



Have you read section A ?

GENDER AND CAMP COORDINATION AND CAMP MANAGEMENT IN EMERGENCIES

Mainstreaming gender perspectives in camp coordination and camp management processes and activities facilitates addressing basic needs of women, girls, boys and men and this directly supports planning protection services and assistance. Gender analysis and gender perspectives should be addressed in a culturally acceptable manner while ensuring the principle of equality of women and men is implemented.

Coordination and management of camps and camp-like situations for displaced populations involve a range of technical, administrative, community and social processes, though camp coordination takes place at a different and more political level. The practice of managing camps entails firstly partnering and liaising with government authorities and these are well established humanitarian activities. Administration and supervision of camps are primarily the responsibility of governments and national authorities; however, their role is not elaborated upon here.

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 in the camps. The primary objective of the Camp Coordination function is to create the humanitarian space necessary for the effective delivery of gender- and age-sensitive protection and assistance. Furthermore, the Camp Coordination function ensures that international standards are applied and maintained within and among camps; identifies and designates camp management agencies and partners; monitors and evaluates service provision; and effectively addresses issues of poor performance by camp management and/or service delivery partners.

Each of these areas of work needs to be considered from a gender perspective as they have an impact on strategies adopted and systems instituted to protect and assist women, girls, boys and men in the camps. For example:

- It is important to select *cluster/sectoral* partners who adopt a rights- and community-based approach and apply gender analysis to ensure their activities address the different needs of women and men of all age groups and backgrounds.
- Monitoring the *civilian* character of the camps will involve working closely with government and national authorities but also with people of all ages and backgrounds, in particular adolescent girls and boys, together with teachers, parents and community leaders, to monitor unexplained happenings such as sharp dropout rates in secondary schools, etc.
- *Camp closure* and *exit strategies* need to be developed with national authorities, together with the affected population, to ensure that the protection concerns of both women and men are taken into account and all members of the population understand and are in agreement with the exit strategy.

Camp Management encompasses those activities in *one single camp* that focus on coordination of services (delivered by NGOs and others), establishing governance and community participation/mobilization mechanisms, ensuring that coordinated SGBV prevention and response mechanisms are in place and monitoring their effective implementation. Camp management is also responsible for maintaining camp infrastructure, collecting and sharing data, providing defined services and monitoring the delivery of services by other providers in accordance with agreed upon gender-sensitive standards. The camp management agency will also collect and maintain age- and

sex-disaggregated data to identify the gaps in the provision of protection and assistance and avoid the duplication of activities.

The camp managing agency will institute mechanisms to systematically talk with the women, girls, boys and men to develop an understanding of assigned gender roles, resource sharing, ownership and decision-making, including relationships between women and men of different age groups and backgrounds within their households and in the community. This analysis will enable structures to be established that do not exacerbate discrimination and inequalities.

The camp managing agency will monitor delivery of protection and assistance services and work in a participatory manner with the different community-based groups and organizations to ensure that all camp residents have equal access to and the use of health care, nutritional and non-food items and other services. Depending on impact monitoring reports, targeted and affirmative actions may need to be instituted to address the specific needs of marginalized and discriminated groups.

The camp coordinating agency and camp managing agency are responsible for overseeing the implementation of the following principles, which include addressing the gender dimensions of each area, and promoting gender equality through gender mainstreaming and ensuring the meaningful participation of women, girls, boys and men.

WHAT DO WE NEED TO KNOW FROM THE COMMUNITY TO COORDINATE AND MANAGE GENDER-RESPONSIVE CAMPS IN EMERGENCIES?

Population Demographics

- Number of households and average family size.
- Number of female and male residents by age.
- Number of single- and child-headed households by their age and sex.
- Number of persons by age and sex with specific needs (unaccompanied children, persons with disabilities, chronically ill and elderly persons).
- Number of pregnant and lactating women.

