INTER-AGENCY STANDING COMMITTEE
63RD WORKING GROUP MEETING

Cluster Working Group on Camp Management: Progress Report

21-22 November 2005
Hosted by ICVA, International Council of Voluntary Agencies
ECOGIA, Versoix (Geneva)

Circulated 18 November 2005

I   Summary

Following the IASC Principals meeting of 12 September, the "interim" Working Group on Camp Management and Camp Coordination became permanent. Since late September 2005 the working group held bi-monthly meetings/teleconferences in order to accomplish the tasks set-out in Paragraph 21 of the Summary Record of the Principals meeting.   Participants were drawn from UNHCR, UNOCHA, NRC (representing ICVA), and IOM.

The lack of involvement of other, in particular non-UN actors, has been a major impediment so far as the four agencies constitute only a small portion of agencies which have interest, experience and capacity in this cluster. To address this situation, UNHCR as the cluster lead has recently launched a special effort addressing potential partners from the NGO community and other humanitarian agencies such as IFRC, WFP and UNICEF encouraging their participation in the cluster proceedings.

The working group agrees that a successful cluster capacity mapping is a sine qua non to take the reform process forward. Based on the results of the mapping exercise it is expected that

➢   Gaps between needs and resources can be identified and costed, both for building and maintaining the cluster as a whole, and for ensuring effective response to needs in this area

➢   The role of the cluster lead and cluster partners be better defined both on global and field-level

➢   An operational framework for this Cluster Working group be produced

➢   An implementation plan can be agreed upon.

The limited results of a gap analysis based on the data received from the four partners working in the cluster do not lend itself to draw final conclusions at this stage.

II   Capacities and Gaps

The Humanitarian Response Review report reached four conclusions about the capacity of the humanitarian system in the area of camp management/camp coordination:

> ➢ Almost all recent operations have disclosed a weakness in the sector of camp management;

> ➢ Clarity of roles and responsibilities is lacking in the areas of camp management, particularly in the case of IDPs;

> ➢ Levels of training need to be strengthened in relation to standards and general expectations in camp management; and

> ➢ Organisations should recognise that this sector is essential in almost all emergencies.

The capacity mapping in Camp Coordination and Camp Management focuses mainly on the availability, as enumerated in the Interim/Summer Working Group report, of this cluster on

> ➢ standards and guidelines

> ➢ trained staff, and

> ➢ equipment to support staff deployment

The grouping of activities under the 'camp coordination and camp management' nomenclature is relatively recent. While agencies have been working in and around camps for decades, thereby producing numerous guidelines, checklists, best practices on many aspects of camp life (technical and site planning, assistance and distribution, and protection and security issues, etc.), only the "Camp Management Toolkit" initiative, started in Sierra Leone in 2003, produced the first comprehensive and concise set of generic documents. As an inter-agency process, led by NRC, it provides a good basis for further development of the cluster and capacity-building and training of staff in the field and on a global level.

Thus, trained human resources, i.e. competent and experienced camp coordinators and camp managers, are the most important asset in responding to new and ongoing displacements that result in the setting up of temporary settlements and camps. Equipment for their effective deployment, such as vehicles, radios, and computers, are also required.

In planning for potential scenarios in relation to camp coordination and camp management the total number of camps will be as important as the total number of

people living therein. An emergency response to a few "mega camps" as they occurred in Tanzania and Zaire (today: DRC) from 1994 to 1996 requires a different approach and focus than the situation in northern Uganda where there are an estimated 1, 4 million IDPs are living in 170 camps/locations.

The capacity gaps will be measured against three proposed scenarios:

➢ 500,000 IDPs concentrated in 3 camps only

➢ 500,000 IDPs in camps below the threshold of 20,000, which is considered to be the upper limit for reaching acceptable protection and assistance standards (25 to 30 camps)

➢ 500,000 IDPs in dispersed locations and camps of different sizes (100 camps with more than 3,000 refugees)

The preliminary results of the capacity mapping and the gap analysis (based on the data received from the four partners working in the cluster) are attached in the annexes. More questionnaires have been sent out to approximately 40 NGOs and other international organizations. Results are expected to come in by late November. However, a very preliminary analysis would indicate that as concerns the capacity of the cluster to respond to a new emergency of 500,000 IDPs, the gaps are more on a conceptual side (guidelines, standards, best practice, etc.) than related to human and/or other resources.

It must be emphasized, however, that this preliminary analysis does not apply to the capacity of the cluster to respond effectively and to acceptable standards to current IDP camp management/camp coordination needs in *ongoing* emergencies, for example Uganda, Darfur, Democratic Republic of the Congo, etc. Nor, more importantly, does this preliminary analysis address what additional resources might be needed to build and maintain an effective global capacity at the HQ level (among all cluster members, including the cluster lead) to respond in an effective and predictable way to both to new and ongoing emergencies. Both these elements will have to be addressed at a later date.

