Camp management
toolkit

«Shirin-Gol can't remember what she thought a refugee camp would be like. Maybe she thought a refugee camp would be a friendly place where there were people who looked after the refugees, welcomed them and comforted them and told them everything would be fine. Maybe she thought a refugee camp was a clean place where every family had a hut or a room, where there where schools, doctors, nurses. Maybe she thought that in the refugee camp you would get everything you had lost in the war, clothes, beds, blankets, pots, shoes, combs, exercise books, books and all the other things that people need when they have fled their home. At any rate Shirin-Gol had not imagined that a refugee camp was a place where they scream and spit, a place where she had to live in a tent with holes and tears in it, which stank, which had no floor so that you had to sit and sleep on God's bare earth. At any rate Shirin-Gol had not thought that in a refugee camp there would be no food, no water, no groceries, no pots and nothing else unless you paid for it, unless an aid organisation registered you and gave you a food card, a blanket card, a mattress card, a pot card, a doctor card, a whatever-else-you-can-think-of card.»

from the novel
Afghanistan, Where God Only Comes To Weep
by the Iranian author
Siba Shakib

Excerpt from Chapter 5, pages 76 - 77 in the English edition
English translation by Shaun Whiteside
London, Century, Random House, 2002

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Introduction

Camp Management and the Camp Management Project

Through their presence in the field, camp management agencies, camp managers and camp management teams play a critical role in fulfilling the fundamental rights of displaced people[1]. Refugees and internally displaced persons are rights-holders and have, inter alia, a fundamental right to life with dignity and freedom from cruel, inhuman, and degrading treatment or punishment established in international instruments. Over the past few years, this right to protection and assistance has become increasingly apparent, especially against the background of sexual abuse and exploitation of refugee and internally displaced children by national and international humanitarian personnel in camps in West Africa, as reported by UNHCR/Save the Children-UK in 2002. These findings demonstrated the need for additional remedial measures and preventative actions. The Camp Management Project, as a field-driven initiative, is one such measure.

The capacities of camp management agencies vary widely, depending on expertise, experience and the ability to seek and receive donor support. The differences in management and approach become particularly apparent when comparing refugee settings with IDP settings. There exist extensive guidelines and minimum standards for camp design and construction. In addition, a large quantity of material has been developed over the years that largely tend to focus on the technical aspects of camp activities, such as water, sanitation and health. However, very little material has been developed with a holistic approach to camp management – beginning with negotiating camp settings and ending with the closure of a camp. Moreover, until now, there has been a lack of reference material that covers all of these responsibilities and brings existing documentation together in a useful and practical format for use by camp managers and camp management teams in the field.

In an attempt to address this shortcoming, an inter-agency consultation process, involving all key stakeholders, was initiated in Sierra Leone in October 2002 (and lasted until mid-2003). A small Inter-Agency Working Group was established to look at the experiences with internally displaced, refugee and returnee camp management in Sierra Leone. The objective of the working group was to address some of the inadequacies and to develop a practical approach to support camp management agencies and to enhance overall camp management practice. The working group soon formalised its initiative into the Camp Management Project, which focused on identifying key areas of camp management responsibilities, on reviewing lessons learnt and identifying good practices from refugee camp situations that are transferable to IDP camps. Through the consultation process, the working group aimed at developing a comprehensive overview of camp management. The end product of the consultations is the present *Camp Management Toolkit.*

Throughout the project period, it became increasingly evident that camp management in IDP settings often is more problematic than in refugee settings. Implementation of the collaborative approach, as promoted by the Inter-Agency Standing Committee, has proven problematic in practice. Depending on the situation in the field, funding and expertise, different agencies have taken the lead in IDP situations. The lack of a consistent approach, also on the part of the international community, makes it difficult for agencies to develop expertise in IDP issues on the ground. Ensuring long-term funding for assistance to, and protection of, internally displaced persons for the maintenance of IDP camps is critical. Invariably, in conflict and post conflict situations, governments lack the resources, the capacity and often also the will to respond effectively to the need for assistance and protection of the internally displaced.

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1. The terms «displaced people/populations» and «the displaced» do not differentiate between refugees and internally displaced persons (IDPs).

