

Interim Working Group on Camp Coordination and Management

Final Report 22 August 2005

Following the decision of the IASC to take measures to increase predictability and accountability in the response to humanitarian crises in nine key sectors, an Interim Working Group (IWG) on Camp Coordination/Management was established with the objective of establishing actionable recommendations and a work plan addressing key issues in this sector. The IWG counted on the participation of the IASC Secretariat, IDD, IFRC, InterAction, IOM, NRC, UNHCR, UNICEF, OCHA and WFP, and was chaired by UNHCR. The cluster followed the terms of reference set down at the Ad Hoc IASC meeting in New York on 12 July. This report provides a summary of the work, including:

1. Recommendation to the IASC Principals for decision on which IASC agency(ies) should be the camp coordination sector lead on a global basis;
2. Overall sector requirements and the corresponding roles and responsibilities of the cluster members and the sector lead;
3. Recommendations for improving the predictability, speed and effectiveness of international humanitarian response in the sector;
4. Preliminary map of the current response capacities and gaps within the camp coordination cluster.

Camp Coordination and Management

Camp coordination represents a sector that has many components and requires the work of many actors to ensure that the enjoyment of rights of those who are displaced during a humanitarian crisis. As was debated throughout the process, camp management/coordination can cover many living situations from formal camps to dispersed populations. The work demanded requires a multi-sectoral protection and assistance response as well as an effort to find durable solutions to ensure that the rights of those displaced are upheld.

During this process, the working group has attempted to distinguish between camp management and camp coordination. In general camp coordination has been seen as the framework for managing and coordinating the over-arching response and standard-setting while camp management focuses on practical oversight for particular camp (s).

Further, the working group has worked on the understanding that camps are not considered a durable or an ideal solution. Every effort should be made to assist those displaced living in non-camp situations. However, the IWG advocates for improved camp coordination and management in the situations where camps are the only option

where fundamental human rights such as shelter, water, food, education and health services may be ensured.

What is camp coordination?

At the **camp and inter-camp/country level**, the coordination function entails:

- Organizing and maintaining the relationship with host authorities and the provision of appropriate advice and capacity support to them;
- Advising the RC/HC and IASC Country Team partners on policy issues;
- Carrying out comprehensive situational analyses using participatory assessment methodologies to identify threats to the rights of the displaced (and host) populations and assess protection risks, assistance gaps, resources and opportunities available within the displaced and host communities as well as those offered by the national and international players;
- Identifying, mobilizing and managing camp management agencies and other sectoral partners, ensuring that there is no duplication or overlap among the various camp managing agencies and between these and other sectoral partners;
- Evaluating the performance of camp managing agencies and addressing issues related to under-performing agencies, misuse of assets and strong religious agendas, in an objective and transparent manner;
- Ensuring that assessment, protection activities, programme delivery and camp governance are all conducted through community-based approaches and with an age, gender and diversity perspective;
- Monitoring and regularly reviewing development, implementation and evaluation of protection mechanisms and assistance programmes;
- Promoting best practices in camp management, including harmonizing protection/assistance standards between camps taking into consideration the host community.

What is camp management?¹

A **camp management agency** has the overall responsibility to ensure access to and enjoyment of basic human rights by all segments of the displaced population. In addition, it has the responsibility for the overall protection of all groups among the displaced community through specific protection activities, such as individual registration and documentation with an explicit focus on the most vulnerable. As such, it should set up and maintain a settlement that provides a safe, secure and dignified place for displaced persons to live in, according to internationally accepted standards of well being². Likewise, camp management has the responsibility to ensure the efficient and timely delivery of all services through coordination, identification of gaps and monitoring and by avoiding duplication.

¹ Partly based on the draft definition found in Chapter 1 of the revised Camp Management Toolkit (June 2005 draft)

² For example, the Guiding Principles on Internal Displacement and the Sphere Project Humanitarian Charter and Minimum Standards in Disaster Response.

Furthermore, camp management has a role both as the communities' advocate as well as the intermediary between the camp population, the authorities, security forces, implementing agencies and local host communities. Camp management has an additional duty to promote appropriate and widely acknowledged representation of the various groups and must both make use of and further develop local capacity where possible. With regards to other implementing partners, camp management has the main task to ensure that all implementing agencies deliver according to international standards, have a protection focus mainstreamed through all their activities and apply participatory approaches. Camp management also has a responsibility to keep the camp coordinating agency informed of activities and developments within their camp. This allows for effective and timely intervention by the camp coordinating agency vis-à-vis the Government, donors and international community.

