CCCM
Camp Management Agency
Suggested Terms of References

On *intra-camp level*, the Camp Management Agency has a central role to play in order to ensure assistance and protection of the camp based population up to agreed upon guidelines and standards. It is the Camp Management Agency's key responsibility to coordinate the joint response of various actors operating *within a single camp*. To do so, it is essential that the Camp Management Agency's authority in this regard is acknowledged by the CCCM cluster, other clusters and humanitarian partners, and understood and accepted by authorities and the camp population itself. Thus, agreeing on Terms of References for a Camp Management Agency means recognizing its role and responsibilities *on camp level*.

Key responsibilities

- Establish and monitor an effective and transparent camp governance system including coordination of service provision and other defined camp activities.

- Ensure the affected camp population's mobilization and participation in the camp governance system with particular emphasis on including women and persons with specific needs into decision-making processes.

- Ensure maintenance of camp infrastructure.

- Set up a camp information management system including data collection and provision, and transparent information sharing.

- Monitor service provision in all sectors of the camp according to agreed upon guidelines, standards and indicators.

- Identify gaps; assess and analyse camp needs in order to avoid service duplication and gaps in assistance and protection.

Other general responsibilities

- Establish camp committees in all sectors, and, in a fair and transparent manner, ensure equal access for women, girls, men and boys to participate in.

- Monitor and ensure that camp committees act and behave according to agreed upon Code of Conducts.

- Promote the camp population's self-reliance and ownership of decision-making processes in camp governance.

- Organise and carry out, and/or supervise and monitor registration of the camp population; update camp population data.

- Mediate between the different communities and groups inhabiting the camp, and promote peaceful coexistence.

- Advocate on behalf of the camp population vis-à-vis camp authorities, humanitarian service providers and actors.

- Liaise between the camp population and humanitarian service providers and actors.

- Ensure appropriate links with national/local authorities, state institutions, civil society and other relevant stakeholders, including effective coordination and information exchange with them.

- Provide defined services in technical sectors, if needed.

In addition to general and key responsibilities, a Camp Management Agency takes on specific tasks *within the CCCM cluster system*, particularly in relation to the CCCM cluster lead. The Camp Management Agency needs to commit and acknowledge these responsibilities in the interest of an efficient joint camp response.

Specific responsibilities in relation to CCCM

Planning and strategy development

- Assist and participate in the development of camp response strategy and action plan in accordance with CCCM cluster strategy and guidelines.
- Participate in joint assessments, needs analysis and identification of gaps.
- Participate in joint selection, planning and development of camp sites in accordance with international standards and guidelines.
- Contribute to joint contingency planning.
- Ensure that the Camp Management Agency's implemented program on camp level is in line with the CCCM cluster strategy.

Application of standards

- Participate in the development and adaption of contextualised guidelines, policies and standards to apply in camps.
- Monitor the application of cluster guidelines, policies and standards on camp level.

Monitoring and reporting

- Establish adequate monitoring mechanisms in all sectors on camp level to evaluate the impact of cluster camp response and strategy.
- Ensure regular, timely and comprehensive reporting to the cluster.

Information Management

- Ensure transparent and timely information sharing with the cluster.
- Provide the cluster with all relevant information and data regarding gaps, needs, camp sector activities, service provision, mapping, tracking (''who is doing what, where and when'') , and camp population.

Protection Capacity

- Organise and implement, and/or supervise and monitor a protection monitoring program on camp level, and ensure confidential referring of information to appropriate bodies such as the CCCM cluster lead.

Preparedness and Training Capacity

- Support cluster in capacity building measures and training programs.
- Participate in joint capacity building and training needs assessments.

Phase-out and Rehabilitation Capacity

- Participate and assist in the drawing of down-size or exit/transition strategies for the camp.

- On camp level, organise and implement, and/or supervise and monitor agreed upon action taken on camp down-sizing, transition and closure.

Coordination

- Ensure active support and participation in the CCCM cluster coordination system.
- Commit to respect decisions commonly taken by the cluster.

