IDP CAMP COORDINATION AND CAMP MANAGEMENT
A Framework for UNHCR Offices

"….The new cluster approach to IDPs marks a major turning point for UNHCR……IDPs are now an integral and important part of UNHCR's global activities"

António Guterres, High Commissioner

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Objective

The objective of this document is to summarise recent developments with the UN approach to IDP situations; to explain UNHCR's evolving role and responsibility with specific reference to IDP camp co-ordination and camp management and to provide some initial provisional operational guidance.

This is consistent with one of UNHCR's strategic objectives for 2006; which is to "***strengthen UNHCR's support for collaborative efforts to comprehensively address situations of internal displacement***….."

Background

The UN's evolving Response to IDP Situations

Guiding Principles on Internal Displacement identify the rights and guarantees relevant to the protection of internally displaced persons in all phases of displacement (during displacement, return, resettlement and reintegration). Although they do not constitute a legally binding instrument they reflect and are consistent with international human rights and humanitarian law and analogous refugee law. They provide valuable practical guidance to all Authorities in their work with internally displaced.

In the absence of a single agency with a comprehensive mandate for protection and assistance to internally displaced persons (with the exception, outside the UN system, of the ICRC in situations of armed conflict), a consensus emerged in the 1990s within the Inter-Agency Standing Committee (IASC) (which includes UN agencies and, as "standing invitees," the IOM, the Red Cross movement and representatives of NGO consortia) that a "collaborative approach" to responding to internal displacement situations was the most appropriate and indeed the only feasible response mechanism.

The results of the Collaborative Approach failed to match expectations. Large gaps in delivery of essential goods and services combined with some areas of duplication, and an ad hoc approach by the system were noted. Moreover in 2003, an "IDP protection survey and response matrix" found that there were systematic gaps in protection and some other sectors, that agencies took unilateral and mandate-based decisions on their involvement and lacked accountability, and that Humanitarian Coordinators were not clear on their responsibilities or accountability to assess and coordinate a comprehensive response. More recently the Emergency Relief Coordinator (ERC) appealed in June 2005 for a major and rapid inter-agency effort to further define and implement the ideas pertaining to sectoral capacity-building and leadership.[1]

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[1]   Although the ERC has given top priority for the moment to the problem of filling gaps and ensuring predictability in specific, functional sectors, other issues on the humanitarian reform agenda, and covered by the

Recommendations from the report of the Humanitarian Response Review (HRR), finalized in July 2005, cover areas which include more predictable funding, strengthened coordination mechanisms, better preparedness measures and improved common services. It recommended that in order to address the "gaps" issue, in each functional sector where the combined response of the humanitarian agencies could not meet the needs, a "lead agency (cluster lead)" be designated to coordinate the efforts of all organizations active in any sector, to assess needs and improve global response capacity. Inter Agency Standing Committee (IASC) members agreed to his proposal to create a number of clusters (nine in total), each chaired by a relevant operational agency, that would flesh out the concept (respectively: protection, camp coordination & management, logistics, emergency telecommunications, nutrition, water & sanitation, emergency shelter, emergency health and early recovery). The "cluster lead" would be accountable at the country level to the Humanitarian Coordinator (HC) for ensuring the system's overall delivery within its sector. This approach was designed to improve the predictability, speed and effectiveness of the international humanitarian response in that sector. It is envisaged that all cluster leads will need to co-ordinate their efforts under the lead of the Humanitarian Co-coordinator in any country in which the cluster approach is applied.

The advantage sought by both the Humanitarian Response Review (HRR) and OCHA's Internally Displaced Division (IDD) in proposing a system of "cluster" leads was to provide a "***first port of call***" in each sector for any Humanitarian Coordinator in planning and implementing responses to an emergency. Similarly, in the event of a lack of actors and capacity on the ground, the lead agency for each sector would seek to mobilize the necessary resources and additional players while remaining, in effect, "***a provider of last resort***". The aim of the cluster-lead approach is to provide predictability and accountability in response to humanitarian emergencies. However, responsibilities and accountability accrue not only to the cluster leader, but also to each member of a "cluster".