Camp planning, construction, and management are multi-disciplinary activities that need to be carried out in a protection-oriented manner, through a community-based approach, which takes into account age, gender and diversity specificities. While a number of camp-specific sectoral and specialized activities might be delegated to other agencies (e.g. water, sanitation, health, etc.), camp management includes certain core functions, such as:

- **Proximity:** Field presence and development/maintenance of relationships with displaced and local communities, as well as with local authorities;
- **Registration:** Establishing, maintaining and updating population registers, ensuring appropriate documentation and identifying those with specific needs, e.g. unaccompanied/separated children, in close cooperation with the entity mandated for specific population categories and in accordance with established international standards;
- **Participation and community involvement:** Working with displaced communities, especially identifying and developing their capacities, developing sustainable skills and recruiting staff from these communities / mobilizing the participation of persons of concern in all aspects of camp life and camp governance with particular measures to ensure meaningful participation by women and young people;
- **Coordination of services and assistance:** Organizing internal camp coordination processes with all stakeholders (international agencies, NGOs, displaced and host communities, local authorities); information sharing, monitoring (standards), formalizing roles and responsibilities, conducting vulnerability assessments;
- **Protection:** Liaising with authorities responsible for protection and security; with regard to crime, abuse and exploitation, ensuring that monitoring, reporting and response mechanisms are established and known to all of the camp community in order to facilitate access to justice;
- **Resources:** Ensuring training and compliance of humanitarian workers with IASC Code of Conduct;
- **Reporting** regularly to the Camp Coordination lead agency, which in turn will report to the RC/HC and host authorities;
- **Advocacy:** Firm and effective leadership complemented by lobbying for assistance and funding.

What is a camp?³

The type of camp situation varies depending on the emergency complex and coping strategies.

Dispersed settlements: This type of arrangement is where the displaced persons find accommodation within the households of families who already live in the area of displacement, or on land or in properties owned privately or collectively, either in rural or in urban settings. The displaced persons either share existing accommodation or set up temporary accommodation nearby and share water, sanitation, cooking and other services of the pre-existing households.

Mass shelter in collective centers: This type of settlement is where displaced persons find accommodation in pre-existing public buildings and community facilities, for example, in schools, barracks, community centres, town halls, gymnasiums, hotels, warehouses, disused factories, and unfinished buildings. They are often used when displacement occurs inside a city itself, or when there are significant flows of displaced people into a city or town. Often, mass shelter is intended as temporary or transit accommodation.

Camps: This type of settlement is where displaced persons find accommodation in purposely-built sites where a full range of services may be provided, usually exclusively for the population of the site. There are three variants of camps:

Reception and transit camps: Oftentimes, it is necessary to provide temporary accommodation for displaced persons. These camps might be necessary at the beginning of an emergency as a temporary accommodation pending transfer to a suitable, safe, longer term holding camp, or at the end of an operation as a staging point of return. Reception and transit camps are therefore usually either intermediate or short-term installations.

Self-settled camps: A displaced community or displaced groups may settle in camps, independent of assistance from local government or the aid community. Self-settled camps are often sited on state-owned, private or communal land, usually after limited negotiations with the local population or private owners over use and access.

Planned camps: Planned camps are places where displaced populations find accommodation on purpose-built sites, and a full services infrastructure is provided, including water supply, food distribution, non-food item distribution, education, and health care, usually exclusively for the population of the site.

Working Assumptions

While developing this report the IWG based its work on certain assumptions:

³ Based on UNHCR Handbook for Emergencies (Second Edition, June 2000) and the Shelter Project's Transitional Settlements/Displaced Populations (University of Cambridge/OXFAM, 2005)

