Chapter 1: CAMP COORDINATION & CAMP MANAGEMENT

Section 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

a) Funds received, disbursements to partner(s), expenditures and carry-over:

Appealing Organisations (*and organisations which received funds via cluster lead*)	Revised req'ments	Contributions as at 31 Jan 2007	Pledges as at 31 Jan 2007	% funded (pledges and contributions)	Funds spent as at 31 Jan 2007	Expected expenditures 1 Feb - 31 March 2007	Expected carry over beyond 31 March 2007
Funds appealed for directly by Cluster Co-lead UNHCR	1,538,965	1,534,905	0	100%	413,931	426,743	694,231
Funds appealed for by Cluster Co-lead IOM (includes 100,836 channeled to IOM by UNHCR)	1,190,000	1,243,836	0	105%	241,010	460,736	542,090
Funds appealed for directly by Cluster Partner NRC	770,000	770,000	0	100%	455,000	214,000	101,000
TOTAL	3,498,965	3,548,741	0	101%	1,109,941	1,101,479	1,337,321

NRC has an agreement with the Norwegian Ministry of Foreign Affairs (MFA) that the Norwegian contribution to NRC can be spent through April 2007, which is one year after the receipt of the funding. Unspent money by 30 April 2007 should normally be returned to MFA.

b) Donors:

Appealing Organisations (*and organisations which received funds via cluster lead)*	Revised req'ments	% Funded (pledges & contributions)	Netherlands	Norway	Sweden	UK	US
Funds appealed for directly by UNHCR	1,538,965	100%	109,643	99,467	37,500	788,295	500,000
Funds appealed for directly/indirectly by IOM (includes 100,836 channeled to IOM by UNHCR)	1,190,000	105%	100,836	218,300		924,700	
Funds appealed for directly by Cluster Partner NRC	770,000	100%		770,000			
TOTAL	3,498,965	101%	210,479	1,087,767	37,500	1,712,995	500,000

c) Impact of under-/late-funding; carry-over; lessons learned:

- In its first year of operation, the Camp Coordination and Camp Management (CCCM) cluster made good progress in achieving its outlined 2006 objectives through multiple activities at the field and global levels. Field-level activities involved capacity-building through training for field personnel and support for information management in specific countries as enumerated in field support below. Global-level activities centred on establishing a clear policy framework, setting out roles and responsibilities, defining concepts and establishing a 'virtual' secretariat operated by the two cluster leads (UNHCR and IOM). The 2006 objectives were framed by the CCCM partners in a work plan, which formed the basis for the appeal. The Appeal was successfully funded enabling the three main appealing CCCM partners - UNHCR, IOM and NRC – to commence the implementation of key activities.
- While the appeal was successful, the funds calendar differed with the financial and programming calendar (January to December 2006) of the participating agencies. Cluster funding was disbursed from April 2006 and partners implemented activities accordingly. However, the majority of the funding was not received until mid summer 2006; the varying funding time necessitates a roll-over of cluster funds to cover those activities which could not be completed by December 2006 into the first half of 2007.
- In general, 2006 was successful as the first year of existence for the CCCM cluster with several partners coming together at the global and field levels to define roles and responsibilities and to assume several tasks. There is much potential for the CCCM cluster to reach out to more partners, especially NGOs, who will join to further develop the cluster so that it may reach its overall goal of ensuring effective and efficient coordination of humanitarian response in those situations where

displaced communities are forced to live in camps. In 2007, CCCM cluster will continue to reach out to more partners to consolidate the achievements of 2006.

Section 2: CLUSTER OBJECTIVES AND RESULTS

a)   Global Cluster Lead(s): UNHCR (conflict situations) and IOM (natural disasters). UNHCR and IOM co-chair the cluster working group at the global level.

b)   Global Cluster Partners: OCHA, Norwegian Refugee Council (NRC), International Rescue Committee (IRC), Shelter Centre, Lutheran World Federation (LWF) and CARE International.

c)   Objectives/Achievements:

1.   Effective common policy framework (policies, guidelines, best practices, and tools) guiding international partners' delivery of CCCM response in selected ongoing situations and all new emergencies, leading to better delivery of protection and services in camps and avoidance of different standards of camps in same region:

The global CCCM cluster represents a new concept, which first required a clear definition. The cluster, therefore, aimed at defining the key concepts of CCCM and developed the basic concepts defining effective coordination and management as well as roles and responsibilities for the various actors where displaced persons are hosted in camp or camp-like situations. Key concepts defined are 'camp coordination', 'camp management' and 'camp administration.' These definitions and concepts were developed pursuant to a broad consultative process with field based personnel from a variety of international and national organisations. Under this main objective of a sound policy framework, the main components are:

- Drafting a handbook on 'best practice' in camp management/coordination, a guidance note for Humanitarian Coordinators/Country Teams to ensure that CCCM issues are properly addressed, and a camp phase-out/closure guidance note. The usage and roll-out of the policy framework, tools and concepts to field operations remains to be done in order to prove its added value, leading to better delivery of protection and services in camps and avoidance of different standards of camps in the same region.
- The process of disseminating and clarifying these concepts to all partners has been initiated, and the agreed concepts are being used e.g. in the revised Camp Management Toolkit. The cluster will continue this process, in particular at the field/national level, in order to ensure more effective interventions by the humanitarian community.

2.   Increased number of staff sufficiently trained on CCCM:

Training and capacity building play a key role in the cluster's commitment to raising standards in humanitarian response within camp settings. Training in the CCCM cluster group was developed on the premise that trained camp managers and stakeholders in camps will improve the quality of camps, and that skilled staff will be better able to identify gaps in assistance and protection, and respond to the needs of displaced communities. Within this context, the Norwegian Refugee Council was tasked by the CCCM cluster to facilitate Camp Management Training globally for camp managers as well as to conduct Training of Trainers (TOT) to expand the roster of qualified trainers.

3.   Strengthened donor and national actors' awareness of roles and responsibilities in CCCM, leading to more effective interventions by humanitarian community:

The cluster engaged in advocacy at various levels, including through workshops with field personnel, deployment of CCCM experts on missions to cluster pilot countries to work with national actors and sensitize them on CCCM and issued the updated version of a CD Rom on "IDP key resources" which includes CCCM definitions, policy framework and tools. The CD Rom was disseminated to all cluster partners as well as field personnel in ongoing IDP situations. The cluster hopes to undertake more advocacy initiatives in 2007.

Indicators/benchmarks	Comment/update
i) Capacity building for field	**Achieved:** Training of Trainers (TOTs) workshops held in

	personnel: 40-50 trained CCCM trainers; 200 trained camp management and camp coordination staff from different UN agencies, international organisations and NGOs.	Addis Ababa (Ethiopia) and Manila (the Philippines) resulting in 40 new trainers from nine different NGOs, UN agencies and international organisations. Four CCCM trainings, with 84 qualified camp staff, were held between September 2006 and January 2007 in Oslo (Norway), Bamako (Mali), Kordofan (Sudan) and Panama City (Panama). In addition, two trainings will be held in Cairo and Amman in February and March 2007, with a total of approximately 46 participants. Training specifically on camp coordination responsibilities for cluster leads will be a priority in 2007.
ii)	Core group of resource persons: Over 40 resource persons drawn from various organisations in different field locations who are well versed in CCCM and assist the global cluster in defining and implementing CCCM in new and existing emergencies.	**Achieved:** Three validation workshops held with 60 resource persons to address the concepts of CCCM and how they practically apply for various camp situations in conflict as well as natural disaster contexts. Two workshops took place in 2006 in Entebbe, Uganda in April 2006 and in Islamabad, Pakistan in November 2006. These two workshops were a follow-up to the first CCCM workshop which was funded by UNHCR in December 2005 to initiate the process of defining the concepts, roles and responsibilities.
iii)	CCCM included as a profile/competency in existing rosters maintained by various agencies.	**Underway:** UNHCR has selected 11 staff with relevant CCCM experience from the IDP emergency roster, for possible deployment to IDP operations. NRC has identified 16 persons with relevant CCCM experience on its Emergency Roster and trained additional 9 staff in 2006 for possible deployment. IOM has identified 10 staff with relevant CCCM experience for its emergency roster for deployment to new operations. All three partners are targeting the identified staff for specific training on CCCM as well as keeping these staff abreast with cluster developments.
iv)	Common understanding of CCCM as a sector by camp residents, practitioners, donors & authorities.	**Partially Achieved:** The 3rd edition of CCCM digital reference library ('IDP Key Resources') was issued and disseminated, in cooperation with the Protection and Emergency Shelter clusters. It contains a range of documents related to camp management and coordination. CCCM cluster workshops involving field staff were organised in Uganda and Pakistan. A section on 'camp settings' was included in the inter-agency frameworks including Needs Analysis Framework (NAF) and the inter-agency Gender Handbook.
v)	Development of standards, tools and policies.	**Partially Achieved:** The CCCM cluster has been working on a variety of issues for camp situations. The main focus has been developing common roles and responsibilities for camp coordinators, camp managers and camp administrators. A best practices tool in camp situations is now being developed as are policies and tools for collective centres, camp mobile teams and camp closure
vi)	Revised Camp Management Toolkit (edited by the NRC on behalf of the Camp Management Project - DRC, IRC, NRC, OCHA, UNHCR).	**Underway:** The draft chapters of the revised Camp Management Toolkit were sent out in December 2006 for review. The revised version (English language) will be printed and distributed in the first half of 2007. It will also be translated into French and Arabic. While the Toolkit is technically under the Camp Management Project, the CCCM Cluster collaborates closely with Camp Management Project; the Camp Management Toolkit is one of the clusters key documents.
vii)	Appropriate CCCM information management tools developed shared with all partners.	**Underway:** Camp coordination/management requires information and data sharing at the operational level. Hence, the global cluster started to support an Information Management pilot project in Uganda. Three consultants were deployed and an information management workshop with key partners held in Gulu, Uganda in October 2006. This project (with similar initiatives being supported in Somalia and