Where, following a joint needs assessment and protection strategy development by a UN/IASC country team there is a finding by the Country Team in a particular situation that an agency other than designated cluster lead is better placed to assume primary managerial responsibility and accountability; leadership will pass to that agency.

Other cluster members would accept the lead agency(ies) as equal partners in performing sectoral functions, with the sector lead agencies being *primus inter pares* under the overall auspices of the Resident Co-ordinator (RC)/Humanitarian Co-ordinator (HC).

Clusters and their leads will have among their priority tasks to ensure capacity-building (global, regional, national and local) and the setting and monitoring of standards and best practices, in addition to improving the speed, quality and coverage of emergency response in specific situations.

Humanitarian Response Review, are also being dealt with, or will be dealt with shortly. These include *inter alia* the issue of funding mechanisms, the strengthening of the Coordination function in the field, common services and the structure and functioning of UN "integrated missions."

The cluster concept is to be applied to **new emergencies** to the extent possible. It is also applied on a pilot / roll-out basis in existing IDP situations including (DRC, Uganda and Liberia) as of January 1st 2006 and Somalia since April 2006. In other IDP situations the existing collaborative approach may be continued but further enhanced to ensure support and gap filling. Some UN Country Teams may decide to adopt the "Cluster Lead" approach.

UNHCR's Evolving Response to IDP Situations

For a large part of its history, UNHCR became involved in the response to internal displacement in an ad hoc, case-by-case manner, focusing especially on those situations where IDPs were mixed with, or in close proximity to, refugees or returnees and shared much the same needs.

UNHCR's acceptance of the cluster leadership with respect to three sectors; emergency shelter, camp co-ordination and management and protection marks a major turning point. IDPs more than ever will be an integral and important part of UNHCR's global activities. Within this UN interagency initiative UNHCR's visibility as a significant player will be enhanced.

Acceptance of this leadership role poses numerous challenges to the organization. As the High Commissioner noted in the 30th of November message "we need to enhance our preparedness and build our own leadership capacity to carry out our responsibilities with the camp co-ordination…" as well as the other sectors. Additional resources will be sought outside the core refugee budget and, within this collaborative approach, the emphasis will be on enhancing partnership and communication mechanisms.

UNHCR's Involvement in IDP Camp Co-ordination and Camp Management (CCCM)

UNHCR's Commitment to Protect and Assist Conflict IDPs

IDP Camp Co-ordination and Camp Management (CCCM) will occur in situations of armed conflict as well as natural disasters or human-made calamities (e.g. nuclear accident or any major ecological disaster). UNHCR's lead role in the three clusters has been **limited to people displaced as a result of armed conflict situations**. *(IOM has agreed to be the cluster lead for CCCM in situations of natural and human-made calamities).* Moreover, UNHCR has declared that It would not be the cluster lead where

- o the perception of UNHCR's impartiality would be negatively impacted,

o to the extent that humanitarian access to refugee populations in need would be seriously jeopardized/diminished;

o involvement with internally displaced persons and affected populations would compromise UNHCR's relationships with host governments or parties to a conflict to the extent that there would be a substantial negative impact upon protection and assistance activities for refugees.

o UNHCR's involvement with internally displaced persons and affected populations within a collaborative inter-agency framework could lead to a conclusion or an interpretation by countries of asylum that Article 1D of the 1951 Convention is applicable.

Duration of UNHCR Involvement

UNHCR's CCCM cluster lead responsibility will start from the preparedness stage and continue until durable solutions are found or responsibilities are handed over to National authorities or national NGOs. This commitment highlights UNHCR's need to start developing capacity within the national authorities as early as possible.