Objectives of the Camp Management Toolkit

The toolkit addresses the technical and the administrative as well as the social aspects of camp management. It focuses specifically on individual camp managers, camp management teams and camp management agencies. It does not aim to be exhaustive, and the intention has not been to duplicate or revise existing guidelines or standards, but to compile and complement the existing sectoral guidelines for various assistance and protection activities in camps. Ultimately, the toolkit is part of a holistic process that aims at covering the full spectrum of camp management activities.

The objectives of the Camp Management Toolkit are:
• to define and compile information on all aspects of camp operations that a camp manager and a camp management team should be familiar with
• to define the roles and responsibilities of camp managers and camp management teams in relation to each topic
• to provide a list of essential reading for each topic
• to provide both practical and reference tools to support camp managers and camp management teams in their daily work, including checklists, monitoring forms and practical guidelines.

Camps for displaced persons must always be seen as part of a larger context. To the extent possible, a camp management agency should also take into account the needs and the rights of host communities. Strengthening the capacity of the local community to cope with a large influx of displaced persons should be a priority, and supplementary humanitarian assistance to the local community should always be considered. Awareness raising on the needs and rights of refugees and internally displaced persons at all levels of local society is most important, particularly where there is apparent potential for xenophobia and misperceptions about the impact of refugee and internally displaced populations on host communities.

Progress to Date for The Second Draft, as of April 2004

What you find on the following pages is the second draft of the Camp Management Toolkit. The project has been made possible through the joint efforts of NRC, UNHCR, OCHA IDP Unit, IRC and DRC. The Norwegian Ministry of Foreign Affairs has generously provided funding for a coordinator for this project, as well as for workshops, seminars and travel.

This draft incorporates feedback from field-testing in Liberia, Sierra Leone and partly in Angola (October – December 2003), and has been reviewed by various specialists (see the list of acknowledgements), as well as members of the Toolkit Editorial Group and the camp management coordinators at NRC in Oslo. It has been developed through continuous revisions, a process that will hopefully carry on in the future. The Toolkit is meant to be a living document, open to additions, updating and alterations. The final publication is expected to be available by the end of 2004. The reason we decided to distribute this second version at this stage, is that we would like to elicit feedback and suggestions for improvements from a wider audience. The Camp Management Project is particularly interested in receiving additional tools and information on best practices from the field.

This second draft of the Toolkit is available online at http://www.nrc.no/camp/
Before downloading the Toolkit, please fill out a registration form on the web site. Attached to the data file is an evaluation form for feedback, corrections and suggestions for improvements for the final version of the Toolkit. Contributions should be forwarded to: camp@nrc.no

In the period from April until November 2004, the agencies involved in the Camp Management Project are encouraged to conduct field-testing of the toolkit in its present version for the purpose of a more comprehensive and complete final publication.

Structure of the Toolkit

The purpose of the Camp Management Toolkit is not to provide an exhaustive presentation of camp management as such. The Camp Management Project has chosen to focus on the issues that most directly impact on the daily operations in a camp, at the expense of other, equally important topics. An important issue like environment has, for instance, been dealt with only briefly in the chapters, not as a separate topic.

Each chapter is structured in the following way:

Introduction: An overview of the chapter's topic.

Responsibilities of Camp Management Team: A checklist of the issues that the camp management team needs to be aware of, plan and take action on. Included are cross-references to other chapters; by clicking on the reference the user will be brought directly to the chapter concerned. In addition, there are suggestions on whom the camp management team should cooperate and/or liaise with among the other actors in the camp.

Toolkit: For each chapter, samples are made available of various reporting forms, agreements and other items that the camp management team will need in their daily work. Some of these tools can be used as they are, others will need to be adjusted to the context. Such tools, like reporting forms on gender-based violence, should be available in the camps at all times. Attached to the electronic version of each chapter are tools that are available in Word or Excel format so that they can easily be applied and adapted to local circumstances.

Reference tools: This section refers to the most central handbooks and guidelines on the issue in question. Usually they are accessible through Internet or local UN offices etc. The camp management team should be aware of their existence and the key issues to be found in them, so as to be informed when liaising with the specialist agency in the field.