	Myanmar) will continue in 2007. The project aims at developing a model that enhances effective information management for camps including data on demography, protection needs, community participation and humanitarian gaps. The model would be used in other IDP situations.
viii) Development and dissemination of standardized assessment and monitoring mechanisms.	**Pending:** This activity relates to vi) above. While in Uganda, Somalia and Myanmar assessment and monitoring forms are the basis of the data/information management system, a standardisation of these forms/tools needs to be achieved – hence different operations would use a uniform format for data collection and analysis.
ix) Training modules for governments/authorities, as well as for camp residents, camp committees/ representatives, camp leaders and host communities have been developed.	**Underway:** NRC has developed new learner profiles at the three levels – government/authorities, leaders of camp residents and host communities. The training modules targeting these learner profiles are currently under development and they will be used in training workshops in 2007.
x) Regional contingency and preparedness strategies in place.	**Partially Achieved:** Global CCCM cluster members have been deployed to field operations where support in terms of camp management/coordination has been required. Regional offices are developing contingency plans in line with the cluster approach and CCCM objectives.

d)   **Field impact:**

The global capacity-building and activities of the CCCM cluster have highlighted that assistance and protection to displaced populations living in camps/camp-like situations has to be properly addressed. In countries where camp-situations occur, the cluster leads have advocated for the activation of CCCM cluster or for CCCM issues to be covered in some structure in line with the country team agreement. The CCCM cluster was activated in some pilot countries like Liberia, Uganda (as a sub-cluster under protection cluster) as well as new emergencies like Pakistan. In 2007, the cluster will engage in increased advocacy to create awareness among IASC Country Teams on the importance of activating the CCCM cluster for more efficient response to camp situations.

A significant number of field-based personnel from a variety of agencies have been trained on camp management during the reporting period. Eight trainings have been organised through the CCCM cluster, and additional eleven trainings were given by trainers who had been trained through cluster funds. With an increased number of trained staff, the cluster has strengthened its ability to respond to request for qualified staff to support field operations.

A core group of resource persons drawn from various field locations has also been established and worked jointly with the global cluster to validate the key concepts of CCCM. This core group will continue to work with the cluster in 2007 and will be expanded to ensure that a sizeable number of resource persons are maintained. Some of these resource persons are deployed to coordinate camp management activities at the field level. Support was provided to coordinate these activities in Bossaso, Puntland, Somalia in July-August 2006.

Additionally, staff has been deployed to emergency missions to provide assistance at the on-set of emergencies including in Ethiopia, Yogyakarta, Philippines, and East Timor as well as in protracted situations like Uganda and Somalia. Support was provided also to protracted IDP operations with standards and guidance on camp closure and phase-out strategies. Uganda received initial support of an assessment of the camp closure strategy and requested further support from the cluster in 2007.