1. UNHCR has the global responsibility for camp coordination and camp management in all refugee situations.
2. The above-mentioned definitions of camp management, camp coordination and camps/settlements were used.
3. While in principle, the policies and standards identified should be applicable to camps in both complex emergencies and natural disasters, the sectoral lead arrangements proposed in this report apply to camps for displaced persons due to armed conflict and not to those hosting persons displaced by natural or human-made disasters or persons displaced by development projects. At the same time, the report highlights that identifying a sector lead in cases of natural disasters will be one of the first issues to be tackled by the cluster in its work plan for the short term.
4. The “trigger” for intervention of the sectoral lead will be a request from the HC/RC/IASC Country Team for the cluster/lead agency’s assistance.
5. Issues relating to ex-combatant cantonment are being discussed by the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration⁴ and will be reflected in the Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS), which will be published in December 2005.⁵ As a result, the IWG did not include camps for demobilized soldiers in its discussions but noted that, in some instances, camp coordinating and camp managing agencies will be confronted with situations in which armed combatants and demobilized soldiers may be found in camps predominantly hosting displaced populations. In such instances, appropriate measures will be taken by the sectoral lead agency to ensure the civilian character of camps for displaced persons.
6. The cluster members would assist the lead agency(ies) as equal partners in performing camp coordination/camp management functions, with the sector lead agencies being *primus inter pares* under the overall auspices of the RC/HC.
7. The sector lead responsibility would start from the preparedness stage and continue until durable solutions are found or responsibilities are properly handed over to national NGOs or authorities.

⁴ The following Organizations/Agencies/Departments are part of the Working Group on DDR, established in March 2005: Department of Disarmament Affairs (DDA), Department of Peacekeeping Operations (DPKO), Department of Political Affairs (DPA), Department of Public Information (DPI), International Labour Organization (ILO), International Organization for Migration (IOM), Joint United Nations Programme on HIV/AIDS (UNAIDS), United Nations Development Programme (UNDP), United Nations Children’s Fund (UNICEF), United Nations Institute of Disarmament Research (UNIDIR), United Nations Development Fund for Women (UNIFEM), United Nations Population Fund (UNFPA), United Nations High Commissioner for Refugees (UNHCR), World Food Programme (WFP) and the World Health Organization (WHO).

⁵ IDDRS 04.30, *Demobilization*, will outline in detail the principles and procedures for managing semi-permanent and mobile demobilization sites.

8. In view of time constraints, the IWG did not establish a comprehensive list of responsibilities of the global lead agency(ies) at the national level. Instead, it opted for setting out an indicative set of tasks. Also, the IWG did not deal with concepts of a general nature (e.g. responsibility and accountability of sectoral lead agencies) as these need to be discussed through an inter-sectoral mechanism.
9. IASC Country Team refers to the inter-agency country team in most crises (comprising the UN Country Team, the Red Cross Movement, IOM and NGO partners).
10. Areas of possible duplication and overlap, as well as relations between clusters, will be discussed at the IASC retreat of 6 and 7 September 2005.

Interim WG recommendation for Lead Agency(ies) for Camp Coordination/Management

The IWG recommends UNHCR as sector lead agency, at the global level, in camp coordination/camp management for complex emergencies.

This is subject to the understanding set out in the IASC paper of 12 July that in some country contexts another agency may be better placed to assume the role as requested by the HC/RC/IASC Country Team.

Composition of the Proposed Camp Coordination/ Management Cluster Working Group

The IWG proposes four criteria for participation in the Cluster Working Group, which is to be established under UNHCR's leadership in September 2005, and will be tasked with fleshing out and overseeing the implementation of a work plan based on the actionable recommendations proposed in this report:

- Demonstrated operational capacity
- Community-based approach to camp management
- Adequate human resources for ensuring consistent participation in the cluster working group
- Long-term commitment to building internal capacity in particular area(s) of expertise related to the sector.

The following initial list of Cluster Working Group participants is proposed:

International Federation of Red Cross and Red Crescent Societies (IFRC)
 International Organization for Migration (IOM)
 Norwegian Refugee Council (NRC)
 UN Children's Fund (UNICEF)
 UN High Commissioner for Refugees (UNHCR)
 UN Human Settlements Programme (UN-Habitat)
 UN Office for the Coordination of Humanitarian Affairs (OCHA)
 World Food Programme (WFP)

This is an inclusive process and other parties who have an interest in camp coordination/management and are committed are welcome. Additionally, given the summer constraints, participation in the IWG has been limited; increased NGO participation is not only welcome, but strongly encouraged.

