

## **Guidance Note Coordination and Management of Collective Centres Hosting Internally Displaced Persons**

**Global Camp Coordination Camp Management (CCCM) Cluster  
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### **Introduction**

This Guidance Note is issued by the global Camp Coordination and Camp Management (CCCM) Cluster following a study of field experiences conducted over a three-month period from April to June 2007 as well as field experience of CCCM practitioners reported at a validation workshop held in November 2007 in Dar es Salam, Tanzania. It advises on CCCM and its application in managing situations where displaced persons are hosted collectively in existing buildings termed “collective centres”. Camp coordination and camp management as a whole is applicable to all types of camp and camp like situations for displaced persons. Such terminology includes:

- Planned and self-settled camps
- Settlements
- Sites
- Collective centres

This Guidance Note is intended to demonstrate how the camp coordination and management approach can be applied to improve living conditions for displaced persons hosted in collective centres during complex emergencies and natural disasters. It makes a distinction between collective centres as temporary solution for displaced populations and as prolonged form of settlement. Camp coordination and management aims to improve living conditions at a given site through the following key components:

- Systematic participation of displaced communities in all aspects of life in the collective centre.
- Access to and delivery of humanitarian services in the collective centres.
- Effective coordination of humanitarian services and actors within a collective centre.
- Effective coordination of humanitarian actors responding in a number of collective centres and ensuring a unified approach to all collective centres at regional and national levels.
- Systematic gathering, analyzing and disseminating information on the IDP residents in a collective centre and the humanitarian services and gaps in the collective centre.
- Application of international standards across a number of collective centres in order to avoid application of different standards in different collective centres.

- Development of durable solutions for the IDPs and exit strategy for closing the collective centre.

Camp coordination and management is therefore a cross-cutting sector which serves a specific role at the intra-camp or intra-collective centre (within one site) level as well as at the inter-camp or inter-collective centre (among several sites) level.

This Guidance Note should be read in conjunction with existing range of camp coordination/management and humanitarian guidelines outlined in the reference section below. Many of these guidelines are ostensibly tailored to camp situations and do not always reflect the challenges of collective centres. The different characteristics of collective centres require an adaptation of these guidelines. This Guidance Note also sets out the key elements of this adaptation for the coordination and management of collective centres.

In applying these guidelines, it is important to remember that they are generic in nature and there is the need for flexibility, taking in to consideration the context within which the collective centre was formed. For example, in this guideline, it is recommended that rooms should not be partitioned in order to provide family units with adequate floor space. Experience from the field, however, indicates that while this should be aimed for, in some instances, partitioning is necessary to provide each family a protected space.

## What are collective centres?

### Key elements:

- Collective centres can be defined as: **pre-existing buildings and structures used for the collective and communal settlement of displaced persons in the event of conflict and natural disasters.** Collective centres just like other types of camps/settlements are temporary sites and should be used to host IDPs only as a last resort.
- Collective centres hosting IDPs may be either 'planned' or 'self-settled.'
- Regardless of the nature of a collective centre – planned or self-settled – a coordinated CCCM approach should be at the centre of humanitarian response strategies for IDPs.

A collective centre is a temporary site which may be designated specifically for hosting displaced persons or spontaneously occupied by displaced persons. Camps and camp like situations including collective centres should be utilised only as a last resort and at all times, actors should be aware that basic human rights and dignity are eroded when displaced persons lose their homes to live collectively in a camp or collective centre. However, collective centres if properly managed ensure that displaced individuals have fair and unfettered access to available humanitarian services and enjoyment of their basic rights.

Collective centres offer accommodation to a group of displaced persons; by their very nature such centres require IDPs to be hosted in variety of different buildings. Such buildings may, for example, be residential, as in dis-used or squatted housing, municipal or publicly owned facilities such as schools, military facilities such as army barracks or commercial facilities such as hotels. In terms of defining collective centres therefore, there are two main characteristics: 1) they are pre-existing buildings and structures and 2) they provide collective accommodation of IDPs. Collective centres can thus be defined as: **pre-existing buildings and structures used for the collective and communal settlement of displaced persons in the event of conflict and natural disasters.**

Collective centres seldom benefit from prior planning and actors face the complexity of developing a strategy for coordination and management of the centre after IDPs have already settled into the building. Displaced persons themselves may choose in times of crises to seek refuge in school and other public buildings and it is only afterwards that the authorities and aid agencies are able to respond. In some cases, local authorities may relocate IDPs to collective centres and may have time to plan the provision of assistance to them.

