication of humanitarian aid, can lead to partial and inequitable provision of services and inadequate protection. Working to raise the standard of living in camps and camp-like settings, and to uphold the rights of camp residents, the Camp Management Project advocates for the use and implementation of key guidelines, international legal instruments, standards and the best practices outlined in this newly revised Camp Management Toolkit 2008.

Since the Camp Management Toolkit was first published in 2004, the field of camp management has undergone a process of rapid and significant development. Today, camp management is recognised internationally as a vital humanitarian sector for the assistance and protection of displaced persons in camps and camp-like settings. This is clearly reflected in the inclusion in 2005 of the Global Camp Coordination Camp Management (CCCM) Cluster within the cluster system and the subsequent increased frequency of camp management

training workshops worldwide. The use of the Toolkit in more than a dozen IDP and refugee contexts has significantly contributed to this development.
We hope that the Camp Management Toolkit 2008 provides relevant and constructive reference and practical support for national and international humanitarian staff, community leaders and authorities, IDPs and refugees involved in camp management and camp operations. We hope it will enable them to manage their tasks more efficiently and effectively.

The Camp Management Project 2008!

Danish Refugee Council (DRC)
International Organization for Migration (IOM)
International Rescue Committee (IRC)
Norwegian Refugee Council (NRC)
United Nations High Commissioner for the Refugees (UNHCR)
United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)

One of the greatest values of the Camp Management Toolkit 2008 is that it is made by the field for the field. It is thus important for us to receive feedback from you – the readers and users. This will help us to measure and evaluate the impact of the Toolkit on the daily work of those engaged in camp management. We encourage you to send your input and reflections to: camp@nrc.no

▶▶ *For more information on the Camp Management Project and the CCCM Cluster, see the Toolkit Appendices 1 and 2.*

Please note this Toolkit is available free of charge at *www.nrc.no/camp*

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ABOUT THE CAMP MANAGEMENT TOOLKIT

WHAT IS THE CAMP MANAGEMENT TOOLKIT?

Taking a comprehensive and holistic look at camp management as a recognised and vital humanitarian sector, *the Camp Management Toolkit* incorporates a wide range of relevant information on various aspects of camp operations, particularly the roles and responsibilities of a Camp Management Agency.

The Camp Management Toolkit highlights essential issues of protection and service provision in camps and camp-like settings and provides practical advice for camp management staff on how best to ensure the overall coordination and management of a camp and uphold the rights of displaced persons. It is an advisory manual and does not attempt to develop agency policies or directives.

Please note that the Camp Management Toolkit does not advocate for establishing camps, nor does it promote camp life! Rather, it takes a pragmatic approach recognising that camps are sometimes the only option and a last resort for hosting displaced persons. Once the decision for camp set-up is made, humanitarian agencies engage in a range of activities that seek to uphold the rights of, and best meet the needs of, displaced persons. These tasks involve the design of the camp, the implementation of its development and maintenance and the planning of durable solutions and exit strategies.

The *Camp Management Toolkit* is applicable to camps for both refugees and internally displaced persons (IDPs) and in both conflict situations and natural disasters. It is written to complement existing sector guidelines and standard works such as The Sphere Project's *Humanitarian Charter and Minimum Standards in Disaster Response* and UNHCR's *Handbook for Emergencies,* amongst others.

The term camp is used throughout the text to apply to a variety of camps or camp-like settings – temporary settlements including planned or self-settled camps, collective centres and transit and return centres established for hosting displaced persons. It applies to ongoing and new situations where due to conflict or natural disasters, displaced persons are compelled to find shelter in temporary places.

Since 2004, the *Camp Management Toolkit* has been actively used in the field. As a result of the advocacy and awareness raising that has taken place, several hundred individuals and organisations have downloaded the Toolkit from the project website (www.nrc.no/camp); and even more have received it while attending camp management training workshops. These have included staff from a range of UN agencies, international organisations, local and international NGOs, universities, research institutions and governments. Countries where the Toolkit is or has been actively used include Liberia, Sudan, Pakistan, Sri Lanka, Burundi, Uganda, Indonesia, Timor Leste, Georgia, Lebanon, the Democratic Republic of Congo, Kenya, Chad and Ethiopia.

