

APPENDIX 1: THE CAMP MANAGEMENT PROJECT

The Camp Management Project began in Sierra Leone in late 2002, as a response to frustration with the inadequate quality of assistance and protection in many of the country's camps for displaced persons. The general management of camps was often poor as many of the agencies undertaking camp management had little funding and limited experience and expertise. In IDP camps the situation was particularly critical. Adding to momentum for change was the ground-breaking Save the Children-UK/UNHCR report which documented cases of aid workers sexually abusing and coercing people in camps through their control of humanitarian assistance and differential power relationships.¹

As a response to the global concerns generated by this evidence of unprincipled humanitarianism, an *Inter-Agency Working Group on Camp Management in Sierra Leone* was established in October 2002 with the aim to enhance camp management practice through mapping the roles and responsibilities of camp managers/camp management teams, reviewing lessons learned and identifying good practice. The Working Group consisted of representatives from the International Rescue Committee (IRC), the Sierra Leone Government's National Commission on Social Action (NaCSA), the Sierra Leone office of the UN Office for the Coordination of Humanitarian Affairs (OCHA), the Sierra Leone field office of the UN High Commissioner for Refugees (UNHCR) and the Norwegian Refugee Council (NRC). The project was designed and implemented in close cooperation and dialogue with the camp residents and host populations.

In early 2003, the Inter-Agency Working Group in Sierra Leone decided to globalize this innovative camp management initiative. A *Camp Management Toolkit Editorial Group*, with representatives from the Danish Refugee Council (DRC), IRC, NRC, OCHA's Geneva-based Internal Displacement Unit and UNHCR was established. The agencies collaborated to produce a second draft version of the *Camp Management Toolkit* in 2004.

In response to the independent *Humanitarian Response Review* (HRR) of the global humanitarian system, published in 2005² the Cluster Approach was initiated. The Camp Coordination and Camp Management (CCCM) Cluster was one of the eleven clusters/sectors established at the global level. The Camp Management Project and the global CCCM Cluster support each other and aim for a common understanding of how camp management and coordination should be implemented. The Camp Management Toolkit is actively used, promoted and distributed by the CCCM Cluster and its partner organisations.

Today, the Camp Management Project consists of six member organisations – DRC, IRC, NRC, IOM, UNHCR and UNOCHA. Whilst all the members are either partners or co-lead of the global CCCM Cluster, The Camp Management Project retains autonomy, independently working towards a more systematic and principled system of management of both IDP and refugee camp situations.

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1. www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7DSE%20A%2057%20465.pdf
 2. www.reliefweb.int/library/documents/2005/ocha-gen-02sep.pdf

APPENDIX 2: CLUSTER APPROACH AND CAMP COORDINATION/CAMP MANAGEMENT (CCCM) CLUSTER

INTRODUCTION TO THE CLUSTER APPROACH

Due to the ad hoc, unpredictable nature of many international responses to humanitarian emergencies, the UN Secretary-General commissioned an independent *Humanitarian Response Review* (HRR) of the global humanitarian system which was published in 2005. In response to the recommendations of the review, the Inter-Agency Standing Committee (IASC) – the main international forum for humanitarian coordination – set up measures to increase predictability and accountability in humanitarian response to situations of internal displacement. One of those initiatives was the cluster approach, through which the IASC has designated global cluster leads for clusters/sectors or areas of humanitarian activity where predictable leadership and/or enhanced partnership was needed.

The HRR noted that “almost all recent operations have disclosed a weakness in the sector of camp management.” It highlighted a lack of ownership for the broader aspects of working with internally displaced populations in camp situations, weak capacity standards and the lack of tools and standards. This resulted in the Camp Coordination and Camp Management (CCCM) Cluster being one of the key (original) priority areas as there was no established network of agencies and organisations working on a coordinated approach to camp management and coordination, except for the inter-agency Camp Management Project.

The table on the next page gives an overview of the eleven (11) clusters/sectors and designated global cluster leads at the global level.

CLUSTER/SECTOR	GLOBAL CLUSTER LEADS
Agriculture	FAO
Camp Coordination/Camp Management	UNHCR (IDPs from conflict)
	IOM (disaster situations)
Early Recovery	UNDP
Education	UNICEF/Save the Children
Emergency Shelter	UNHCR (IDPs from conflict)
	IFRC – convener (disaster situations)
Emergency Telecommunications	OCHA/UNICEF/WFP
Health	WHO
Logistics	WFP
Nutrition	UNICEF
Protection	UNHCR (IDPs from conflict)
	UNHCR/OHCHR/UNICEF (disasters/civilians)
WASH (waters, sanitation, hygiene)	UNICEF

What is the Aim of the Cluster Approach?