Gender roles and responsibilities

- What are the traditional gender roles within the displaced community?
- Who is making the decisions and who controls the resources in the community?
- Who looks after the children, who undertakes different household chores/collection of water and firewood, who farms to meet subsistence needs?
- Who travels distances to obtain resources and cash income?
- Which family assets are controlled by men? By women?

Social organizational structures and cultural practices

- What are the social and cultural structures for community decision-making? How do women and men participate in these structures?
- Do women and men have equal voice in decision-making and opportunities to participate and influence the final decision?
- Do women need affirmative, targeted actions to be able to participate meaningfully in decision-making structures?
- How do adolescent girls and boys participate?
- What is the role of religious institutions and their leaders within the community and how do religious practices reinforce gender roles of women and men?
- What are the role and nature of cultural recreation for women, girls, boys and men?

Local justice and community governance structures

- How does the national legislation protect the rights of women, girls, boys and men?
- Are there traditional justice mechanisms in the community and are they influenced by cultural systems that in some instances may discriminate against certain groups of persons, including women and girls?
- What are the community-promoted security and safety mechanisms? Do they violate any human rights principles?

GENDER IMPLICATIONS OF IMPLEMENTING THE PRINCIPLES OF CAMP COORDINATION AND CAMP MANAGEMENT

- **Access and proximity:** Draw up an agreement with national authorities to have access to the camp and ensure a sustained field presence and proximity to the affected persons. Develop and maintain effective relationships with the displaced, local communities and local authorities. This requires balanced teams of women and men among camp coordinating and managing agencies and partner staff for outreach among women and men in the affected and host communities. Free access and proximity ensure monitoring of protection risks and implementation of protection solutions.
- **Community participation:** Take specific actions such as ensuring equal representation of women and men in community-based decision-making structures and provide capacity-building sessions in knowledge and skills to undertake community leadership roles. Work in partnership with displaced women, girls, boys and men to identify and strengthen their capacities and mobilize their participation in all aspects of camp life. Provide opportunities and institute systems for increased community participation in day-to-day management of the camp and participate in decision-making related to the camp.
- **Rights- and community-based approach:** Promote respect for and protection of rights of all affected women, girls, boys and men, with a particular consideration for the protection of the rights of women and girls, in all areas of work.
- **Sustainable solutions through a community-based approach:** Identify positive coping mechanisms, skills and resources of displaced women, girls, boys and men, and promote a community-based approach to implement sustainable solutions to their issues and problems.
- **Capacity-building of local partners:** Support local partners to apply a community-based approach in camp coordination and management and build their skills and understanding of gender and human rights dimensions.
- **Humanitarian principle, ethical behaviour and code of conduct:** Respect humanitarian principles and adhere to the IASC code of conduct. Camp management agencies should meet humanitarian principles and basic ethical standards, and ensure implementation of the Secretary-General's *Bulletin on preventing and responding to sexual exploitation and abuse*.

ACTIONS TO ENSURE GENDER EQUALITY PROGRAMMING IN CAMP COORDINATION AND CAMP MANAGEMENT

Camp policy

- Undertake consultations and dialogue with national government and local authorities or, in their absence, the non-state actor that is in effective control, to develop a national camp policy.
- Undertake participatory assessment and gender and age analysis of the protection risks and needs of the displaced population and work with the national authorities to ensure that these are reflected in the development of the camp policy and strategy.
- Ensure that the camp policy recommends strategies for the participation of affected women and men of different age groups and backgrounds in the needs assessment, the delivery of protection and assistance and development and implementation of durable solutions.
- Develop clear communication channels to share the camp policy with non-humanitarian actors, such as media, civil society, donors and diplomatic community and the local/host communities, to advocate on issues faced by displaced women, girls, boys and men.

- Develop and sustain systems of information sharing and joint planning and review with other humanitarian and development partners, within the Camp Coordination and Camp Management cluster, such as camp managing agencies, as well as other cluster/sectoral partners, the IASC country team and others.