III Challenges

This cluster has elicited the least interest from NGOs and other international organizations. We will need to make a greater effort in enlisting active participation and support. In this respect, UNHCR will 'reach out' in a more forthright manner to key operational NGOs IFRC and relevant UN agencies. Camp coordination and camp management, unlike water and sanitation, nutrition and in health, etc. where a fairly strong network system already existed when the cluster approach was established, is conceptually rather recent and does not command such focus from the community as a whole – one of the reasons why this function was found in the HRR to prove such a problem.

It is a hybrid issue, cross-cutting many others, that is not reflected in the structures or focus of many agencies. With its focus on a specific space and population it is conceptually different from clusters that have a sectoral focus. With the exception of NRC, which is leading the camp management project and its toolkit (the best resources we have), camp coordination and camp management has "no home" in most agencies. This is even true for UNHCR, which has accepted to be the cluster lead.

Increased participation and ownership should, however, enable the cluster working group to deliver with a certain delay, the following deliverables:

➢ Expanded capacity mapping and gap analysis

➢ Response planning and preparedness measures (global level)

➢ Response in selected existing emergencies (once identified) and plan for a phased introduction for 2006 Implementation

➢ Costing and presentation of cluster specific resource requirements, both for building and maintaining the cluster as a whole, and for ensuring effective response to needs in this area both in ongoing and in new emergencies

➢ Recommendations on outstanding cluster specific and cross-cutting issues.

Prepared by Cluster Working Group on Camp Management – November 2005

Annexes:

A. Resource Requirements / Scenario for a New Emergency of 500,000 people

B. Gap Analysis

C. Standard Capacity Matrix Form

Annex A

Resource Requirements for Camp Coordination and Camp Management Cluster

Scenario 1

500,000 IDP's in 3 camps

Profile*				Equipments	
Camp Coordination (Field officer)	5	Camp Managers	6	Vehicles	15
Security Officer	3	Registration Officers	3	Radios	40
Training Officer	1	Other (Database / GIS)	2	Computers	40
Camp Governance/ Community mobilization	5			Generators	6
Protection / SGBV / Gender / Children	6			Photocopiers	3

Scenario 2

500,000 IDP's in 25 camps

Profile*				Equipments	
Camp Coordination (Field officer)	10	Camp Managers	25	Vehicles	50
Security Officer	10	Registration Officers	3	Radios	90
Training Officer	1	Other (Database / GIS)	2	Computers	90
Camp Governance/ Community mobilization	10			Generators	25
Protection / SGBV / Gender / Children	25			Photocopiers	25

Scenario 3

500,000 IDP's in 25 camps

Profile*				Equipments	
Camp Coordination (Field officer)	20	Camp Managers	100	Vehicles	100
Security Officer	20	Registration Officers	3	Radios	200
Training Officer	2	Other (Database / GIS)	2	Computers	200
Camp Governance/ Community mobilization	20			Generators	50
Protection / SGBV / Gender / Children	33			Photocopiers	50

* Locally recruited staff not included

Annex B

Requirements, Available Resources and Gaps

Scenario 1: 500,000 IDPs in 3 camps, Scenario 2: 500,000 IDPs in 25 camps, Scenario 3: 500,000 IDPs in 100 camps

Available resources might be constrained by additional criterias, such as language requirements, experience, type of vehicle, etc.

Activitytivity	Requirements			Available resources					Gap		
	Scenario 1	Scenario 2	Scenario 3	IOM	OCHA	NRC	UNHCR	Total	Scenario 1	Scenario 2	Scenario 3
Camp Coordination	5	10	20	5	10		20	**35**	-	-	-
Camp Management	6	20	75	10		10	5	**25**	-	-	50
Camp Governance/ Community mobilization	5	10	20	10			5	**15**	-	-	5
Security of Beneficiaries	3	10	20	4			0	**4**	-	6	16
Registration/ Documentation	3	3	3	6		2	1	**9**	-	-	-
Protection / SGBV /Gender / Children	6	12	28	4			10	**14**	-	-	14
Database/GIS	2	2	2				4	**4**	-	-	-
Training	1	1	2				10	1	**11**	-	-	-
Other								**0**	-	-	-
Total	**31**	**68**	**170**	**39**	**10**	**22**	**46**	**117**	**0**	**6**	**85**