Levels of UNHCR Responsibilities

UNHCR's leadership within the camp co-ordination cluster will occur at three levels:

At global/headquarter level strategies relating to preparedness and capacity will be developed by UNHCR's IDP working/resource group in broad consultation with Bureaux and functional units. This group will liaise with the IDD and IASC to ensure appropriate communication and co-ordination takes place and that UNHCR's views are fully represented. When the ERC 'triggers' a response to a new IDP situation by contacting the High Commissioner advise and guidance from the relevant Bureaux will be sought.

At the national/country level UNHCR as a cluster lead (or other agencies that may be designated in particular countries) will be responsible to the Humanitarian Co-ordinator (HC) for leading and supporting overall national strategies related to overall camp coordination and management (including administration as defined under the titles of Camp Coordination, Camp Administration and Camp Management below).

At camp management level UNHCR field staff will actively support camp managers and administrators in ensuring the provision of protection and assistance service delivery functions. Unlike refugee situations where UNHCR would normally be expected to manage a camp and have line authority over implementing partners, UNHCR's role at the camp level in an IDP situation will be to assist and collaborate with camp management to ensure that all operational activities meet defined standards and that protection and assistance gaps are filled and duplication is minimised.

UNHCR's Implementation

UNHCR's Involvement in Existing situations

Interagency assessments have already been undertaken in several countries and it has been agreed that the cluster approach will continue to apply in the roll-out (pilot) countries which include DRC, Uganda and Liberia as well as Somalia.

UNHCR's Involvement in IDP Camps

Although camps are not the preferred situation UNHCR and other humanitarian actors nevertheless find themselves faced with situations where they need to respond to the needs of the displaced in camp and camp-like situations. In these circumstances there is a need to ensure that protection and assistance are managed and coordinated. Assisting internally displaced people in camps may not be considered a durable or ideal solution. Not only does the word 'camp' have an unpleasant connotation which deceptively suggests certain temporariness but also many have a tendency to turn into protracted or long term semi-permanent situations where residents may continue to be denied the right to work, where mobility is restricted and where dependency on handouts is prevalent.

Types of IDP Camps

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 (host families), 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.

Reception and transit camps: Oftentimes, it is necessary to provide <u>temporary</u> 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.

Recognized and non-recognized camps

The above typology of temporary settlements not withstanding, the issue whether a camp is recognised as "legitimate" by national authorities or not might arise – in particular during assessment missions. From UNHCR and the point of view of international humanitarian law (IHL), the most important criterion in this regard is the civilian character of a settlement. Any camp that is inhabited by non-combatants is a priori legitimate and eligible to receive protection and assistance.

In cases where the civilian population is mixed with combatants, it is the responsibility of the authorities (sometimes non-state actors) to ensure the separation of combatants from the non-combatants and their removal from the camp.

Another pre-requisite for the recognition of a camp as being 'legitimate' is the credibility of the causes that lead to displacement as per the IDP Guiding Principles, i.e. the fact that the camp residents "have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border".

National Authorities may apply other or additional criteria to gauge camps to be eligible for its residents to fall under the protection of IHL and to receive humanitarian assistance. Reasons authorities may deny recognition to camps may relate to size (too small), location (environmental hazards, on private land, being inaccessible etc.), and security concerns (too close to the frontline, mixture of armed and non-armed residents, etc.). In such cases, the camp coordination cluster lead should negotiate transitional measures that secure the well-being of their residents while appropriate alternative accommodation is being prepared.

Any other reason for denying the residents of a camp protection and assistance should be carefully studied by the Camp Coordination cluster and raised both with the authorities and the concerned population. Under all circumstances, residents of such non-recognized

settlements - as long as they are civilian – should have the right to move into secure, protected and assisted camps.

Roles, Responsibilities and Accountabilities of CCCM

Camp Coordination / Role of UN Agencies/ International Organizations designated as IASC 'Cluster' Leads

Camp Coordination entails the coordination of roles and responsibilities directly relating to the development and support of national/regional plans relating to the establishment and management of camps (incorporating exit and solutions strategies) and also the coordination of roles and responsibilities in the overall humanitarian response provided within camps, including ensuring adherence to agreed IASC stipulations and guidelines regarding the Camp Coordination and Camp Management (CCCM) cluster at the operational level.