Identified Gaps and Concerns in Sector

Throughout this process, gaps and areas of concern in responding to Camp Coordination have been identified. The analysis of these gaps provides a starting point for the next phase of implementation and action. The following are some of the gaps identified thus far, which will inform the work planning process of the proposed Cluster Working Group:

1. Almost all recent operations have disclosed a weakness in the sector of camp management. Currently, there is a lack of a clear sense of ownership for the broader aspects of working with displaced populations in camp situations. The levels of training in site placement, construction of shelters and choice of shelter material vary greatly. Consequently, the task of camp management suffers from a lack of direction and NGOs end up assuming responsibility for activities often beyond their competence. The sector needs to be strengthened in relation to standards and general expectations, and agencies should recognize that this sector is essential in almost all international emergencies.⁶ Specific concerns include: global standard setting for camp management and monitoring to ensure adherence with these standards; coordination at the country level to ensure an appropriate division of labour amongst IASC members (including the appointment of camp managers where appropriate); effective liaison with national authorities on general policy issues relating to camps, including establishment, maintenance, consolidation and closure.
2. There is a need to identify an organization/agency that will be accountable, as sector lead agency at the global level, for camp coordination/camp management in displacement situations resulting from natural disasters. The IWG Working Group believed that it is imperative to identify, in the short term, an agency that has experience and resources, and is able and willing to strengthen its capacity in camp management in natural disaster situations.
3. Currently, people residing in camps or camp-like situations are living under varying conditions, depending on the country they are displaced in or the organization/agency assisting them. Furthermore, standards between IDP and refugee camps can vary drastically and uniform standards must be established to ensure the rights of all displaced are protected equally. There is a need for the establishment of Global Standards that ensure that rights violations, risks and needs of all displaced are addressed.
4. While the IWG agreed to keep a broad definition of what constitutes a camp or a camp-like situation, there is a need to more clearly define the scope of the

⁶ Extract from final HRR report, 6 July 2005

cluster in order to ensure predictability and accountability. Is the cluster responsible to the different types of settlements/camps described at the beginning of this report? Does the categorization used in this report also apply to situations resulting from natural disasters? Is the required response different for the various types of settlements?

5. The timeframe of the cluster's and lead agency's responsibilities also require definition. In some cases of forced displacement (both internal and refugee situations), the camps have remained for several years. Camp management in protracted displacement situations requires both capacity and commitment. The IWG assumed that the cluster would be responsible until durable solutions are found or responsibilities are properly handed over to national NGOs or authorities. The latter, highlights the crucial importance of building the capacity of national authorities in camp coordination and camp management, particularly when durable solutions are not easily found.
6. Across the humanitarian community, human resource capacity is weak and the number of trained staff specific to camp management is much lower than the demand. While the Camp Management Toolkit represents a good basis for modular training, additional efforts must be made to train a significant number of trainers who can engage in the capacity building efforts required in this sector.
7. A cluster advocacy strategy, at the global level, is necessary as the understanding of and the need for camp management varies. Camp coordination and camp management differ slightly from more "traditional" sectors and therefore requires information and awareness activities.

Summary of Cluster and Lead Agency Responsibilities

For overall accountability and predictability of a humanitarian response within camp situations, and for the response to be in line with the collaborative effort, the cluster must work together to respond in a predictable and timely manner. The sheer size of the responsibilities of camp coordination requires the commitment and participation of several organizations/agencies. The lead should act as a guide to ensure that capacity and standards are developed within the cluster.

Cluster Responsibility

Together, the cluster members will identify the overall requirements in responding to camp and camp-like situations and augment their capacity to meet this threshold. The cluster will identify (and establish when necessary) standards and guidelines that facilitate interoperability to ensure that activities are carried out quickly and effectively. In general, under the leadership of the chosen agency, the cluster will ensure that those displaced are quickly assisted and protected. The cluster members will endeavour to increase capacity within their own organization/agency in area(s) of appropriate expertise.

Lead Agency Responsibility

As the focal point for the cluster, the lead agency is accountable for the response to the humanitarian crisis. However, it is recognized that given the sheer amount of work required the lead simply cannot implement in all crises and therefore must work closely with the cluster and the cluster members. The creation of a secretariat will improve the overall coordination of the cluster and support the daily work required for maintaining and developing standards, guidelines and for updating and improving capacity mechanisms. Given the lead's expertise and capacity in the area of camp coordination, it will manage and co-ordinate and develop existing camp management capacity and expertise.

Additionally, the lead agency will assist in building capacity within the sector through training and advocacy strategies. The lead agency will ensure the participation of cluster members.