In general, the Cluster Approach aims to ensure sufficient global capacity, as well as effectiveness of the response in five key ways. More specifically, the approach aims to:

- ensure sufficient global capacity
- ensure predictable leadership
- enhance the concept of partnership
- strengthen accountability
- improve strategic field-level coordination and prioritisation.

When is the Cluster Approach Used?

The IASC has agreed that the cluster approach should be implemented at field level:

- in all new emergencies involving internal displacement
- in ongoing emergencies, gradually in a phased manner
- in all contingency planning for new emergencies.

The general procedure for adopting the cluster approach at country level, is:

- The Humanitarian Coordinator (HC), or Resident Coordinator, consults national authorities/counterparts and relevant IASC partners at the country level to determine priority sectors or areas of activity for the emergency.
- Based on these consultations, the HC (or RC) draws up a proposed list of sectors with designated sector/cluster leads for each, which is forwarded to the Emergency Relief Coordinator (ERC), requesting endorsement from the IASC.
- The ERC shares this proposal with the IASC, requesting endorsement or alternative proposals. The ERC ensures agreement is reached within the IASC.
- The ERC communicates the decision reached to the HC (or RC) and all relevant partners at global level, and the HC (or RC) informs the host government and all relevant country-level partners of agreed arrangements within the international humanitarian response.

INTRODUCTION TO THE CAMP COORDINATION CAMP MANAGEMENT (CCCM) CLUSTER

The CCCM Cluster is an inclusive group of actors that are active in the camp management and camp coordination sector in internal displacement situations. It continues to welcome and engage more partners, both at the global and national level, in an effort to maximise the resources and thereby improve inter-agency complementarities within the cluster. The CCCM Cluster encompasses a holistic approach to camp responses including camp coordination, camp management and camp administration, as explained in earlier chapters, within the broader humanitarian response.

The Camp Management Toolkit should be seen as a tool that camp managers use in carrying out their responsibilities in conjunction with the overall CCCM Cluster framework, and other key sectoral guidelines on standards and best practice. It is envisaged that as tools are developed within the cluster that they are included in the Toolkit.

CCCM Cluster at the Global Level

The cluster works at both the global and field level. Main focuses of the global level CCCM Cluster are:

- guideline, tool and framework development
- operational support to the field
- capacity building (training).

The global CCCM Cluster is a joint cluster with co-leads; UNHCR for conflict-induced displacement and IOM for displacement following natural disasters. The unified CCCM Cluster, for conflict and natural disaster, was agreed upon to avoid duplication and ensure complementarity in activities, as the priorities in both types of emergencies are similar and many partners in the field respond to both types of emergencies. The CCCM Cluster is undertaking efforts to attain a common understanding of the camp management and camp coordination sector. In addition, as a cross cutting cluster/sector, it liaises with other sectors/clusters to ensure gaps are filled and duplication is limited.

CCCM Cluster at the Field Level

At the field level the CCCM Cluster strives to achieve an effective and efficient coordinated humanitarian response in situations where internally displaced populations are forced to seek refuge in camps/camp-like situations. The cluster does not promote camps, and aims at ending camp life through the promotion of durable solutions. The main goals of CCCM include:

- improving and consistent assistance to and protection of IDPs in and across camps
- advocacy for durable solutions
- secured humanitarian space
- securing camp coordination and camp management as a key sector which is resourced with adequate staff and funding
- organising closure and phase-out of camps upon IDPs return
- mainstreaming of cross-cutting issues including protection, environment, HIV/AIDS and age, gender and diversity.

To date the CCCM Cluster has been activated in several responses both in complex emergencies and natural disasters. The table below presents an overview of countries where the CCCM Cluster has been officially implemented or functioned according to the principles of the cluster approach, since 2005.

COUNTRY	TYPE OF RESPONSE
Pakistan	Natural disaster (earthquake and flooding)
Uganda	Conflict
Ethiopia	Natural disaster and contingency planning
Timor-Leste	Conflict
The Philippines	Natural disaster and contingency planning
Somalia	Conflict
Chad	Conflict
DRC	Conflict
Kenya	Conflict

As of 2008 it is expected that the cluster will be activated in many more humanitarian responses as the cluster approach continues to be rolled out.