Advocacy & Resource Mobilization

- Participate in the drawing of CCCM cluster budgets for camp response.
- Support the cluster lead in advocating for the mobilisation of resources.
- Make efforts to raise proper funding to complement and support cluster camp response.

Additional camp management activities

Experienced camp coordinators and camp managers have identified in addition the following tasks, responsibilities or activities that should be undertaken by camp managers in line with the CCCM strategy:

- Implement a registration system and collect baseline data.
- Design a camp phase out and closure strategy at the outset of the camp situation.
- Undertake an environmental impact assessment of the camp and host community to identify potential negative environmental impacts as well as identify environmental activities that will prevent or mitigate these negative impacts.
- Awareness of key technical competencies / requirements related to camp management, such as those in the Annex to this module, "Checklist for Camp Managers."

Checklist for Camp Managers[1]

(This list is not exhaustive!)

Water

- ☐ Does the population have access to adequate portable water?
- ☐ Is water collected from a protected source? Are there seasonal variations? How is it stored?
- ☐ Is adequate water available for bathing and washing?
- ☐ What role do women/children play in collection of water?
- ☐ Are additional measures required to improve availability of portable water, particularly for young children or women?
- ☐ Is water regularly tested?
- ☐ Is a water quantity and quality monitoring system implemented?
- ☐ Are the 4 R's in the water sector implemented: Reduce water consumption, Rainwater harvesting, Recycle water, Restore natural water cycle?

Environmental Sanitation

- ☐ Does a health education programme accompany the sanitation programme?
- ☐ Is the site safe from flooding?
- ☐ Have clinics and schools been supplied with sanitary facilities?
- ☐ Is the general cleanliness of the camp satisfactory?
- ☐ Is there adequate drainage around water points (particularly around tap stands and/or washbasins)?
- ☐ Is the drainage network regularly cleaned?
- ☐ Is the cemetery located in a place where there is a minimum risk of contamination?
- ☐ Is soap distribution organised on a regular basis? If not, why not?
- ☐ Have appropriate measures for solid waste collection, transport and disposal been established?
- ☐ Have women been consulted and their cultural practices respected in the design and location of latrines?
- ☐ Have latrines been constructed, located and lighted to ensure their safety and usability by children and their mothers?
- ☐ Have children been sensitized to and involved in the cleaning and maintenance of sanitary facilities?
- ☐ Have the children been trained in minimal personal hygiene e.g. washing hands after the use of latrines?

Temporary Shelter and Clothing

- ☐ Does available shelter provide adequate protection for refugee children and their mothers?
- ☐ Are the standards of space, privacy and freedom of movement adequate for parents to meet the developmental needs of their children and to raise them with dignity?

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[1] NRC, *Camp Management Toolkit,* 2004. pp 283 – 290.

Food and Nutrition

- Are children receiving adequate quantity and quality of food?
- Is food provided culturally and socially acceptable, palatable and digestible?
- Have cooking fuel and utensils been made available?
- Have nutrition monitoring and surveillances systems been set up?
- Is there evidence of any deficiency diseases among children, especially girls, or among pregnant or lactating women?
- Is breast-feeding being promoted and the use of bottles discouraged?
- Is the use of milk products being monitored and adhered to according to UNHCR policy?
- Are appropriate measures being taken to prevent and reduce micronutrient deficiencies?
- Is there a need for training of nutrition staff in carrying out necessary interventions?

Health Services

Monitoring:
- Is an epidemiological health surveillance system in place?

Emergency interventions:
- Have measles immunizations been provided to all children six months (booster at nine months) to five years of age (and if there is evidence of poor vaccination coverage in older children for those up to 12 years of age)?
- Is sufficient oral rehydration solution (ORS) available and is oral rehydration therapy (ORT) actively promoted, with the establishment if necessary of ORT centres for early treatment of dehydration cases?
- Is the appropriate vitamin A prophylaxis being provided to protect children from vitamin A deficiency and is a mechanism available for early detection and treatment of vitamin A deficiency?
- Is there a contingency plan in case of cholera or a similar kind of highly contagious disease?
- Has a site been localized for a cholera treatment centre?