Site identification and negotiation

- Talk with national authorities and other actors to make agreements to assign appropriate land and occupancy rights for temporary camp settlements and resolve all disputes arising from the appropriation of land.
- Ensure that the needs of women and men are represented with respect to the location of camps and in all agreements for access to sustenance farming land and use of local resources, including local markets, water and forest products.

Identification and management of camp management agencies and partners

- Ensure that all potential camp management agencies and partners have a commitment to gender mainstreaming, have trained their staff accordingly and understand their responsibilities with respect to this.
- Ensure that all camp management agencies have a rights- and community-based approach to support gender mainstreaming and respect for human rights.

- Make sure that all camp management agencies and partners have gender-balanced teams working in the camps.
- Establish reporting mechanisms to ensure the implementation of the Secretary-General's (SG's) *Bulletin on preventing and responding to sexual exploitation and abuse*.
- Together with the community identify the skills and capacities of the women and men and identify members of the displaced community where appropriate, ensuring gender balance.

Camp governance

- Work with women and men to identify traditional community management structures and to identify and address the gaps obstructing equal opportunities for representation and participation.
- Develop camp rules with the community that promote gender equality and the protection of women, girls, boys and men.
- Work with the female and male leaders to ensure 50% representation by women and men in the camp governance and community decision-making structures.
- Provide support to women and adolescent girls and boys to strengthen their leadership capacities and facilitate their meaningful participation.
- Monitor the use of traditional justice systems to ensure respect for rights, particularly those of women and girls.
- Regularly monitor school attendance and perform random follow-up on dropouts.

Establishment of camp standards

- Ensure that camp protection and assistance standards adhere to human rights law and promote gender equality in a culturally acceptable manner in the displaced community.
- Ensure that all camp management agencies and other sectoral partners adopt equal wages/remuneration for equal work undertaken by women and men.
- Ensure reporting and monitoring mechanisms on prevention and response to SGBV.

Humanitarian principles and codes of conduct

- Emphasize and monitor adherence to humanitarian principles and codes of conduct.
- Establish mechanisms to report on the SG's *Bulletin on prevention and response to sexual exploitation and abuse*, and monitor its implementation.

Camp security

- Ensure a comprehensive understanding of the specific risk factors faced by women, girls, boys and men in camp settings and incorporate this analysis in security provisions within the camps (e.g. appropriate lighting in areas frequently used by women and girls, patrols of fuel wood collection routes, monitoring of school routes).
- Ensure that police officers (female and male) patrol the camps.
- Ensure that women participate directly in decision-making on local security arrangements for the camp community.
- Regularly undertake observation visits to distribution points for food, security check points, non-food items, water, sanitation facilities, firewood and services such as schools and health centres to monitor who is benefiting from the assistance and to monitor the delivery of services.
- Regularly monitor high-risk security areas at different times of the day, such as the route to school for girls, video clubs at night, bars, etc.

Registration and profiling (including documentation and information management)

- Collect and analyse all population data providing a clear breakdown of age and sex and identify groups with specific needs, including single-headed households, unaccompanied and separated girls and boys.
- Ensure that information is analysed to study impacts on women, girls, boys and men and plan ways to address gaps.
- Make sure that analysed data and information are disseminated in a variety of ways to different partners and the community members.
- Map the camp, allowing the camp management agency to know where individuals with specific needs are located within the camp, enabling better targeting of resources and services. Ensure this information is held confidentially.
- Ensure that the government/national authorities distribute identity documents to women and men individually and provide technical support to authorities wherever necessary.
- Work with partners to ensure a respectful attitude towards displaced persons, particularly women, children and elderly persons and overcome discriminatory practices and biases.

Capacity building

- Train equal numbers of women and men on camp management issues, including participatory assessments with the affected population.
- Train and build capacity of partner staff, including government authorities, on their roles and obligations to adhere to humanitarian principles and the code of conduct.
- Train all staff on the *SG's Bulletin on prevention and response to sexual exploitation and abuse*.
- Develop partnerships with local NGOs to develop their camp management capacity and ensure that all training programmes mainstream gender. Explain what this means in the context of camp management.
- Promote the importance of gender balance within the camp management agency and among partners. Ensure that women are included in all camp management training.
- Promote community-based organizations and provide capacity building for participation in management structures on return.