Over the past two years, the CCCM Cluster carried out a series of capacity building activities, resulting in an increased awareness amongst partners of camp management/coordination and in increased capacity and qualified staff. Amongst these are:

- Training of Trainers (ToT) – Camp Management: two events in Addis Ababa and Manila
- Global Camp Coordination training: Ankara
- Regional CCCM trainings: Panama, Mali, Egypt
- National Camp Management trainings: Sudan, Amman (Iraq operation), Uganda, Sri Lanka, Timor- Leste.

A joint training strategy has been developed for the CCCM Cluster, with the aim of outlining the training options available, which are designed to meet the needs of different stakeholders, and to provide guidance on how training can be requested, and reporting requirements. The various training options offered by the CCCM Cluster Working Group – as outlined in the strategy document, are at three levels:

1. Camp Coordination: training for the staff of cluster leads (UNHCR, IOM or other designated agency leading CCCM Cluster).
2. Camp Coordination and Camp Management: training for diverse field personnel including UNHCR/IOM staff, government officials, NGO staff and in some cases staff of other agencies involved in humanitarian activities in camps.

3. Camp Management: training for NGO staff or other organisations involved in camp management activities in a given camp. Under this training, there are three learner profiles for:
 - a) Camp Management Agencies and partners (usually local or international NGO staff)
 - b) government/authorities staff
 - c) leaders/committees of the IDP community or camp residents and/or members of the host community.

MAIN REFERENCES

For further general information about the background to the adoption of the cluster approach and its progress, visit:

www.humanitarianreform.org and www.icva.ch/doc00001560.html,

Specific information about the CCCM Cluster – its origin, objectives, members, activities and future work plans are at:

www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=78

Documents of particular importance are:

IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response.

www.humanitarianreform.org/humanitarianreform/Portals/1/Home%20page/Annexe4.IASCGUIDANCENOTECLUSTERAPPROACH.pdf

IASC Operational Guidance for New Emergencies.

www.who.int/hac/network/interagency/news/operational_guidance/en/index.html

IASC Operational Guidance for Ongoing Emergencies

www.who.int/hac/network/interagency/news/interagency_opguidance_ongoing_emergencies_en.pdf

CCCM Training Strategy

www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/CCm/CCCM%20Training%20Strategy%20Version%206%2019%20November%202007.doc

APPENDIX 3: LIST OF ACRONYMS

3 WS	Who, what, where?
ACF	Action Contre la Faim
ALNAP	Active Learning Network for Accountability and Partnership in Development
ARI	Acute Respiratory Infection
BID	best interests determination
BMI	Body Mass Index
CCCM	Camp Coordination and Camp Management
CEAP	Community Environmental Action Plan
CFW	cash-for-work
CHW	community health worker
CMR	crude mortality rate
DRC	Danish Refugee Council
EFA	Education for All
EPI	Expanded Programme of Immunisation
ERC	Emergency Relief Coordinator
FAO	Food and Agriculture Organisation
FFW	food-for-work
FGM	Female genital mutilation
GBV	gender-based violence
GIS	Geographical Information System
HAP	Humanitarian Accountability Project
HC	Humanitarian Coordinator
HRR	Humanitarian Response Review

IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IDP	internally displaced person
IFRC	International Federation of Red Cross and Red Crescent Societies
IGA	income generating activity
IGO	intergovernmental organisation
IHL	international humanitarian law
INEE	Inter-Agency Network for Education in Emergencies
INGO	international non-governmental organisation
IOM	International Organization for Migration
IRC	International Rescue Committee
IRF	Incident Reporting Form
LEGS	Livestock Emergency Guidelines and Standards
MDG	Millennium Development Goal
MDM	Médecins du Monde
MOU	Memorandum of Understanding
MSF	Médecins Sans Frontières
MUAC	Mid Upper Arm Circumference
NFI	non-food item
NGO	non-governmental organization
NRC	Norwegian Refugee Council
PDA	Personal Digital Assistant
PLWHA	person living with HIV/AIDS
PTSD	post traumatic stress disorder
RH	Reproductive Health

SDC	Site Development Committee
SFP	Supplementary feeding programme
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TFP	Therapeutic feeding programme
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nation's Children's Fund
UNMAS	United Nations Mine Action Service
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNO-HCHR	United Nations Office of the High Commissioner for Human Rights
VIP	Ventilated improved pit latrine
WASH	Water, Sanitation and Hygiene
WFH	weight-for-height
WFP	World Food Programme
WHO	World Health Organisation
WVI	World Vision International