Health services:
- Does the displaced population, whether rural or urban, have access to primary health care services which provide for the monitoring of the health of pregnant and lactating women, tetanus toxoid immunization for pregnant women, parent and child health services, basic treatment of common diseases among children, immunization, training of community health workers and traditional birth attendants, an active hygiene and sanitation programme, child spacing services and health education?
- Are the health services meeting the health needs of children and adolescents?
- Are additional female health professionals/or community health are workers required?

Health education:
- Are education and other measures being provided to prevent and control diseases of public health importance?
- Are counter-measures in place to address harmful traditional health practices affecting children and adolescents?
- Is there a need for training an implementing agency or officials in primary health care?

Prevention and Treatment of Disabilities

Facts:
- ☐ Have the disabled been registered and assisted?
- ☐ What is their age and gender?
- ☐ What are the nature and extent of their disabilities?
- ☐ What are the cultural attitudes toward different disabilities?
- ☐ Are families of disabled persons provided with help to cope with the specific needs of their family member?

Intervention:
- ☐ Are steps being taken to allow each disabled person to reach his/her potential (this is especially important in the case of children)?
- ☐ Are there community-based, family-focused rehabilitation services?
- ☐ Are children with disabilities integrated into the usual services and life of the community, such as schooling?
- ☐ What additional measures are required to ensure the rehabilitation and well-being of displaced persons with disabilities?

Threats to Security

- ☐ What are the security threats to each sector of the camp population (women, children, youth, elderly, etc.)?
- ☐ Have any members of the camp population died? If so, from what causes? What actions might have prevented these deaths?
- ☐ Are any members of the camp population physically or sexually abused, tortured, abducted, recruited for military service or are they victims of any other forms of abuse or exploitations? Is there significant risk of such?
- ☐ Are any members of the camp population in jail, prison, long-term, closed camp confinement or any other form of detention?

Intervention:
- ☐ Have effective steps been taken to prevent further abuse of children?
- ☐ Are effective remedial services available to all victims of abuse?
- ☐ Are national authorities fully aware of threats to personal security within the camp population?
- ☐ Are national law and order systems providing the protection required?
- ☐ What additional measures would strengthen security systems?
- ☐ Is an effective UNHCR presence being maintained in situations where there are threats to refugees' security?
- ☐ What advocacy efforts would enhance the safety and liberty of displaced camp beneficiaries?
- ☐ Is training being provided for camp leaders, government officials, security personnel, other UN agencies and NGOs on special protection considerations for at risk groups (children, women, those associated with the fighting forces, etc.)?
- ☐ Are incidents of abuse, military recruitment and detention of the displaced population being monitored and reported?
- ☐ Is it necessary to change the location of the camp or replace residents or displaced families to protect vulnerable persons from abuse, exploitation or military recruitment?

- ☐ Can improvements in accommodations or security arrangement enhance families' capacity to provide secure environment for their vulnerable?
- ☐ Are special accommodations or security arrangements needed for especially vulnerable groups of children, women, elderly or youth?

Evacuation
- ☐ Are threats to family unity being assessed and remedial assistance provided so as to help families avoid separation?
- ☐ Are any evacuations occurring? If so, is every effort being made to ensure that children and vulnerable persons are moved with their primary caregiver?
- ☐ Do effective national systems exist to ensure the protection of vulnerable persons and children from wrongful or harmful evacuations?
- ☐ Do effective systems exist to ensure that children evacuated outside the protective systems are identified and documented, that their care and well-being are assured and that they have the benefit of family tracing, communication with their family and, when in their best interest, opportunity for reunification?
- ☐ If the evacuation of a child is seen as necessary, are the proper conditions being observed so as to ensure children's protection and well-being?