Essential reading and references: This section refers to more generic resources on the issue, and are supplied to provide background and deeper understanding.

How to Use the Toolkit

The Camp Management Toolkit does not purport to replace specialised manuals on each of the sectors but to promote a better understanding of the main issues and constraints from a camp management perspective. It should also promote positive cooperation between the camp management and the different agencies designated with sector responsibility in the running of a camp. In the absence of such agencies, the Toolkit should allow the camp management team to understand each sector and advocate for proper coverage.

The Toolkit should always be available in the camp in either paper or electronic version. All actors involved in the running of the camp should have access to the toolkit: not only the camp management team, but also sector/specialised agencies, camp resident representatives, local authorities, police, and more importantly, camp residents themselves.

Training

The camp management agency has a responsibility to train staff on the Toolkit. For support on training activities, please, contact the Camp Management Project coordinator through camp@nrc.no

The agencies involved in the Camp Management Project will develop a strategy for the future activities of the project where training in the Camp Management Toolkit will be given the highest priority.

Norwegian Refugee Council (Coordinator)

UN High Commissioner for Refugees   International Rescue Committee

UN Office for the Coordination of Humanitarian Affairs   Danish Refugee Council

1 Negotiations prior to Camp Setup
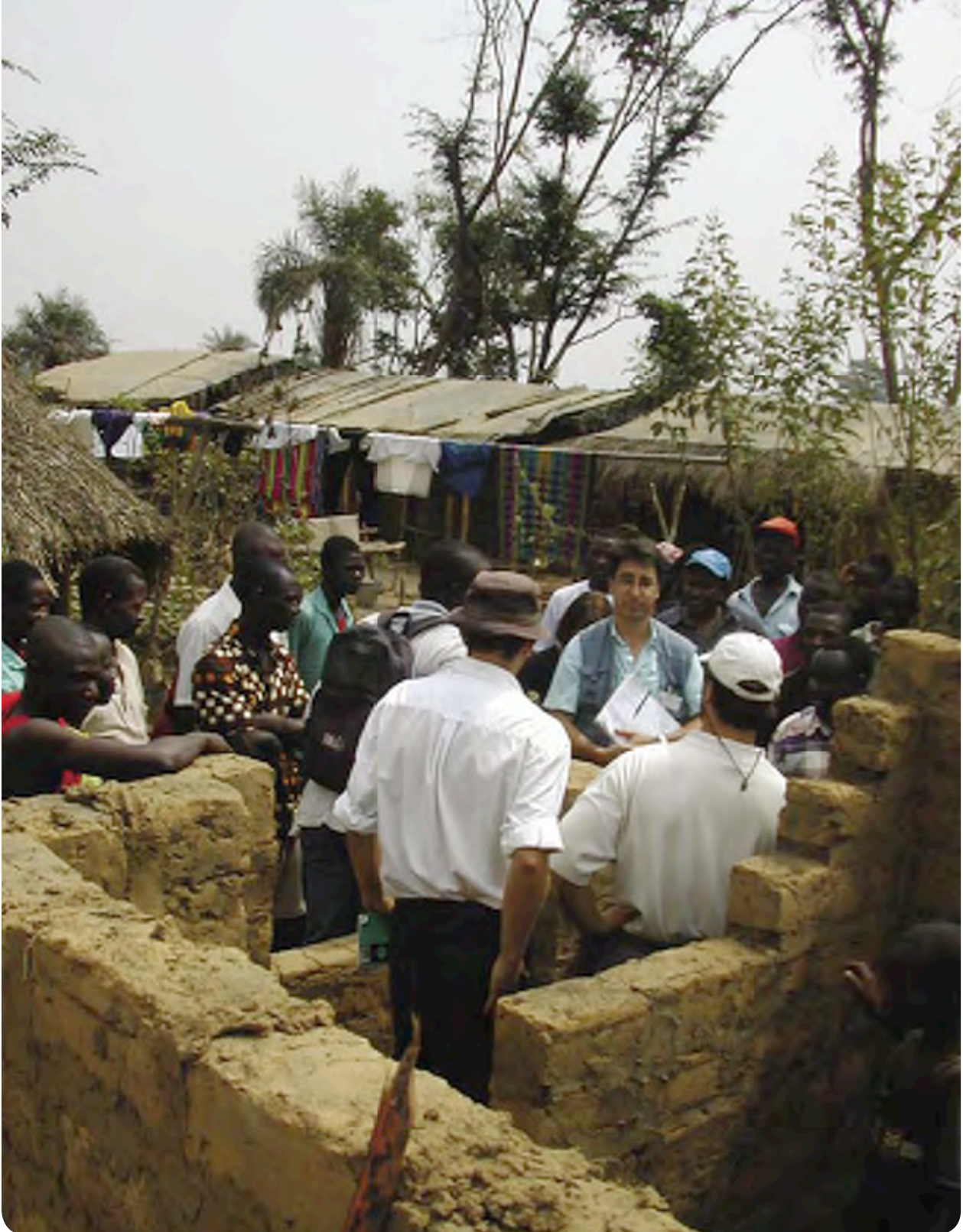
A Sierra Leonean refugee family discussing the construction of their new house with the camp management team. The negotiations done prior to camp setup will determine the success of the running of the camp. Photo: Eduard Compte Verdaguer