Responsibility for *Camp Co-ordination* will be delegated to a particular agency or organization by the Humanitarian Coordinator after consultation with the IASC Country Team. In principle, the HC will normally follow the IASC agreed global lead designations, i.e. UNHCR (conflicts) or IOM (natural disasters). In the context of ensuring situational assessment, operational planning, strategic design, monitored implementation, technical support and overall cluster coordination, the Camp Coordination function should ensure that the following groups are fully consulted and appropriately involved during the humanitarian response:

- Beneficiary populations, making certain their involvement in needs assessment, delivery of protection/assistance and development/implementation of a durable solution;
- National Government/Authority (or in its absence the non-state actor which is in effective control of the area where the camp(s) are situated);
- Humanitarian and development partners within the CCCM cluster, including camp managers and service delivery partners, as well as other cluster and/or sector partners, the IASC country team, etc..;
- Other actors such as civil society, donors and diplomatic community, local/host communities, and the media.
- Ensure that agreed standards for camp management is met by camp managers

The primary objective of the *Camp Coordination* function is <u>to create the humanitarian space necessary for the effective delivery of protection and assistance</u>. In addition, it should provide appropriate support to national authorities, including capacity building, and should establish an open dialogue with the authorities so as to be in a position to discuss any problem that might arise from the effort to meet standards that conform to the international obligations a government, UN agencies and humanitarian organizations have subscribed to. The CCCM cluster lead should also promote and encourage government ownership of the protection and assistance strategy for camps and camp-like

temporary settlements. The ***Camp Coordination*** function ensures that international standards are being applied and maintained within and amongst camps; identifies and designates camp management agencies (see below) and service providers; monitors and evaluates service provision; and effectively addresses issues of poor performance by camp management and/or service delivery partners. It provides for training and guidance of all humanitarian partners. ***The Camp Coordination*** function also includes the responsibility to set-up and maintain assessments, monitoring and information management systems that allow all partners and service providers to have access to and share operational data at the camp and inter-camp levels to help identify and address gaps as well as to avoid the unnecessary duplication of efforts and activities by service providers.

UNHCR Role in Camp Coordination

In general the role of the UNHCR cluster lead at country level will be responsible to take all necessary actions to ensure the fulfillment of commonly accepted international standards are being applied and maintained and that timely, adequate and effective humanitarian action that achieves the required impact. This must be achieved in a co-ordinated manner that ensures the complementary of the various stakeholders' actions including IDPs and persons of concern, strengthen the involvement of national and local institutions, and make the best use of available resources for adequate and effective results.

As cluster lead, UNHCR (or other agencies designated in particular situations) will be responsible to the Humanitarian Co-ordinator for leading and supporting the collaborative development of national plans related to overall camp coordination within a particular country (refer to general roles, responsibilities and activities for camp co-ordination below). This may include specific roles and responsibilities as defined in the terms of reference agreed by cluster members in country.

The UNHCR cluster lead for camp co-ordination is responsible (non-exhaustively) for ensuring:

a. Predictable action within the cluster with respect to assessment/analysis of needs, including identification of gaps, defining priorities and planning/responding as required
b. Securing and following up on commitments from the cluster members to fill the gaps
c. Sustaining mechanisms through which the cluster as a whole, and individual members, assessing operational effectiveness and evaluating performance
d. Mobilizing and identifying resources, including additional cluster members and service providers
e. Capacitating national authorities

At the **camp co-ordination (inter-camp/country level)**, responsibilities include:

- Advising the UN Resident Coordinator/Human Co-ordinator and Country Team partners on policy issues;
- Promotion of Donor commitment by organizing missions, liaising on an ongoing basis on developments, achievements and funding requirements
- Organizing and maintaining the relationship with national authorities and if required, the provision of appropriate advice and capacity support. National authorities are the primary actors in programming for the displaced and must have the capacity to do so. Where they lack the capacity, the UN Country Team (UNCT) must provide assistance as required to relevant ministries (health, labour, housing, documentation etc.)
- As a rule, integrated approaches for displaced persons and host communities should be mainstreamed into the policies/practices of line ministries and local authorities. If the number of displaced persons is very high and or/integration strategies are complex, the establishment of a dedicated government department at national and local levels may be desirable. In addition the UNCT should make available technical expertise and provide learning opportunities for government, civil society, host and beneficiary communities.
- Undertaking comprehensive multi-agency 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 co-ordinating camp management agencies and other sectoral partners, ensuring that there co-ordination among other sectoral clusters;
- 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
- 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;
- Monitoring and regularly reviewing on an ongoing basis the development, implementation and evaluation of protection mechanisms and assistance programmes;
- Identifying and promoting best practices in camp management, including harmonizing protection/assistance standards between camps taking into consideration the host community.

Camp Administration (Supervision) / Role of Governments and National Authorities

In line with the obligation and responsibility of a state to provide protection and humanitarian assistance to those nationals that are internally displaced, *Camp Administration* refers to those functions of governments and national (civilian) authorities that relate to overseeing and supervision of activities in camps and camp-like situations. It comprises of sovereign state functions, such as the provision of security, maintaining law and order and the civilian character of a displaced persons' camp. The function to designate/open and close camps entails that the *Camp Administration* is

responsible for securing land and occupancy rights for a temporary settlement and to resolve disputes arising from the appropriation of land, to prevent claims against individual living and/or agencies working in a camp. Normally, issuance of documentation, permits, and licenses (birth certificates, ID cards, travel permits, etc.) to its inhabitants fall also under the (camp) administrative functions of a government. The obligation to protect citizens and to find a solution to the displacement situation means that *Camp Administrations* should prevent any eviction, relocation or any other further displacement of those living in the camp before they can regain their original homes in safety and dignity or are offered other residence that conforms to international standards. *Camp Administrations* are responsible to facilitate access to camps by the humanitarian agencies and provide relevant documentation in a timely and appropriate fashion.

Camp Management / Role of Camp Managing Agency, normally national or international NGOs:

Camp Management encompasses those activities in one single camp that focus on co-ordination of services (delivered by NGOs and others), establishing governance and community participation/mobilization mechanisms, maintenance of camp infra-structure, data collection and sharing, provision of defined services and monitoring the service delivery of other providers in accordance with agreed standards. Under the overall coordination and support provided by the Camp Coordinator, the respective Camp Management agencies will closely collaborate with the on-site authorities (Camp Administration) and liaise with them on behalf of all humanitarian actors and service providers in a camp if and when required. The *Camp Management* agency will also collect and maintain data to identify the gaps in the provision of protection and assistance and avoid the duplication of activities. It will refer all problems that it cannot resolve at the camp level to the CCCM cluster lead/camp coordination agency. The camp managing agencies should assist the camp co-ordination/cluster lead agency in defining the standards and indicators that are to be applied in particular responses with camp or camp-like situations. The Camp Management agency should also feed information and data to the camp co-ordination agency and any to information systems which might have been set-up within the cluster.

Pursuant to Guiding Principles on Internal Displacement protection including camp management of the IDPs should be the primary responsibility of the national authorities. Having said this in many operations the government (or non state actor) may be unable or unwilling to take on this responsibility. In such situations it is the responsibility of the UNHCR cluster lead to identify and support the appropriate camp management agency (service provider/NGO and/or beneficiaries).

Implementation Principles relating to CCCM

Camp planning, construction, and management are multi-disciplinary activities that need to be carried out in a protection-oriented manner, through a community and rights 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.

(Camp Security and safety)

Community Participation

IDPs must be at the heart of all decision-making concerning their protection as well as assistance and services they may require. It is essential to consult them directly and to listen to them. The participation from the outset of displaced women and men, young and old and from diverse backgrounds, in the definition of problems and the design of programmes for their benefit is crucial to serving, assisting, and protecting them and ensuring an effective response from humanitarian actors.