Legal Status

Refugee status determination:
- ☐ Is the status determination of refugees in accordance with international law and practice?
- ☐ Has the refugee status of unaccompanied children been determined expeditiously?
- ☐ Is the determination process implemented with full protection of refugee rights and in their best interest?

Birth registration and nationality:
- ☐ Are refugee/displaced children registered at birth?
- ☐ Are parents provided with birth certificates?
- ☐ Do refugees have a nationality?
- ☐ Are death certificates issued?

Education

Education opportunities:
- ☐ What primary, post-primary and non-formal education opportunities exist for refugee and displaced children?
- ☐ What is the quality of the education opportunities available and what measures would enhance the quality?
- ☐ Is available education relevant to the refugees/displaced persons' experience and needs?
- ☐ Is the education being taught in the mother tongue of the child, particularly of young children?

Children's comments:
- ☐ What are the children's comments about their educational opportunities available (and lacking)?

School enrollment:
- ☐ What proportions of refugee/displaced children are attending school, by age and sex?

- ☐ Why are the other children not in school, not participating?
- ☐ What actions might be taken to increase the number of refugee children in school?

Community participation:
- ☐ Are parents and the refugee community actively involved in the education programmes?

Planning and assessment:
- ☐ Is an educational planning system in place for the education of refugee/displaced children?
- ☐ Has a technically qualified educational specialist undertaken an assessment of educational needs and resources, and has an educational plan been developed?
- ☐ Is an educational assessment system in place to monitor the functioning of refugee/displaced children's education?

Certificates:
- ☐ Are certificates being made available to validate the academic achievement of children?

Unaccompanied Children

Services:
- ☐ How many unaccompanied children are there in your camp?
- ☐ Are services in place to identify, document and assist unaccompanied children?
- ☐ Have the causes of family separation been identified and counter-measures put in place to protect family unity?

Legal issues:
- ☐ Have arrangements been made to establish legal guardianship or its equivalent for unaccompanied children?
- ☐ Are special procedures applicable for unaccompanied children being followed in the determination of their legal (refugee) status?

Child welfare services:
- ☐ Are adequate child placement services available to assess care needs and facilitate appropriate placement arrangements?
- ☐ Are the care and placement arrangements for unaccompanied children meeting the needs of the children?

Tracing:
- ☐ Is an effective and efficient family tracing programme being implemented?
- ☐ Family reunion:
- ☐ Are family claims for children being carefully assessed?
- ☐ Is appropriate social services support being provided to facilitate family reunion and the well-being of the children?

Children's participation:
- ☐ Are unaccompanied children provided with opportunities to participate in decision and programmes affecting them?

Records:
- ☐ Are unaccompanied children's records complete, protected and stored in a safe place?

Camp Closure Documentation/Record Keeping

Preparatory activities:
- ☐ Is family unity being preserved in voluntary repatriation?
- ☐ Is the camp population actively involved in the voluntary repatriation process?
- ☐ Is effective information and counselling programmes available for vulnerable concerning repatriation?
- ☐ Has a focal point been designated for vulnerable persons' concerns?
- ☐ Are suitable administrative mechanisms in place for effective implementation of the voluntary repatriation programme?
- ☐ Has a medical screening been done to identify the sick or those in need of special travel arrangements?
- ☐ Have families of the sick been provided with copies of their medical records and information on how to meet the needs of their illness in their home community/country?
- ☐ Are the special needs of vulnerable groups (unaccompanied children, elderly, lactating mothers, etc.,) being addressed?

Movement and reintegration:
- ☐ Do social services exist to assist repatriation of families and children in need?
- ☐ Will unaccompanied children and vulnerable persons be adequately cared for on the other side of the border?
- ☐ Has admission of returnee children into schools been ensured?
- ☐ Are camp phase-down and closure activities linked to the return process, early recovery plans, and reintegration strategy in the areas of return?

Responsibilities of Camp Management Team

Staff and training:
- ☐ Are persons with special skills in the protection and care of refugees/displaced persons in place?
- ☐ Has responsibility for integrating vulnerable persons' needs into programming and reporting been assigned?
- ☐ Is awareness and specialised training on protection and care provided to staff?