Chapter 1: Negotiations prior to Camp Setup

Introduction

It is recognised that the manner in which the location of a camp is negotiated and the camp itself is set up can have a critical impact on the ability to manage it once it is established. The importance of enabling effective relations between the camp population and the host community also impacts heavily on the ability to run and manage a camp well.

This first stage in a camp's life is therefore critical for its success as a functional community in which its residents can be afforded refuge and protection and access to community services.When a camp is established, one does not know for how long the camp services will be required. Ensuring that the start is right is all the more important. In this chapter we focus on planned camps, not self-settled or spontaneous camps. However, in quite a few camp settings, a camp management agency will be asked to transform a self-settled camp to a planned camp *(see chapter 2: Camp Setup, Care and Maintenance for relevant information).*

Negotiations and identification of new campsites for planned camps are normally undertaken by the responsible government and other mandated responsible agencies – UNHCR in the case of refugee camps – and generally take place before a camp management agency is identified. Site identification, development of site plans, negotiations with the local community and preparation of a Memorandum of Understanding (MoU) and the identification of other agencies that will work in the camp are similarly not the responsibility of a camp management agency. These activities are thus often undertaken without the involvement of the camp management agency. This is an unfortunate situation; as the camp management agency will have an overall responsibility for the setup and running of the camp, it should be allowed to have a say in the initial stages of the process.

Issues to Address

Identifying Partners

While it may not always be possible due to the urgency of a situation and the limited availability of NGOs, it is recommended that where possible:

- *the camp management agency* be identified at the earliest possible stage; and
- *a joint camp* planning committee comprising key stakeholder agencies for the campsite be established at the earliest possible stage.

Early Identification of a Camp Management Agency: Potential camp management agencies should be identified as early as possible in the process of establishing a camp. They should then be involved in all planning and stakeholder meetings at the earliest possible stage of negotiations. This will allow the camp manager to have a complete understanding of what has been agreed on and will place the camp manager in a much stronger position to arbitrate and resolve problems as and when they arise once a camp is established.

Joint Camp Planning Committee: A number of different stakeholders should be involved in the site selection and development of a camp. A 50% representation of women in the joint planning committee should be a goal. There are many advantages to the establishment of such a committee – it will ensure transparency in establishing the camp and higher levels of ownership of decisions that are made regarding the camp. The composition of the committee can only be determined by the local context and the nature of the camp residents:

- Camp residents (if accessible at this stage)
- Land and property owners
- Technical team (from UNHCR or lead agency)
- Central, district and local government (including relevant line ministries to be involved)
- National security forces
- Local/host communities and traditional authority structures where relevant
- OCHA (providing support to government agencies and facilitating coordination where required. OCHA's role will be more important where there is no other UN lead agency involved)
- Camp management agency, to be identified prior to campsite selection
- Other relevant agencies – water and sanitation (WATSAN), food provider, education and health providers

Site Identification

The key responsibility for site identification lies with the government and the lead agencies, however, negotiations should include all relevant stakeholders. The range of stakeholders will be context specific. In Sierra Leone, for example, UNHCR was included in the process, and worked in close partnership with the government of Sierra Leone, the district officer and other representatives of the local community including the paramount chief, the section chief and local chiefs, and of course the landowners and the local community.