Advocacy

- Advocate for the specific needs that address the rights of displaced women and girls as and when required and, if necessary, for change in the domestic legislation to improve their protection.
- Advocate for the specific needs of young women and men, particularly if they are at risk of recruitment.

Camp/Host community relations

- Establish a gender-balanced joint host and camp committee to establish cooperation, resolve individual problems and foster camp/host community relations.

Distribution mechanisms

- Ensure that all population groups are represented in the decision-making process, management and monitoring of distributions within the camps and that women and men are represented equally.
- Ensure that ration card distribution systems are based on discussions with women and men to agree on the best mechanisms to ensure that women's rights are protected.

Monitoring service provision (including health and psycho-social care, education, security, water and sanitation [watsan], livelihoods, protection and environmental concerns)

- Ensure the effective delivery and provision of services and assistance in a manner that appropriately reflects the different gender needs of the camp population.
- Ensure that all women and men are given equal access to and control over resources and management of basic community-based services (such as water wells, community storage, communal gardens).
- Consult with women and men to develop means of providing assistance equitably while noting the cultural norms practised by the displaced communities.
- Ensure all camp facilities are set up with due regard to security considerations and are gender segregated where necessary (sanitation).
- Develop women's and men's knowledge and skills so they can conserve and develop the environment and gain sustainable livelihoods.

Camp closure

- When developing the guidelines for closure of the camp undertake participatory assessment with women, girls, boys and men of diverse backgrounds to ensure that the policy takes into account all the varied needs of different groups.
- Make sure both women and men are engaged in the planning process for camp closure.
- Establish information dissemination arrangements that ensure that all women, girls, boys and men have access to information on the camp.
- In discussion with the women and men in the community make arrangements to ensure that those with specific needs have been catered for, such as unaccompanied and separated girls and boys, elderly persons, etc.
- Ensure that all women, girls, boys and men have the necessary documentation and identity documents before camps close.
- Assess the return/relocation site, including land and property restitution. Organize "go and see visits" for women and men.

CHECKLIST FOR ASSESSING GENDER EQUALITY PROGRAMMING IN CAMP COORDINATION AND CAMP MANAGEMENT

The checklist below is derived from the action section in this chapter and provides a useful tool to remind sector actors of key issues to ensure gender equality programming. In addition, the checklist, together with the sample indicators in the Basics Chapter, serves as a basis for project staff to develop context-specific indicators to measure progress in incorporating gender issues into humanitarian action.

CAMP COORDINATION AND CAMP MANAGEMENT – GENDER CHECKLIST	
Analysis of gender differences	
1. Information is gathered from women, girls, boys and men about:	<ul style="list-style-type: none"> • household composition by sex and age; • gendered division of labour and power distribution; • social organizational structures and cultural practices, including possible obstacles to women’s, girls’, boys’ or men’s participation in decision-making and camp management; • local justice and community governance structures and their possible differential impact on women, girls, boys and men; and • the skills, capacities and needs of women, girls, boys and men.
2. The gender analysis is reflected in planning documents and situation reports.	
Design	
1. Women, girls, boys and men meaningfully participate in camp planning.	
2. Women, girls, boys and men are consulted and participate in the development of camp policy.	
3. Women and men representatives share their views and opinions with the camp managing agency for their negotiation of new camp sites with the national authorities and host governments.	
4. The views and knowledge of the women, girls, boys and men consulted are reflected in camp design.	
Access	
1. Information and awareness-raising about camp and security management are provided equally to women, girls, boys and men.	
2. Information on camp closure is disseminated through the most appropriate means so as to reach all groups in the community.	
3. Women, girls, boys and men equally access camp services and assistance.	
4. Obstacles to equal access are promptly addressed.	
Participation	
1. There is 50% representation of women in camp governance structures.	
2. Women and men are fully engaged in the management of camp facilities.	
3. Women and men are fully engaged in the decision-making process for camp closures.	
Training/Capacity building	
1. Equal numbers of men and women are receiving training on camp management issues, including participatory assessments with the affected population.	
2. 50% of camp management staff members are women.	