Standards, policies and operational guidelines:
- ☐ Have adequate local standards, policies and operational guidelines been established and disseminated to guild interventions on behalf of the displaced population at a camp level?

Assessment and monitoring:
- ☐ Has comprehensive assessment of the protection and assistance needs of the camp population been carried out?
- ☐ Is demographic information being collected and updated? Is it stored in a secure location?
- ☐ Has a baseline database been established on camp welfare for future comparisons?
- ☐ Are ongoing, community-based assessment and monitoring systems in place to address camp beneficiaries' needs for protection and care?

Implementation:
- ☐ Are existing welfare monitoring and intervention systems based on participatory strategies involving camp residents – including women and children?

- ☐ Have national services been mobilized to protect and assist the camp population?
- ☐ Have all available local, national and international resources and special services been mobilized to benefit the camp population?
- ☐ Is there a system in place for the identification and reunification of unaccompanied minors, separated families?
- ☐ Are additional efforts required to ensure the protection and care of vulnerable persons?

Reporting:
- ☐ Does a sufficient reporting system exist to monitor camp protection and welfare concerns?
- ☐ Are portions of the camp population at particular risk, and are violations being reported to the correct authorities in a confidential manner?

Evaluation:
- ☐ Are regular evaluations of the camp population's needs for protection and welfare carried out? How are these needs reported and followed up?

Monitoring Implementing Partner Activities

- ☐ Are cultural, religious and social preferences of camp families respected in assistance programmes?
- ☐ Are participatory strategies being implemented in the planning and implementation of camp services?
- ☐ Are camp residents able to practice their religion, and do they have the facilities to do so?
- ☐ Do living arrangements enhance and protect cultural, social and religious values?
- ☐ Is the native language used when interacting with the camp residents?
- ☐ Is the economic self-sufficiency of families being promoted as a means of enabling them to live the life they prefer?
- ☐ Are sports events and recreational activities promoted?
- ☐ Is adaptation to the cultural and social values of the host country and/or community being promoted?
- ☐ Are coercive religious and cultural practices by assistance agencies monitored and countered?

Camp Environment

General conditions:
- ☐ Are families living together?
- ☐ Do they have sufficient privacy?
- ☐ What is being done to enable families to live in dignity and provide care and protection for their family?
- ☐ What more can be done?
- ☐ What are the normal activities of the displaced community to assist those who have difficulties?
- ☐ How do the general living arrangements and social organisation of the displaced population affect the protection and care of vulnerable persons?
- ☐ What measures could be implemented to improve the living conditions of vulnerable persons with their caretakers or families?

☐ Are there persons among the camp population who could provide regular activities or services that are not currently provided?

Social dynamics of the family:
☐ What were the conditions that caused the families to leave their communities/country?
☐ What is the nature of hardship and stress that displaced persons face which affect their well-being as to how well they care for themselves, their children, etc.?
☐ What measures can be implemented to reduce this hardship?
☐ Are camp residents being assisted more than is normally permissible within their cultural framework?
☐ Are their opportunities in place for camp residents to discuss and see support for the distressing difficulties that they must deal with now that they are outside their own community?

At risk groups:
☐ Are children and vulnerable being provided adequate nurture and care? What measures might be taken to improve the care that they receive?
☐ Are there persons who are alone in the camp?
☐ Are there persons who are behaving in an aggressive and violent manner?
☐ Are children and women provided appropriate opportunities to talk about concerns, ideas and questions they have?
☐ Are the needs of unaccompanied children, long-stayers, elderly, disabled persons, and other at risk groups being addressed?
☐ Do children have an opportunity to play?

Services
☐ Are education and other activities provided so that children are able to participate in predictable and regular developmental enhancing activities?
☐ Do camp residents have access to social services and other specialised efforts to help address their difficulties?
☐ Are systems in place to identify and assist vulnerable persons who experience psychosocial distress?
☐ Do specialised mental health services exist to which children in severe distress might be referred?