Information management tools for CCCM were developed and shared with numerous partners at the field level including the digital library 'CD Rom on Key IDP Resources' disseminated widely to over 300 field personnel. To enhance camp coordination/management information and data sharing at the operational level, the global cluster supported an Information Management pilot project with a workshop for all partners held in Gulu, Uganda in October 2006 followed by an implementation of a GIS/mapping and database support for camp management agencies working in various camps in

northern Uganda. An information management project in Somalia centring on GIS/mapping and population movement tracking was also supported by the global cluster in 2006. Support was also provided through field missions to Myanmar and Central Africa Republic to improve information management focusing on the IDP protection monitoring tool for effective data collection and analysis.

e) **Risks and challenges:**

The CCCM cluster is a new concept which is not fully appreciated by many actors and the cluster has a continuous advocacy role to ensure a common understanding at the global and field levels. The cluster has remained fairly small in 2006 with low NGO participation at the start but as advocacy efforts continued, there was increased participation towards the end of the year. The main challenges of the CCCM cluster are:

✓ To encourage more partners, particularly NGOs, to participate in the cluster.
✓ To secure activation of the cluster at national/field level in appropriate crises, or alternatively ensure effective coverage of CCCM issues by the Protection Cluster.
✓ To clarify the responsibilities between the sectoral agencies and the camp management agencies.
✓ To ensure that cross-cutting issues (gender, HIV/AIDS, environment, protection) are properly mainstreamed in CCCM.
✓ To develop and apply indicators to measure the added value of the cluster at field level.
✓ To assess how training impacts at the field level and how those who have been trained in camp co-ordination and camp management use their skills.

f) **Cross-cutting issues:**

The CCCM as a cross-cutting cluster has the challenge of ensuring that other clusters adequately consider their interventions for camp situations. The cluster has also prioritised mainstreaming of cross-cutting issues of gender, protection, environment and HIV/AIDS, in all activities and tools being developed, for example cross-cutting issues are fully integrated into the different chapters of the Camp Management Toolkit. In addition, CCCM cluster representatives have been involved in the Cross-Cutting Review Team to develop a common model to integrate and mainstream cross-cutting issues within the cluster approach. In order to ensure a better understanding and coordination among clusters, CCCM participants are members of other clusters, i.e. protection, emergency shelter.

With regards to gender, the CCCM cluster has been represented at the IASC Gender and Humanitarian Task Force and contributed to the revised IASC Gender Handbook. Gender and community specialists from cluster partners have provided advice on age, gender and diversity aspects in the various documents and tools that have been developed by the CCCM cluster. The cluster has involved HIV/AIDS specialist in discussions, through which they have provided advice on HIV/AIDS issues pertaining to camp management/coordination and reviewed CCCM documents to ensure that HIV/AIDS issues are properly addressed. The cluster is also focusing on the full integration of Age, Gender and Diversity Mainstreaming throughout its various initiatives.

g) Activities:

✓ CCCM workshops organised in field locations to elaborate and validate key concepts and principles.
✓ Core resource group of CCCM practitioners at the field level established and worked with the global cluster in validation of key concepts.
✓ Dialogue and advocacy with other organisations to increase the number of partners within the cluster.
✓ CCCM digital reference library CD (3rd version) in 12 months issued and disseminated.
✓ Translation of key documents into French.
✓ Training: Two sessions of Training of Trainers (ToTs), with 40 staff trained from nine different NGOs, UN agencies and international organisations. Six CCCM trainings, including one in French. 130 new camp management staff trained.
✓ Development of key concepts: roles and responsibilities of actors involved in camp responses.
✓ Deployment of CCCM support to Yogyakarta, Ethiopia, Uganda, Somalia and the Philippines. Operational data management in Myanmar, Somalia, Uganda, as of January 2007 in Cote d'Ivoire
✓ Focus on cross-cutting and cross-cluster issues, including representation on the gender task force, work with the HIV/AIDS team and out reach to other clusters including WASH, Shelter, Protection and Health.

- ✓ Mainstreaming CCCM issues in inter-agency thematic notes and tools including in the IASC Gender Handbook, IASC Practical Guidance on Mental Health and Psychosocial Support in Emergencies, and the Needs Analysis Framework
- ✓ Development of Camp Coordinator Training Modules.