Global and Country Specific Response

Both the global and country levels need to be examined when dealing with a camp crisis. The IWG has largely focused on the global response at this time; however, the country level response is critical, as specific issues in camp management for preparedness must be addressed. As mentioned in our working assumptions, the lead agency would be called upon by the HC/RC, in an event where camp coordination is required and when there is no existing capacity in-country. In these cases, the lead agency along with the cluster, should still continue to advise on standard setting and training requirements.

The cluster and lead agency responsibilities, at both the global and national levels, are set out in the following matrices. The responsibilities at the national level are not exhaustive but indicative, and will be further refined in the next phase of the process.

Roles and Responsibilities of the Cluster		
	At the global level	At the national level
Policy-making Capacity	<ul style="list-style-type: none"> • Establish a common framework of guiding principles for camp management 	<ul style="list-style-type: none"> • Use a sectoral approach to ensure a smooth camp coordination/management and avoid duplication and overlap.
	<ul style="list-style-type: none"> • Formulate, pursue and revise policies related to the core functions of camp coordination / management 	<ul style="list-style-type: none"> • Environment protection and mitigation of negative impacts on ecological habitat
	<ul style="list-style-type: none"> • Develop and set standards, procedures and tools that would assist in the implementation, monitoring and evaluation of camp coordination / management activities 	
Programming Capacity	<ul style="list-style-type: none"> • Ensure that all programming tools and resources related to camp management utilize community-based approaches and incorporate gender, age and diversity dimensions 	<ul style="list-style-type: none"> • Selection, (participatory) planning and development of sites in collaboration with national actors • Ensuring camp design supports protection of women and children
	<ul style="list-style-type: none"> • Ensure an adequate dissemination of the Camp Management Toolkit and training in Camp Management among staff from the cluster member agencies and their operational and implementing partners 	<ul style="list-style-type: none"> • Registration of camp population, paying particular attention to gender, age and diversity dimensions • Updating of population registry
	<ul style="list-style-type: none"> • Ensure oversight capacity through joint evaluations, inter-agency inspection missions, etc. 	<ul style="list-style-type: none"> • Establish and maintain distribution mechanisms (for food and non-food items) with clear management role for women, as well as men • Ensure that strategies are developed to support and strengthen the camp residents' livelihoods
Protection Capacity	<ul style="list-style-type: none"> • Ensure that all policies, standards, procedures and tools related to camp coordination/management are protection-oriented and rights-based 	<ul style="list-style-type: none"> • Design and provision of basic infrastructure and services (roads, water, health, etc.) with direct participation by affected population

Roles and Responsibilities of the Cluster		
	At the global level	At the national level
	<ul style="list-style-type: none"> • Inform, on a regular basis and as required, the protection global lead agency(ies) about protection trends identified in camps around the world 	<ul style="list-style-type: none"> • Facilitate the provision of security and law enforcement by the national authorities and other relevant actors such as civilian police components of peacekeeping missions, as well as through the establishment of camp watch teams (if necessary in cooperation with the national sector lead for protection). • Organize affected population’s participation in camp governance and community mobilization with particular emphasis on women’s decision-making role and on persons with specific needs (such as the elderly and the physically-challenged)
	<ul style="list-style-type: none"> • Where necessary, coordinate with peacekeeping mission to allow for better complementary strategic planning to provide better physical security around camp areas in a way which does not compromise the civilian nature of camps and upholds basic humanitarian principles of neutrality and impartiality. 	<ul style="list-style-type: none"> • Ensure transparent camp governance and effective access to justice for camp residents that conforms to relevant human rights standards. • Provide advisory services to victims of violations of human rights and ensure that all necessary actions are taken to address the needs of the victims (e.g. in cases of sexual and gender-based violence). These needs include medical, psycho-social as well as actions necessary for legal redress and / or physical protection. Effective reporting, monitoring and response systems must be implemented.
Advocacy & Fund Raising Capacity	<ul style="list-style-type: none"> • Assist in the mobilization of resources, coordination of multiple players, monitoring, tracking and measuring performance and reporting 	<ul style="list-style-type: none"> • Assist the Humanitarian Coordinator in the mobilization of resources, coordination of multiple players, monitoring, tracking and measuring performance and reporting