### Different kinds of collective centres

**Key elements:**

- Recognise that there are different kinds of collective centres hence different implications for their management and coordination of humanitarian response.
- Adopt appropriate management and coordination strategies for the type of collective centre
- Ensure development of agreements with owners if buildings are in private ownership or administrators if buildings are in public ownership

The table below provides an overview of the various buildings that may be used as collective centres and the implications for IDPs and agencies.

**Table 1: Types of collective centres and implications for humanitarian response**

Collective centres			Some implications for IDP community and other stakeholders
Ownership	Type of collective centres	Examples	
Public-owned	Public facilities	Schools, hospitals	Potential disruption to the provision of basic services e.g. education and health facilities. Risk of eviction for IDPs to pave way for resumption of public services. Buildings may already have basic facilities such as water and electricity installed.
	Military	Barracks	Impact on the civilian character of the collective centres and possible recruitment of IDPs.

			<p>Risk of unexploded ordnance.</p> <p>Risk of IDPs being exposed to hostilities targeted at military facilities.</p> <p>In case of displacement due to natural disaster, military establishments may provide IDPs with protection and security from criminals who may want to take advantage of the chaos.</p>
	Municipal	Town halls, stadium, factories	<p>Greater role of local authorities in the management structure.</p> <p>Privacy may be a problem.</p> <p>Resentment by host community unable to use facility</p>
<b>Private-owned</b>	Residential	Disused/ unfinished buildings	<p>More habitable and better infrastructure, but possible threat of eviction.</p> <p>Some buildings may be old or unfinished hence unsafe for habitation</p>
	Commercial	Hotels, factories, warehouses	<p>Potential loss of business and salaries hence compensation demands by owners</p> <p>Threat of eviction by owners (government may come to an agreement with owners for compensation which may minimise this threat)</p> <p>Resentment by host community unable to use facility</p>
<b>Civil society-owned</b>	Community	Community centres, gymnasiums	<p>Impact on local community and potentially greater societal tension.</p>
	Religious	Churches, temples, mosques, etc.	<p>Likely role of religious leaders and 'safe haven' for IDPs with better civilian security though this may not always be the case as evident in the Rwandan and Kenyan church massacres.</p> <p>Likelihood that there already are committees in place to run the centres.</p> <p>Risk of 'ghetto-ization' of vulnerable groups</p>

**A collective centre will have different implications for camp management practitioners depending on its ownership. Practitioners should factor ownership implications into assessments, planning and responses.** For example, trends in most situations reveal that *public* buildings will make the local authorities more active in their management whereas the local population will suffer from a disruption to the primary function of the building e.g. a school or hospital. In the case of *private or commercial* buildings the owner may demand to be compensated for the use of the building and agreements have to be reached about how the building will be used. *Civil society* buildings may entail religious or community leaders becoming involved in camp management and

improve relations with the local population. On the whole, it is easier to manage a collective centre since it is confined to specific buildings rather than being spread over large area, but if it is overcrowded, confined space quickly becomes a disadvantage.

### Causes and consequences of collective centre use

#### Key elements:

- In some situations, collective centres are the only available option for hosting IDPs at the onset of an emergency.
- There are varying consequences for collective centres used as a temporary site or for longer-term settlement of IDPs.

The choice of settlement is always context-specific and dependent on several variables, with the decision ultimately made by IDPs and local authorities rather than aid agencies. Nevertheless, it is important to understand the factors that may lead to use of collective centres. This understanding should inform the camp coordination and management strategy adopted. Security, geography/climate, culture and level of socio economic development of the country are all factors that help explain the use of collective centres.

Buildings used as collective centres may be deemed more safe and secure to IDPs in the event of disasters. In cold climates collective centres are often a necessity. In many cultures tents are not considered appropriate and in middle-income countries IDPs may be unwilling to go into tented camps, choosing instead to be accommodated in available buildings which then become collective centres.