<p>Actions to address GBV</p> <ol style="list-style-type: none"> 1. There is a comprehensive understanding of the specific risk factors faced by women, girls, boys and men in camp settings and this analysis is incorporated in security provisions within the camps (e.g. appropriate lighting in areas frequently used by women and girls, patrols of fuel wood collection routes, monitoring of school routes). 2. Police officers (female and male) patrol the camps. 3. Women participate directly in decision-making on local security arrangements for the camp community. 4. Regular observation visits are undertaken to distribution points, security check points, water and sanitation facilities and service institutions (e.g. schools and health centres). 5. High-risk security areas are monitored regularly at different times of the day, such as the route to school for girls, video clubs at night, bars, etc.
<p>Targeted actions based on gender analysis</p> <ol style="list-style-type: none"> 1. Appropriate arrangements are in place to address the needs of groups, including women, girls, boys and men living with HIV/AIDS or disabilities, single heads of households, separated and unaccompanied children, elderly women and men, etc. 2. Support is provided to women and adolescent girls and boys to strengthen their leadership capacities and facilitate their meaningful participation as necessary.
<p>Monitoring and evaluation based on sex- and age-disaggregated data</p> <ol style="list-style-type: none"> 1. Sustainable structures and mechanisms are established for meaningful dialogue with women, girls, boys and men. 2. Camp managers routinely collect, analyse and report on data by age and sex to monitor and ensure that women and men are using camp facilities as needed. 3. Plans are developed and implemented to address any gaps or inequalities.
<p>Coordinate actions with all partners</p> <ol style="list-style-type: none"> 1. Actors in your sector liaise with actors in other sectors to coordinate on gender issues, including participating in regular meetings of the gender network. 2. The sector/cluster has a gender action plan, has developed and routinely measures project-specific indicators based on the checklist provided in the IASC Gender Handbook.

RESOURCES

1. The Camp Management Project (Danish Refugee Council, the International Rescue Committee, the Norwegian Refugee Council, OCHA's Internal Displacement Unit and UNHCR). *Camp Management Toolkit*. Norwegian Refugee Council, 2004. <http://www.flyktninghjelpen.no/?did=9072071>
2. ICRC. *Addressing the Needs of Women Affected by Armed Conflict*. Geneva, March 2006. <http://www.icrc.org/web/eng/siteeng0.nsf/html/p0840>
3. The Sphere Project: Humanitarian Charter and Minimum Standards in Disaster Response. *The Sphere Handbook: 2004 Revised Version*. Geneva, 2004. <http://www.sphereproject.org/content/view/27/84/lang,English/>
4. UNHCR. *Practical Guide to the Systematic Use of Standards and Indicators in UNHCR Operations*. Geneva, February 2006/ Second Edition. <http://www.unhcr.org/statistics/STATISTICS/40eaa9804.pdf>
5. UNHCR. *Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons*. Geneva, May 2003. <http://www.unhcr.org/cgi-bin/txis/vtx/protect/opendoc.pdf?tbl=PROTECTION&id=3f696bcc4>
6. UNHCR. *UNHCR Handbook for the Protection of Women and Girls*. Geneva, June 2006. <http://ocha.unog.ch/ProCapOnline/docs/library/Handbook%20Protection%20of%20Women%20and%20Girls.pdf>
7. UNHCR. *UNHCR Handbook on Emergencies*. Second Edition. Geneva, January 2000. http://www.the-ecentre.net/resources/e_library/doc/han_Em.pdf
8. UNHCR. *The UNHCR Tool for Participatory Assessment in Operations*. Geneva, May 2006. <http://www.unhcr.org/publ/PUBL/450e963f2.html>