There is a range of issues to consider when identifying potential sites:
- Absorption capacity and impact on host communities. Among the host population there are often groups of formerly displaced people who have settled permanently in this area, and who risk being marginalized again by the establishment of a camp
- Local community response to the displaced population: It is often assumed that the host community will be much more receptive to internally displaced persons (IDPs) than refugees as they will be «their own people». However, this may not be the case. The local context needs to be considered
- Security (50 km from border or conflict areas)
- Access to schools
- Access to health care
- Access and use of markets
- Communication roads and bridges
- Access to water
- Access to land and use of local resources, like fuel wood
- Storage and community infrastructure
- Access of humanitarian actors
- Use of community infrastructure – churches, playing fields etc
- Freedom of movement
- Freedom of expression – space to allow cultural individuality

These issues are not listed in any particular order. The relevance and respective importance of each of these issues will vary and will depend again on the local context. Where a joint planning committee has been established, it is suggested that the committee ranks the issues in order of importance in each situation. Each stakeholder should have an understanding of what has been agreed in relation to each of these issues.

▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGER

While the camp manager does not have direct responsibility for any of these issues, s/he will have to work within the parameters of the agreements that have been entered into. It is therefore of critical importance that s/he has full understanding of all agreements that have been entered into. Where possible s/he should be involved in the camp negotiations and planning.

- *Agreements:* The camp manager has a responsibility to inform him/herself appropriately of all agreements that have been entered into during camp negotiations and planning process.

- *Memorandum of Understanding:* S/he has to make sure that the camp management agency has signed a Memorandum of Understanding (MoU) with the government/UNHCR or other lead agency which details her/his responsibilities as a camp manager.

- *Relevant information:* S/he should make sure that the government agency/UNHCR has provided her/him with all the relevant information regarding camp negotiations and camp planning.

Internally Displaced Persons on their way to the Liberian capital Monrovia. Camp planning must be done in close collaboration with the host community. Photo: Hans Christian Knævelsrud, NRC

Preparation of a MoU with the Host Community

It is essential that a Memorandum of Understanding (MoU) is prepared to govern rights and responsibilities of all parties regarding the establishment of the camps. Each of the issues outlined above should be fully discussed with the local community so that there is a common understanding of what the camp community will need and how this will impact on the host community. Where appropriate and required all agreements should be outlined clearly in the MoU. Local protocols, including norms and values that host community members abide by should also be articulated into the MoU where appropriate and necessary. The responsibility for preparing the MoU will depend on the context; in refugee situations this will normally be the responsibility of UNHCR and the government, in IDP situations responsibility tends to lie only with the government.

There are many advantages to be gained by making sure that the camp management agency is involved in the preparation of the MoU between the various stakeholders; the government, UNHCR, if relevant, the landowners and the local community. In negotiating the initial agreements regarding potential sites the aim is to ensure a process as smooth as possible and to mitigate future potential tensions once displaced or refugee populations arrive.

▷▷▷ ▶ KEY RESPONSIBILITIES OF CAMP MANAGER

- **Copy of MoU:** The camp manager should have a copy of the MoU between the government/UNHCR/the local community. Where no MoU exists (sometimes the case in IDP situations), the relevant responsible agencies should be encouraged to prepare one.

- **Staff's understanding of MoU:** The camp manager should ensure that all members of camp staff have an understanding of the MoU.

- **Camp community's understanding of MoU:** The camp community leaders should, as far as possible, be involved in negotiating the MoU, in order to have an understanding of the relevant sections of it.

Host Community Benefits

The brokering of benefits for the host community normally will be undertaken by the government or lead agency as part of the preparation of the MoU. The nature of compensation/benefits to the community will vary widely depending on cultural norms and the specifics of each local context.