However, like other types of camps and camp like situations, there remain a number of negative consequences both for the IDPs residing in collective centres-and the host population. These include:

- Social tensions and psychosocial concerns due to lack of privacy and congestion within limited space.
- Collective centres typically shelter a high proportion of vulnerable groups including the elderly, mentally ill, single-headed households and separated children since these are usually the ones who would not be able to afford alternative accommodation such as renting individual homes in times of conflict or natural disaster when they have to flee their usual place of abode.
- Collective centres can foster dependency and a lack of self-reliance amongst IDPs due loss of coping strategies resulting from stress and depression and also due to the manner in which assistance is provided such as situations in which IDPs are given food already cooked.

The extent of these consequences depends on whether a collective centre remains a temporary measure to accommodate IDPs only in the immediate aftermath of an emergency or whether it becomes a prolonged form of settlement. Negative consequences associated with collective centres can be expected to become more pronounced over time.

## The Application of CCCM to Collective Centres

### Key elements:

- Recognise and support the key role of national governments in supporting effective coordination and management of collective centres
- Ensure coordination and management of collective centres is explicitly integrated in IDP strategies and policies as well as in agreements with the owners of buildings serving as collective centres.
- Ensure the key role of IDPs themselves in participating in all aspects of coordination and management of collective centres is explicitly integrated in national and Cluster strategies.

In 2005, the global Camp Coordination and Camp Management (CCCM) Cluster developed a framework for CCCM, detailing the key roles and responsibilities of the main actors in humanitarian response. The responsibility for coordination and management of camps always lies with the national authorities. However, in practice states have welcomed humanitarian actors that support the coordination and management of camps / camp like sites for IDPs. The partnership between the state and the humanitarian actors creates a tripartite arrangement with three actors – camp administrator, manager and coordinator. These three are delineated as:

- The role of the authorities - **Camp Administration**
- The role of **humanitarian actors** at two levels:
  - **Camp Coordination** – the role of a lead agency
  - **Camp Management** – the role of a camp management agency – which may be a humanitarian NGO (local or international) or an organised group of IDP residents in the camp / site.

The roles of these three actors are outlined in the box below.

### Box 1: CCCM roles and responsibilities

*Camp administration* – refers to the functions of national governments and authorities that relate to the oversight and supervision of camps, which stems from their overall responsibility for IDPs. This includes inter alia the provision of camp security and maintaining the civilian character of camps; site selection and camp closure; designation and adjudication of land, property and occupancy rights; and registration and civil documentation for IDPs.

*Camp coordination* – refers to the role of aid agencies (UN / International Organisation) who work in support of national government to help manage IDP camps. The primary objective of camp coordination is to advocate for humanitarian space necessary to access and effectively provide protection and assistance services to the IDPs in the site; coordination of roles and responsibilities; identification of gaps; ensuring the adherent to agreed standards and guidelines; strategic and operational planning; technical support and capacity building; monitoring and evaluation and setting up information management systems.

*Camp management* – refers to activities within a single camp and the tasks of a camp management agency and individuals. This includes inter alia the coordination of humanitarian actors in the delivery of services in the site; establishment of IDP governance structures; community participation and mobilization; identification of gaps and data collection. Camp management agencies will work closely with camp coordination and camp administration actors.

As noted in the Introduction above, CCCM applies to all types of collective accommodation for IDPs hence, each of these three concepts of camp administration, camp coordination and camp management are equally applicable to collective centres.

An important role of CCCM is to advocate for collective centres to be included on the national and regional lists of sites hosting IDPs, to ensure that the services of the camp administrator, coordinator and manager extend equally to IDPs hosted in collective centres as well as to other IDPs and to incorporate analysis of the factors that have led to use of collective centres in humanitarian assessments, plans and strategies.

## The legal context of collective centres

### Key elements:

- Use the Guiding Principles on Internal Displacement to assess the rights of IDPs in collective centres.
- Promote the rights of IDPs living in collective centres in national IDP laws and in agreements between local authorities, owners of collective centres and IDPs.
- Ensure that IDPs hosted in collective centres enjoy the same rights as other nationals of the country.