Participatory assessment[2] is a process of building partnerships with displaced women and men of all ages and backgrounds by promoting ***meaningful participation*** through ***structured dialogue***. This helps to mobilize the community to take collective action to enhance their own situation, to understand their capacities and resources, and to hear their proposed solutions for improvements. It forms the basis for the implementation ***of rights-based and community-based approaches***[3] (see Guiding Principles).

Several principles guide the use of the participatory assessment tool: age, gender, and diversity[4] mainstreaming (AGDM), rights-based approach and community-based approach.[5]

Age, gender, and diversity mainstreaming is a strategy to promote gender equality and respect for human rights, particularly women's and children's rights, and to enhance the protection of all people of concern, regardless of their ethnic, social, or religious background.

Community-based approach: a community-based approach aims to motivate women, girls, boys, and men in the community to participate in a process which allows them to express their needs and to decide their own future with a view to their empowerment, ownership, and sustainability. The role of the members of the cluster is to build, rebuild, or strengthen the community's capacities to respond to protection risks and to make decisions over access to and use of resources.

Rights-based approach: human rights principles guide all phases of the programming process in all sectors, including assessment and analysis, programme planning, design (including setting goals, objectives, and strategies), implementation, monitoring, and evaluation.

In the cluster context, rights-based and community-based approaches aim at empowering people of concern to build their ownership in programmes designed for and with them and to ensure sustainability of these programmes to strengthen their protection.

Participatory assessment is one phase of a comprehensive situation analysis.

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[2] For more information on participatory approaches, see also *Development Assistance for Refugee (DAR) Programmes, A Handbook for Planning and Implementing*, 2005, Part III, Appendix II, and *the Handbook for Self-Reliance*, Tools 4 and 5.

[3] See "Reinforcing a Community Development Approach", Standing Committee, 20th Meeting, 15 February 2001. The Community Development Approach aims to: strengthen refugees' initiative and partnership; reinforce dignity and self-esteem; achieve a higher degree of self-reliance; and increase cost effectiveness and sustainability of programmes.

[4] Diversity has been included here to ensure that mainstreaming is understood as inclusive of all backgrounds: ethnic, clan, caste, religious, socio-economic, educational, nationality, etc.

[5] Community-based interventions lead to community development. See also "Reinforcing a Community Development Approach", UNHCR Policy Document, Standing Committee, 20th Meeting, 15 February 2001.

WHAT IS SITUATION ANALYSIS?

The completion of the three phases of a situation analysis leads to a more accurate determination of protection strategies and needs based programming for multi-sectoral responses in a specific country. The information collected and analysed through this comprehensive process will inform the content of key programme responses which will inform detailed project submissions for funding and implementation strategies.

Situation analysis comprises three closely interlinked phases:

- **Phase 1: Analysis of existing information**
  All the available information on a particular situation concerning internally displaced persons from a wide range of sources, including reports from the all cluster members, demographic and diversity information, as well as from political and legal documents and reports produced by other organizations/partners is gathered and reviewed from an age, gender and diversity perspective.

- **Phase 2: Participatory assessment**
  Structured discussions are organized with displaced women, girls, boys, and men of all ages and backgrounds. This provides an opportunity to explain the protection risks they face and to participate *as partners* in the design of programmatic responses to issues affecting their lives.

- **Phase 3: Participatory planning**
  The cluster lead needs to convene a planning meeting to ascertain the response capacity of all organisations. Participants include donors, host government authorities, implementing and operational partners, and the persons of concern.[6] Together, they will review and analyse the information available and develop the operational objectives. A Common Humanitarian Action Plan (CHAP) will be developed based on these outcomes.[7]

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[6] The term 'person of concern' is used here to refer to all people of concern in a given situation.
[7] See *Participatory Planning in UNHCR – A Practical Guide*.