APPENDIX 4: KEY AGENCIES AND WEBSITES

Action Against Hunger/Action Contre La Faim (ACF).

www.actionagainsthunger.org

Action for the Rights of Children (ARC). www.savethechildren.net/arc

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). www.alnap.org

Aid Workers Network. www.aidworkers.net

Alert Net/Reuters Foundation. www.alertnet.org

Amnesty International. www.amnesty.org

CARE International. www.careinternational.org

Centre for Humanitarian Cooperation (CHC). www.cooperationcenter.org

Centre on Housing Rights and Evictions (COHRE). www.cohre.org

Child Rights Information Network (CRIN). www.crin.org

Collaborative for Development Action (CDA)/The Do No Harm Project.
www.cdainc.com/dnh/

Danish Refugee Council (DRC). www.drc.dk

Electronic Mine Information Network (E-MINE). www.mineaction.org

Emergency Capacity Building Project (ECBP). www.ecbproject.org

Food and Agriculture Organisation of the United Nations (FAO).
www.fao.org

Forced Migration Review (FMR). www.fmreview.org

Gender and Water Alliance (GWA). www.genderandwater.org

Handicap International. www.handicap-international.org

HelpAge International. www.helpage.org

Humanitarian Accountability Partnership (HAP). www.hapinternational.org

Humanitarian Policy Group (HPG)/Overseas Development Institute (ODI).
www.odi.org.uk/hpg/index.html

Humanitarian Reform/Global Clusters. www.humanitarianreform.org

Humanitarian Timber. www.humanitarian timber.org

Integrated Regional Information Networks (IRIN). www.irinnews.org

Inter-Agency Network for Education in Emergencies (INEE).
www.ineesite.org

Inter-Agency Standing Committee (IASC). www.humanitarianinfo.org/iasc

Internal Displacement Monitoring Centre (IDMC).
www.internal-displacement.org

International Committee of the Red Cross (ICRC). www.icrc.org

International Council of Voluntary Agencies (ICVA).
www.icva.ch/doc00000718.html

International Federation of Red Cross and Red Crescent Societies (IFRC).
www.ifrc.org

International Labour Organisation (ILO). www.ilo.org

International Organization for Migration (IOM). www.iom.int

International Rainwater Harvesting Alliance (IRHA). www.irha-h2o.org/

International Rescue Committee (IRC). www.theirc.org

Joint United Nations Programme on HIV/Aids (UNAIDS). www.unaids.org

Livestock Emergency Guidelines and Standards (LEGS).
www.livestock-emergency.net

Médecins Sans Frontières (MSF). www.msf.org

Norwegian Refugee Council (NRC). www.nrc.no

One World Trust. www.oneworldtrust.org

Overseas Development Institute (ODI)/Humanitarian Policy Group (HPG).
www.odi.org.uk/hpg

Oxfam Great Britain. www.oxfam.org.uk

Oxford Journals/Oxford University Press. www.oxfordjournals.org

ProAct Network. www.proactnetwork.org

RedR International. www.redr.org

ReliefWeb. www.reliefweb.int

Reproductive Health Response in Conflict (RHRC) Consortium. www.rhrc.org

Right to Play. www.righttoplay.com

Save the Children International. www.savethechildren.net

Shelter Centre. www.sheltercentre.org

The Sphere Project. www.sphereproject.org

Tsunami Evaluation Coalition (TEC). www.tsunami-evaluation.org

United Nations Children’s Fund (UNICEF). www.unicef.org

United Nations Development Fund for Women (UNIFEM). www.unifem.org

United Nations Development Programme (UNDP). www.undp.org

United Nations Environment Programme (UNEP). www.unep.org

United Nations High Commissioner for the Refugees (UNHCR).
www.unhcr.org

United Nations Human Settlements Programme (UN-HABITAT).
www.unhabitat.org

United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). <http://ochaonline.un.org>

United Nations Office of the High Commissioner for Human Rights (OHCHR). www.ohchr.org

United Nations Population Fund. (UNFPA). www.unfpa.org

Water, Engineering and Development Centre (WEDC).
<http://wedc.lboro.ac.uk/>

Women’s Commission for Refugee Women and Children (WCRWC).
www.womenscommission.org

Women’s International League for Peace and Freedom (WILPF).
www.peacewomen.org

WomenWarPeace. www.womenwarpeace.org

World Health Organization (WHO). www.who.int



IOM International Organization for Migration



Danish Refugee Council



UNOCHA



**NORWEGIAN
REFUGEE COUNCIL**