There are a number of legal instruments relevant to the management of collective centres. The 1998 Guiding Principles on Internal Displacement encapsulate relevant international humanitarian and human rights law, and should be used as the benchmark for assessing national government responsibility for IDPs living in collective centres. Additionally, national IDP law or policy may make reference to the rights of IDPs in the country which includes those hosted in collective centres. When the rights of IDPs are enforced under national law, such enforcement safeguards the security of tenure, provision of assistance and protection against evictions.

The right to security, personal integrity, socio-economic rights and the right to adequate housing may be used to ensure that national governments take responsibility for hosting displaced persons in emergency situations. When conflict or other emergency necessitates the hosting of displaced persons in collective centres, national authorities have a responsibility to ensure the protection of the rights of all displaced persons including those living in collective centres. In particular, the authorities should apply the national law to uphold the protection of IDP rights.

The authorities must take into consideration the circumstances that lead IDPs to occupy a building, the need for humanitarian assistance in the building and eventually the transition from the building to a more durable housing option for the displaced persons. In the event of pressure from building owners to reclaim their buildings and be compensated, the national government must balance the need to uphold the property rights of the owner and the right to occupancy of the IDPs. If the building is reclaimed IDPs should be safeguarded against arbitrary and illegal eviction until an alternative acceptable solution is reached.

In addition to the Guiding Principles and the national legal and policy frameworks, international human rights and humanitarian law apply equally to IDPs hosted in collective centres and to all other IDPs and citizens of the country. To better understand and apply the relevant international legal and policy frameworks, reference should be made to the *Inter-Agency IDP Protection Handbook (2007)*.

### Site selection, design and set-up of collective centres

#### Key elements:

A consultative process, involving all key stakeholders, should be undertaken to assess the suitability of a building as a collective centre for IDPs.

Although collective centres are normally planned as a temporary measure, they may need to accommodate IDPs for months, if not years. IDPs, owners of buildings, community representatives, and local officials should all play a role in deciding whether a building in question will be used to host a group of IDPs. Careful consideration should be given to whether the building in question is suitable for mass accommodation of IDPs and whether alternative settlement options exist that provide IDPs with more suitable living arrangements. The initial decision on the settlement option for IDPs will have a significant and long lasting impact.

Only buildings that are structurally sound and safe should be selected for use as collective centres. In some cases, there will be the need to carry out basic rehabilitation to existing buildings to ensure the safety and security of the IDPs. The selected building should be situated in a location that facilitates IDPs access to essential services including health and education. It should also be accessible to service providers delivering humanitarian services to the IDPs. Additionally, the location should be accessible to emergency and rescue services for rapid response in the case of fires, collapsing walls, flooding, etc. To prevent disputes, a formal arrangement or legal agreement should be entered as soon as possible between key stakeholders – the owner of the building, the local authorities and IDPs themselves – to clearly outline the rights and obligations of all stakeholders.

### Profiling and registration of IDPs in collective centres

#### Key elements:

- Identification of the displaced persons residing in a collective centre is key to facilitating their access to humanitarian services.
- Registration or profiling of IDPs in the collective centre(s) as in a camp is a tool of protection that should be given priority.

The rationale and benefits of profiling or registration of IDPs applies to all IDPs, including those hosted in collective centres. If a national IDP registration takes place, it is important that IDPs in collective centres are included in the process. In addition to or in the absence of generic registration of all IDPs, the agency managing the collective centre (camp management agency) should conduct registration within the collective centre to establish the number and profiles of resident IDPs. Vulnerable IDPs should be identified from the onset to ensure that they receive the required assistance.

Profiling or registration should be undertaken on an ongoing basis to establish any influx and out flux and to enable IDPs to be registered and deregistered when they enter and exit the centre. Lack of proper identification through registration or profiling may compromise the enjoyment of a range of IDP human rights. It may contribute to difficulties in identifying vulnerable IDPs and in ensuring their access to available services. It is important to include IDPs at all stages of the profiling exercise.

## Sector responses in collective centres

### Key elements:

- SPHERE guidelines should be applied to collective centres.
- If required, locally-specific standards can be agreed upon by the CCCM actors including camp management agency and practitioners, local authorities, the lead agency (camp coordinator) and IDPs.
- Upgrading basic services and improving living conditions in collective centres should be a priority for cross-sectoral response.