Roles and Responsibilities of the Cluster		
	At the global level	At the national level
	<ul style="list-style-type: none"> • Establish a resource mobilization strategy and ensure liaison with donors at the global level and in close coordination with the Emergency Relief Coordinator/OCHA to ensure predictable and sustained funding • Identification of core advocacy concerns at the global level and contribute key messages to broader, multi-sectoral advocacy initiatives 	<ul style="list-style-type: none"> • In close coordination with the sector lead agency at the global level, assist the Humanitarian Coordinator in the establishment of a resource mobilization strategy vis à vis donors present in the country • Build up and strengthen confidence within camps and between camp residents and surrounding communities • Identification of core advocacy concerns at the national level and contribute key messages to broader, multi-sectoral advocacy initiatives • Advocate with authorities and ensure that aid workers working in camps are able to conduct their work independently and in an environment that allows for confidentiality of sensitive information
Preparedness and Emergency Capacity	<ul style="list-style-type: none"> • Assist in the establishment of a preparatory inter-agency training programme for future emergency deployees • Identify, make available, train and eventually deploy to new emergencies teams of experts in camp management 	<ul style="list-style-type: none"> • Assist in the preparation of and coordinate all activities related to contingency planning • Conduct training in camp management for NGOs, UN agencies, local government officials and members of displaced and host communities
Phase-out and Rehabilitation Capacity	<ul style="list-style-type: none"> • Identify, document and disseminate good practices related to camp consolidation, down-sizing and closure, guidelines on handover of camps to national actors and transition where use of camp facilities changes (e.g. to longer term settlements) or camp closure is not possible 	<ul style="list-style-type: none"> • Consolidate and down-size camps as needed

Roles and Responsibilities of the Cluster		
	At the global level	At the national level
	<ul style="list-style-type: none">• Establish guidelines and related tools on the rehabilitation of areas formerly occupied by camps	<ul style="list-style-type: none">• Camp closure and rehabilitation of areas formerly occupied by camps, including the development of appropriate camp closure guidance and policies addressing relevant issues including questions of compensation to private landowners and disposal of assets such as water pumps, shelter materials etc.

Sector Lead Responsibility	
Responsibilities at the Global level	Responsibilities at the Country/Situation level
<ul style="list-style-type: none"> • Operate cluster secretariat and chair cluster working group 	<ul style="list-style-type: none"> • Support the Humanitarian Coordinator, including (if necessary) with support staff to service cluster coordination; chair local cluster working group
<ul style="list-style-type: none"> • Identify and maintain resources and capacity within cluster at global level to respond to a specific number of predictable and ongoing emergencies (to be determined through OCHA process mentioned at Inter-Sectoral Meeting on 11 August) 	<ul style="list-style-type: none"> • Establish MOU with authorities dealing with camp coordination/management.
<ul style="list-style-type: none"> • Lead or participate in needs assessments by cluster in all new/breaking crises and establish priority actions in the area of camp coordination/management for all new crises and for ongoing emergencies where camp coordination/management response is deemed insufficient. 	<ul style="list-style-type: none"> • Assess, plan, monitor and report on implementation of camp coordination and cam management in the specific country
<ul style="list-style-type: none"> • Coordinate the development and implementation of cluster work plan and oversee the contribution of the cluster to country strategies 	<ul style="list-style-type: none"> • Identify and coordinate partners involved in camp management and related key activities (e.g. registration)
<ul style="list-style-type: none"> • Promote best practices within cluster and ensure establishment of appropriate standards 	<ul style="list-style-type: none"> • Delegate camp coordination/management tasks to appropriate agency
<ul style="list-style-type: none"> • Develop and maintain emergency response capacity within cluster through the establishment and management of an inter-agency roster and the training of its members, as well as through the establishment of partnerships and stand-by agreements with pertinent organizations / governments 	<ul style="list-style-type: none"> • Ensure that camp planning, maintenance and development are carried out by competent partners in line with best practice; take action when partners default on these standards and commitments.
<ul style="list-style-type: none"> • Ensure that preparatory training for staff of cluster member agencies (beyond members of inter-agency roster) is carried out on a regular basis at global, regional and national levels 	<ul style="list-style-type: none"> • Ensure that camp managing agencies use community-based approaches and mainstream age, gender and diversity throughout all their activities
<ul style="list-style-type: none"> • Establish oversight mechanisms, including monitoring and evaluation standards 	<ul style="list-style-type: none"> • Promote inter-agency and cross-sectoral cooperation and inputs, including through regular coordination meetings