This revised 2008 version of the *Camp Management Toolkit* is published by the Camp Management Project – a joint initiative of the Danish Refugee Council (DRC), International Organization for Migration (IOM), International Rescue Committee (IRC), Norwegian Refugee Council (NRC), United Nations Office for the Coordination of Humanitarian Affairs (OCHA), United Nations High Commissioner for Refugees (UNHCR). It contains a large number of new case examples of good practice and lessons learned, reflecting comments and suggestions from field colleagues around the world. It contains updated sector-specific information as well as the latest essential online and printed information.

We hope that the *Camp Management Toolkit* will be one of the reader's first reference sources when managing or working in camp operations. We equally hope that it will be read and actively used by international humanitarian staff as much as by local camp managers, community leaders, authorities, service providers and, most importantly, by displaced persons themselves.

! The Toolkit is a 'living document' and strives to both reflect and be informed by the constantly evolving field of camp management.

HOW TO USE THE TOOLKIT

The organisation and structure of this 2008 updated version of the *Camp Management Toolkit* are different from previous versions. While the 2004 version was organised chronologically, following the life-cycle of a camp from planning and set-up to closure, the 2008 version is divided into four thematic sections:

- I: Introduction
- II: Core Management Tasks
- III: A Safe Environment
- IV: Camp Services (see table of contents).

This re-organisation has been chosen to

- bring more clarity and shape to a diverse, inclusive and complex humanitarian sector
- reflect the different levels of accountability – direct and indirect – that a Camp Management Agency holds in each particular sector or aspect of the operation
- make it easier for readers to quickly scroll and find information about a topic regardless of what stage in the life of a camp they are engaged with
- provide a more logical categorisation of topics and activities reflecting the operational essence of camp management.

INTRODUCTION TO THE TOOLKIT SECTIONS

Section I: Introduction

Section I provides an introduction to the Camp Management Toolkit 2008 and the sector of camp management as a whole. As a relatively new and fast-developing humanitarian sector, it is important that there is a shared understanding of what camp management is (Chapter 1), and what it seeks to achieve.

Camps and camp management can be highly context specific, and dependent upon the nature and the particular circumstances of the camp operation. Experience shows that one of the greatest challenges, both at the onset of a new emergency and equally in situations of protracted displacement, can be to mutually agree on the roles and responsibilities (Chapter 2) of those involved. Such clarity is a vital prerequisite for an effective camp response. It also underpins the accountability of humanitarian actors to the displaced community.

Section II: Core Management Tasks

Section II outlines in more detail the core management tasks undertaken by a Camp Management Agency. These are all basic and cross-cutting issues, which are vital to ensuring standardised provision of assistance and protection to a camp population.

Ensuring community participation and involvement (Chapter 3) is essential for a Camp Management Agency, both for ensuring effective camp management and for developing the capacities, self-esteem and dignity of camp residents which, unfortunately, are so often undermined by displacement.

Coordination (Chapter 4) and information management (Chapter 5) are the activities through which relevant, accurate and up-to-date information about the camp is used among partners. Collecting and sharing data and information are key to identifying gaps and needs in camp operations and planning and implementing accordingly.

The way in which natural resources and the environment (Chapter 6) are used and protected is equally central in a camp operation. Environmental issues need to be considered across camp sectors and beyond camp boundaries as they affect not only the lives of the camp residents, but often the host community as well.

An exit strategy for camp closure needs to be considered when planning for camp set-up. Camp set-up and closure (Chapter 7) cannot be seen in isolation but rather as the start and end points of the interconnected processes in a camp's life-cycle. Sound planning of camp set-up and closure according to standards has a direct impact on the daily life of camp residents, but also on the way a camp will be managed.

Section III: A Safe Environment

Upholding the rights of displaced persons is central in the work of a Camp Management Agency. Therefore, Section III of the *Toolkit* looks at a range of protection-related issues, information and guidelines to be aware of when working in camp operations. These involve general and specific considerations on protection in camp settings (Chapter 8) including an outline of the roles, responsibilities and mandates of specialised protection agencies.

Registration (Chapter 9) is a key protection tool and a foundation for the provision of equitable assistance and protection. Additionally, registration information is of particular significance in protecting groups who are most vulnerable to gender-based violence (Chapter 10), and persons with specific needs (Chapter 11). Those are all potentially at greater risk in camp settings and require therefore special assistance and care.

Camp safety and security (Chapter 12) are essential for everyone involved in a camp operation – camp residents, authorities and also the staff of humanitarian organisations. Effective safety and security management is an essential prerequisite for enabling a Camp Management Agency to operate in an often insecure environment.