In terms of assistance provided in collective centres existing humanitarian standards apply, particularly, SPHERE guidelines, which are seen as applicable to several scenarios, including “mass shelter in existing buildings and structures”. There is, however, little mention of different types of settlements in the SPHERE guidelines and the standards they include should be seen as context specific and adaptable. When establishing a CCCM strategy for collective centres it is, therefore, essential to develop a set of locally-specific set of humanitarian standards and a system for measuring progress/impact which all humanitarian actors involved in provision of assistance should adhere to. The CCCM Cluster is developing core standards based on Sphere.

The table below provides an overview of the challenges of providing sectoral assistance in collective centres and some of the key priorities. The various sectors/clusters are expected to provide

assistance within the mentioned sectors. **It is not the responsibility of CCCM cluster to provide all assistance.**

The potential benefit of collective centres is that they may have existing facilities for providing IDPs with basic services (such as shelter and water) or will often have access to public services (such as medical facilities and schools) close by. The priority is to identify the missing components of a full range of services and install these as soon as possible.

**Table 2: Sector response in collective centres**

<b>Sector</b>	<b>Collective centre challenges/considerations</b>	<b>Sector priorities</b>
<b>Shelter and non-food items</b>	<ul style="list-style-type: none"> <li>• Pre-existing structures that require adaptation and up-grading.</li> <li>• Roof probably already present to provide some shelter.</li> <li>• Lack of available floor space for IDP population</li> </ul>	<ul style="list-style-type: none"> <li>• Transform the pre-existing building with additional shelter materials (e.g. plastic sheeting and tarpaulin).</li> <li>• Avoid partitions in order to provide family units with adequate floor space and privacy.</li> <li>• Ensure areas are allocated for communal use</li> <li>• Consider tents and other emergency shelter if the collective centre has space outside the building itself.</li> <li>• Include a range of culture/context specific non food items in shelter package.</li> <li>• Provide access to sun light and avoid damp in rooms.</li> </ul>
<b>Food</b>	<ul style="list-style-type: none"> <li>• Individual cooking is probably not practical and may present a fire hazard.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange communal cooking arrangements as an emergency measure.</li> <li>• Provide food storage facilities.</li> <li>• Investigate bringing cooked food from off site.</li> <li>• Ensure vulnerable groups such as children and pregnant/nursing women are adequately cared for.</li> </ul>
<b>Water and sanitation</b>	<ul style="list-style-type: none"> <li>• Collective centre are likely to have some toilets but not enough for the IDP population.</li> <li>• Insufficient space for pit latrines</li> <li>• Existing water supply from building.</li> </ul>	<ul style="list-style-type: none"> <li>• Up-grade existing facilities and build temporary toilets if necessary.</li> <li>• Ensure there are separate toilets for men and women</li> <li>• Arrange water supply with municipal or local authorities and/or put in water tanks.</li> <li>• Hygiene promotion essential to mitigate the spread of water-borne diseases. This should be done taking into consideration cultural sensitivities.</li> <li>• Waste management arrangements.</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>• Overcrowded collective centres will increase the spread of communicable diseases.</li> <li>• Collective centre building is probably in close proximity to health facilities.</li> <li>• Increased risk of mental stress and diseases linked to proximity and living conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Support local health facilities and ensure IDP access to them at subsidized rates if necessary.</li> <li>• Organise mobile clinics to collective centres with staff from local health facilities.</li> <li>• Offer psychological and psychiatric support and medicines to IDPs.</li> <li>• Health awareness programmes among the IDP population.</li> </ul>