Equipment	Requirements			Available resources					Gap		
	Scenario 1	Scenario 2	Scenario 3	IOM	OCHA	NRC	UNHCR	Total	Scenario 1	Scenario 2	Scenario 3
Vehicles	15	50	100				20	**20**	-	30	80
Radios	25	100	220				300	**300**	-	-	-
Computers	6	10	20				100	**100**	-	-	-
Generators	10	15	25					**0**	10	15	25
Photocopiers	2	10	20					**0**	2	10	20

Name of Agency: _____
Focal Person: _____
Phone Number: _____
eMail Address: _____

Name of Agency / Function:	Experienced staff in camp management deployable [1]		Average time for deployment		Operational support (IT, logistics,) [2]		Operational Policy and Guidelines [3]	Assessment tools [4]	Training Support [5]	Camp Management/ Coordination Tools [6]
	Agency	*Standby arrangement with partners*	*For first two weeks*	*For first two months*	*Type of Equipment*	*Number deployable*				
Camp Coordination [7]	10			35	Radios / Repeater	300/ 20				
Camp Management [7]	20			15	Computers / Wireless Network	100				
Camp Governance/ Community mobilization	10			15	Vehicles	20				
Security of Beneficiaries	10			4	Other					
Registration/ Documentation	3			9						
Protection / SGBV	12			14						
Technical	2			2						
Other	1			5						
Agency Total	68			99						

[1] Indicate the number/function/area of expertise of experienced staff immediately deployable for emergencies
[2] Indicate what operational support might be available for emergency deployment.
[3] List existing policy/operational guidelines developed or used by your agency in the area of camp management (including such issues of Security/Mines, SGBV, Health). Inter-Agency policies should be included
[4] List the assessment tools (in the broad sense) normally used by your agency for emergency situation including site survey/assessment tools

Name of Agency / Function:	Experienced staff in camp management deployable [1]		Average time for deployment		Operational support (IT, logistics,) [2]		Operational Policy and Guidelines [3]	Assessment tools [4]	Training Support [5]	Camp Management/ Coordination Tools [6]
	Agency	*Standby arrangement with partners*	*For first two weeks*	*For first two months*	*Type of Equipment*	*Number deployable*				

[5] Indicate the nature/type of internal IDP-specific training offered including external training your agency may offer.

[6] List existing operational tools that have been developed by your agency including registration databases, monitoring forms

[7] On the distinction between camp management and camp coordination: In general camp coordination is seen as the framework for managing and coordinating the over-arching response and standard-setting while camp management focuses on practical oversight for particular camp(s). For further details please refer to: Interim Working Group on Camp Coordination and Management, Final Report, 22 August 2005.

Name of Agency: _____

Focal Person: _____

Phone Number: _____

eMail Address: _____

Name of Agency / Function:	Experienced staff in camp management deployable [1]		Average time for deployment		Operational support (IT, logistics,) [2]		Operational Policy and Guidelines [3]	Assessment tools [4]	Training Support [5]	Camp Management/ Coordination Tools [6]
	Agency	Standby arrangement with partners	For first two weeks	For first two months	Type of Equipment	Number deployable				
Camp Coordination [7]	10			35	Radios / Repeater	300/ 20				
Camp Management [7]	20			15	Computers / Wireless Network	100				
Camp Governance/ Community mobilization	10			15	Vehicles	20				
Security of Beneficiaries	10			4	Other					
Registration/ Documentation	3			9						
Protection / SGBV	12			14						
Technical	2			2						
Other	1			5						
Agency Total	68			99						

[1] Indicate the number/function/area of expertise of experienced staff immediately deployable for emergencies

[2] Indicate what operational support might be available for emergency deployment.

[3] List existing policy/operational guidelines developed or used by your agency in the area of camp management (including such issues of Security/Mines, SGBV, Health). Inter-Agency policies should be included

[4] List the assessment tools (in the broad sense) normally used by your agency for emergency situation including site survey/assessment tools

Name of Agency / Function:	Experienced staff in camp management deployable [1]		Average time for deployment		Operational support (IT, logistics,) [2]		Operational Policy and Guidelines [3]	Assessment tools [4]	Training Support [5]	Camp Management/ Coordination Tools [6]
	Agency	*Standby arrangement with partners*	*For first two weeks*	*For first two months*	*Type of Equipment*	*Number deployable*				

[5] Indicate the nature/type of internal IDP-specific training offered including external training your agency may offer.

[6] List existing operational tools that have been developed by your agency including registration databases, monitoring forms

[7] On the distinction between camp management and camp coordination: In general camp coordination is seen as the framework for managing and coordinating the over-arching response and standard-setting while camp management focuses on practical oversight for particular camp(s). For further details please refer to: Interim Working Group on Camp Coordination and Management, Final Report, 22 August 2005.