Sector Lead Responsibility	
Responsibilities at the Global level	Responsibilities at the Country/Situation level
<ul style="list-style-type: none"> • Ensure consistency between cluster policies/standards and those of all other clusters • Establish a collective body of knowledge on camp coordination/management in co-operation with the Inter-Agency Camp Management Project and make it accessible to all cluster members. 	<ul style="list-style-type: none"> • Ensure periodic review with – or report to authorities (local and central), RC/HC, and IASC country team on basis of agreed strategies and work plans
	<ul style="list-style-type: none"> • Ensure appropriate monitoring mechanisms (including indicators) are in place to review impact and progress against implementation plans and universal standards
	<ul style="list-style-type: none"> • Ensure that the core advocacy concerns identified by the cluster at country and local level are adequately conveyed to all stakeholders
	<ul style="list-style-type: none"> • Develop capacity within cluster locally through periodic training in camp management for staff of member agencies
	<ul style="list-style-type: none"> • Preparation of contingency plans for country-specific crises

Actionable Recommendations to Improve Predictability & Effectiveness

In order to move the process forward, the cluster has identified several action points to address identified gaps and to improve predictability, accountability and effectiveness. The action plan looks at building capacity, operational response and preparedness and policy measures. In addition, there is recognition that the cluster must address existing situations where camps do not meet adequate standards. The planned activities are divided into immediate, medium and longer term activities for proposed completion.

Actionable Recommendations to improve predictability & effectiveness
1. Development of cluster:
a. Maintain and support the cluster Working Group on Camp Coordination/ Management (after the IASC Principals Meeting in September)
b. Encourage more partners into the cluster, particularly from NGO community (short term ⁷)
c. Establish a secretariat function for the cluster (short term)
d. Finalize the set of responsibilities of lead agency(ies) and cluster members at national level (short term)
2. Response preparedness
a. Increase stand-by capacity and partnership arrangements (medium term)
b. Stockpile emergency supplies in camp coordination equipment (computers, radios, etc.) and registration hardware, software (medium term)
3. Policy/Operational Preparedness:
a. Develop guiding principles on camp management (longer term)
b. Fine tune policy guidance, operational guidelines and procedures (including through the revision and finalization of the Camp Management Toolkit) (longer term)
c. Develop IT application in support of the revised Camp Management Toolkit (longer term)
d. Define cluster responsibilities toward different categories of settlement in 'camp' definition (short term)
e. Discuss and agree on which agency(ies) might take on the role as sector leader in natural disasters, to enable a predictable capacity to be established for natural disaster camp coordination (short term)
f. Embark on pilot projects and document "best practices" (medium term)
4. Capacity Building:
a. Assess currently existing training modules; adjust and refine to meet new requirements (medium term)
b. Develop and implement effective Training of Trainers plan and increase training of staff from cluster member agencies and operational partners (camp coordinators and others) so as to meet cluster response preparedness requirements (medium term)
c. Develop and implement guidelines and training modules for national

⁷ SEPTEMBER – DECEMBER 2005 = SHORT TERM
 JANUARY – DECEMBER 2006 = MEDIUM TERM
 JANUARY – DECEMBER 2007 = LONG TERM

Actionable Recommendations to improve predictability & effectiveness
actors (host authorities and national NGOs), as well as for displaced populations (medium term)
d. Develop partnership models/MOU models for national actors, in particular national NGOs (medium term)
5. Advocacy/Resource Mobilization
a. Assess financial and resource implications (including mapping of current and projected response requirements in this cluster) of achieving predictable and effective cluster and accountable sectoral lead agency at global and national levels (short to medium term)
b. Engage in donor dialogue to develop consistent and sustained funding for camp care and maintenance preparedness and response (short to medium)
c. Support the Inter-Agency Camp Management Project and strengthen the IASC involvement in the “Camp Management Toolkit” initiative.
d. Explore how to use CAP more effectively to secure funding for multi-sectoral camp management projects involving multiple actors (short to medium term)
6. Action plan for addressing existing emergencies (including the 8 IDD priority situations)
a. Conduct cluster-led assessments and develop a plan and budget to address camp coordination/management concerns in current crises (short to medium term)