<b>Protection</b>	<ul style="list-style-type: none"> <li>• High proportion of vulnerable groups is probable.</li> <li>• Privacy for IDP families and individuals.</li> <li>• High-density collective centres will increase the risk of crime and social disorders.</li> <li>• Gender-based and sexual violence may occur</li> <li>• Accessibility for disabled IDPs may be problematic</li> </ul>	<ul style="list-style-type: none"> <li>• Take measures to identify vulnerable groups from the onset and assess special needs amongst IDPs.</li> <li>• Adequate separation of family units and gender specific basic services i.e. latrines and washing facilities.</li> <li>• Ensure freedom of movement in and out of the collective centre.</li> <li>• Ensure humanitarian space for aid workers to offer necessary assistance</li> <li>• Ensure there is no discrimination to access local services.</li> <li>• Assessment of vulnerable groups and other special needs amongst IDPs</li> <li>• Conflict mitigation with local community, owners and other stakeholders.</li> <li>• Ensure IDPs actively participate in taking decisions that affect them. Encourage the participation of all groups of IDPs.</li> <li>• Put in place mechanisms to ensure the safety and security of the displaced</li> <li>• Set up a complaints and arbitration mechanism</li> <li>• Maintain civilian character of the collective centre.</li> <li>• Put in place measures to prevent and address gender-based and sexual violence</li> <li>• Prevent arbitrary and illegal evictions</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Collective centre could be a school and possibly in close proximity to other schools if not.</li> </ul>	<ul style="list-style-type: none"> <li>• Access for IDP children to local schools.</li> <li>• Consideration to constructing temporary learning spaces within the collective centres themselves.</li> </ul>

## Phases of operation

- Key elements:**
- Take steps to make sure collective centres remain a temporary solution and more durable settlement options are found.
  - Develop CCCM strategies that detail priorities throughout the different phases of operation.

There are unique challenges for collective centres through the different phases of operation – the phases can be divided into - emergency preparedness, contingency planning, emergency, care and maintenance, recovery, durable solutions and exit strategy. The following table outlines the main characteristics of collective centres at these different phases of operation and details the priorities for camp managers and camp coordinators. Prior to displacement, an assessment and inventory of potential collective centres should take place as well as an investigation of other possible settlement options. During the emergency phase over-crowding should be avoided and life-saving assistance

provided. A preliminary management structure should be established and the relocation of IDPs out of collective centres investigated. The care and maintenance phase should ensure living conditions do not deteriorate and basic services are up-graded. Exit strategies should ensure IDPs are provided with durable solutions and that collective centres are returned to their original use as soon as possible.

**Table 3: Camp management and camp coordination priorities in collective centres through the different phases of operation**

<b>Phase of operation</b>	<b>Collective centre characteristics</b>	<b>Camp management and camp coordination priorities</b>
<b>Emergency preparedness</b>	<ul style="list-style-type: none"> <li>Collective centres may not have been used to accommodate IDPs before and there may be resistance to preparation of their use.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a displacement profile for the context and integrate analysis of collective centres.</li> <li>Ensure collective centres feature in national laws, policies and strategies on IDPs.</li> <li>Establish stockpiles with materials for the use of collective centres.</li> </ul>
<b>Contingency planning</b>	<ul style="list-style-type: none"> <li>Especially in the context of natural disasters, collective centres may often have been used in the past.</li> <li>Until a national emergency has been announced the owners of a collective centre may be reluctant to commit to its potential use.</li> </ul>	<ul style="list-style-type: none"> <li>Identification and inventory of potential collective centres in the event of an emergency, including locations and capacity.</li> <li>Physical assessment of the infrastructure of collective centres.</li> <li>Pre-position essential relief items, including food, shelter and non-food items, in or close to collective centres.</li> <li>Negotiate with the owners of collective centres their potential use in emergency.</li> </ul>
<b>Emergency</b>	<ul style="list-style-type: none"> <li>Collective centres are likely to become quickly overcrowded and congested.</li> <li>Existing services (shelter, toilets, etc.) will not be adequate to cope with the site population.</li> <li>Adequate space, safety, privacy, structural issues will quickly become key challenges in collective centres.</li> </ul>	<ul style="list-style-type: none"> <li>Select and decide upon CCCM roles and responsibilities.</li> <li>Decide on the maximum period of time that collective centres should be used.</li> <li>Registration of the IDP population and prepare influx management procedures.</li> <li>Research tenure and property rights associated with the use of collective centres as an IDP settlement and draft any required documents.</li> <li>Agree minimum, context specific, humanitarian standards based on SPHERE.</li> <li>Investigations of alternative settlement options for relocation of IDPs.</li> </ul>
<b>Care and maintenance</b>	<ul style="list-style-type: none"> <li>Social condition and health of IDPs can deteriorate in high-density collective centres.</li> <li>Buildings used as collective centres may become dilapidated.</li> <li>Fluid site population with the movement of IDPs in and out</li> </ul>	<ul style="list-style-type: none"> <li>Maintain provision of basic services and consider 'up-grading' them.</li> <li>Alternative arrangements for collective centre's normal use e.g. schooling.</li> <li>Promote self-reliance solutions for IDPs and involvement of local authorities.</li> <li>Assign collective centre managers and create site management committees with involvement of the local</li> </ul>