Section IV: Camp Services

The final section of the *Toolkit* focuses on specific humanitarian sectors and services that usually exist in camps, as well as the related assistance provided to meet the basic needs and fundamental human rights of the camp population.

The aim of the *Camp Management Toolkit* is not to cover all possible services that may be provided in a camp. Rather, it focuses on those that usually come first in a camp operation such as:

- Food and Non-Food Items Distribution (Chapter 13) – ensuring that the displaced have enough food to eat and sufficient supplies and items for personal hygiene, well-being and household activities.
- Water, Sanitation and Hygiene/WASH (Chapter 14) – providing safe drinking water and appropriate sanitation and hygiene facilities to avoid epidemics and diseases and keep people in good health.
- Shelter (Chapter 15) – ensuring not only people's physical protection against the weather, but providing a space of privacy and dignity.
- Health Care and Health Education (Chapter 16) – raising awareness of the most crucial risks to the physical and mental health of camp residents as well as appropriate measures to avoid or treat the most common illnesses.
- Education (Chapter 17) – highlighting the importance of providing education and training particularly to children and youth in order to facilitate their personal development and make (re-) integration upon return or re-settlement easier.
- Livelihoods (Chapter 18) – outlining the possibilities for implementing and promoting livelihoods and income-generating activities which increase the camp population's self-esteem, food security and economic independence.

CROSS-CUTTING ISSUES

Most of the topics in the *Camp Management Toolkit* are interconnected and have relevance for and explicit links to other sectors and chapters. Such topics as GBV, protection, participation and community involvement, information management and environment are cross-cutting in nature and their messages are integral to the *Toolkit* as a whole. In addition, information on cross-cutting issues such as gender, age, HIV/AIDS, and environmental issues has been integrated throughout the chapters.

THE CHAPTER STRUCTURE

All chapters have the same outline or core structure and are divided into:

- Key Messages.
- Introduction.
- Key Issues.
- Checklist for a Camp Management Agency.
- Tools.
- Reading and References.

Understandably, each chapter has its own character, owing to the nature of each topic and the fact that they have been written by a range of experts – from within the Camp Management Project or external consultants. The chapters have been carefully and thoroughly edited and streamlined, whilst retaining the personal style and approach of the authors.

Key Messages

These reflect the chapter contents and highlight some of the most essential information and issues to consider when dealing with the relevant aspect or sector.

Introduction

Depending on the nature and topic of the chapter, the introduction either takes an overall glance at the chapter contents, or summarises and concludes, or provides important background information.

Key Issues

Most of the information in every chapter is given here. *Key Issues* are flexibly structured. Readers will note that the roles and responsibilities of a Camp Management Agency are not consistently structured in a separate section, but are worked into the overall text where they fit best.

Checklist for a Camp Management Agency

The checklist reflects and recaps on the chapter contents, and contains additional details to check on when operating in the relevant sector or with specific tasks. It is intended as a practical tool and a 'reminder at a glance' for field staff, which can assist in planning, monitoring and evaluation. It is not however, intended as a chronological or all-inclusive list of 'to do' action points which can be ticked off, as such a detailed tool is always context specific.

Tools

Tools have been collected from field colleagues and sources around the world. Many have been developed by staff looking for a context-specific answer to a particular need. As models and blue-prints, they can provide practical support to camp management projects and field staff internationally. Whilst some of the tools have been developed for a single context or camp only, others are more generic and/or internationally- recognised.

Essential Reading and References

All camp management staff should consistently seek further information and input from other sources. They should always strive for professional development and learn from examples of best practice. For this reason an updated and eclectic list of essential relevant publications, guidelines and handbooks is attached to every chapter.

! Almost all the tools, publications and other documents referred to are available on the Toolkit CD attached to every hardcopy binder. Weblinks are provided for downloadable online resources.

BOXES AND SYMBOLS

Red and black coloured boxes are included in every chapter. They have been used where important information or examples of good practice may not have been possible to work into the logical flow of the text, but were still very relevant to provide. Two different symbols and colours distinguish between:

Case examples, practical tips, lessons learned and good practice from field practitioners and camp situations worldwide.

! Technical facts and information, things to be particularly aware of when managing a camp.

Other symbols used are:

▶▶ *Links to other chapters, tools or essential readings and references.*