	<p>of the collective centre.</p> <ul style="list-style-type: none"> <li>• Tensions with the local population possible.</li> </ul>	<p>population and authorities.</p> <ul style="list-style-type: none"> <li>• Shift from in-kind to cash assistance and support income generation schemes.</li> <li>• Rehabilitate buildings to ensure they provide adequate shelter to IDPs.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• The building in which collective centres are used are often required by government authorities or civil society to return to normality after a crisis yet before durable solutions are found</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate with relevant partners about their obligations to avoid forced eviction</li> <li>• Eviction, in some cases is permitted, therefore it must be assured that the residents are informed and relocated in dignity to another suitable location if durable solutions are yet to be found</li> </ul>
<b>Durable solutions</b>	<ul style="list-style-type: none"> <li>• There may be more appropriate forms of settlement for IDPs than collective centres.</li> <li>• Political obstacles to relocating IDPs out of collective centres.</li> <li>• Pressure from owners and stakeholders to return collective centres to their original use</li> </ul>	<ul style="list-style-type: none"> <li>• Develop sustainable strategies for the closure of collective centres including a) social housing schemes b) relocation to other settlement options c) cash-grants d) transformation of collective centres into durable housing solutions.</li> <li>• Long term solutions need to be found for particularly vulnerable groups, for example, the elderly, who require additional support.</li> <li>• Resist eviction of IDPs from collective centres and ensure rights are respected.</li> </ul>
<b>Exit strategy</b>	<ul style="list-style-type: none"> <li>• The collective centre building and its surrounding may have been significantly damaged by its use of an IDP site.</li> <li>• The site may well be used again as an IDP site in the event of future armed conflict of natural disasters.</li> </ul>	<ul style="list-style-type: none"> <li>• Rehabilitate (with the aim of 'building back better') the collective centre so that it can be used as its origin purpose e.g. school, factory, etc.</li> <li>• Compensation to owners of collective centres and the local population.</li> <li>• Hand-over resources to IDPs and collective centres owners.</li> <li>• Address the environmental impact of the collective centre being used, making good where possible.</li> <li>• Integrate the upgrading of the collective centre in disaster risk reduction strategies.</li> </ul>

## Key documents

There are a number of handbooks, tools and guidelines relevant to collective centres which should be referred to and consulted by CCCM actors when responding to the needs of IDPs hosted in collective centres.

These include:

- UNHCR Handbook for Emergencies, 3<sup>rd</sup> Edition, 2007
- The IASC Inter-Agency Gender Handbook – CCCM Chapter – 2006
- The IASC Needs Analysis Framework, (NAF) – CCCM Chapter – 2006
- The Camp Management Toolkit – The Camp Management Project 2007 (forthcoming)
- The Operational Protection in Camps and Settlements – UNHCR 2006
- The UNHCR Tool for Participatory Assessment in Operations – May 2006
- The IASC IDP Protection Handbook – 2007 (forthcoming)
- Practical Guide to the Systematic Use of Standards and Indicators in UNHCR Operations, February 2006/Second Edition
- The Camp Coordination and Camp Management Global Cluster Website:  
**<http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=78>**
- 'IASC Guidelines on mental health and psychosocial support in emergency settings', IASC (2007), Geneva
- 'The Sphere Project: Humanitarian Charter and Minimum Standards in Disaster Response', 2004 Edition, Oxfam Publishing, Oxford, UK.
- 'Guiding Principles on Internal Displacement', UN (1998).
- The CCCM Roles and responsibilities to camp responses (draft), 2006, CCCM cluster
- 'IDP Camp Coordination and Camp Management: A Framework for UNHCR Offices, UNHCR, 2006, Geneva
- Guidance on Profiling Internally Displaced Persons (draft), 2007, Geneva.