Examples of compensation packages
In Sierra Leone, different approaches have been taken:
- Host community camps in the Bo District have received 20,000 USD in development incentives that have been implemented in cooperation with National Commission for Social Action (NaCSA).
- In Kenema District, host community camps have benefited from community development that has been decided outside the community.

An important principle to follow is that the compensation packages agreed on should be consistent so as not to create divisions or animosities between the service providers, the camp residents and the host communities.

The compensation packages should be clearly outlined in the MoU or an annexed document.

- **Compensation agreements:** The camp manager and her/his staff should be fully aware of the compensation agreements that have been made with the local community.

- **Delivery, provision and management of benefits:** In some cases the camp management agency may be responsible for delivering, providing or managing these benefits. It is beholden on all camp managers to exercise this responsibility prudently. Creation of false expectations or bending agreements, which have been made, can create many unwelcome problems.

Inter-relations Host Community – Camp Residents

Experience shows that many problems that camp managers have to deal with on a day to day basis could have been avoided if host/camp community relations had been established at an early stage. There is much to be gained from establishing solid mechanisms for communication between the host and camp communities as early as possible.

- **Formal introductions:** Introducing representatives of each community formally is recommended.

The importance of observing local protocols

In Jembe camp in Sierra Leone, a local chief did not accept displaced communities being brought to the camp until a spokesperson for the displaced was formally introduced to him and presented Kola nuts in accordance with local customs.

- **Joint committees:** Where appropriate, joint committees should be established, so that any issues of common relevance can be appropriately discussed through this forum.

- **Host community liaison officer:** A host community liaison officer could be appointed for representation purposes or a community/camp counterpart system established to address issues of common concern.

- **Promotion of rights and responsibilities:** From the beginning, all stakeholders need to know about the special protection status of each group. IDPs and refugees need to be part of these discussions, so that they understand the extent of the rights they are accorded by their IDP/refugee status. At the same time they need to recognise their own responsibilities and the rights and responsibilities of their hosts. All efforts to facilitate common understanding should be encouraged. This should be done jointly with the government, local community and leaders from the displaced community.

The location of a campsite is extremely important, and the original site is not always the best. In Rowashid camp in Jordan, the first refugees settled spontaneously by the motorway. Photo: Knut Eker, NCA

▷▷▷⊳ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- **Host/camp community relations:** The camp manager team should facilitate a constructive relationship between host and camp community – formal introductions in accordance with local custom and protocol.

- **Discussion forum for host/camp communities:** This may be supported where appropriate with community/camp liaison officers who are locally elected.

- **Promotion of rights and responsibilities:** Once a camp is up and running it will be up to the camp management agency to ensure that there is appropriate dissemination of rights and responsibilities of the camp community.

Issues of Empowerment

It is important to ensure that displaced communities are fully engaged in decision-making processes, however, balancing expectations of the displaced will be the challenge. There will always be instances where the ideal cannot be achieved for political security and logistical reasons, and compromise will be necessary. Decision-making processes risk being stalemated if displaced community representatives are involved at a too early stage and involved in discussions where they are not conversant with the issues. The point at which to introduce the displaced into discussions and decision-making is critical and can only be determined by the local context.

Toolkit

Criteria for Selection of Humanitarian Agency for IDP Camp Management (OCHA)
This is a draft of the criteria used for selceting the partner agencies for camp managment in Liberia Note that this is a sample only, other sector- and/or context-specific criteria will normally also apply.

Managing & Coordinating IDP Camps in Liberia, Terms of Reference for Lead Agencies (OCHA)
These are the Terms of Reference supplied to lead agencies in IDP camps in Liberia. The document should be used only as an example for other ToRs, which necessarily will have to be contextualised.

Essential reading and references

– **Sheltherproject.org, 2003.** *Transitional settlement of displaced populations. Shelter beyond a tent.* **Second draft guidelines. University of Cambridge. Available for download at** http://www.shelterproject.org

– **UNHCR. 2000.** *Handbook for Emergencies.* **Geneva. UNHCR**

– **UNHCR. 2003.** *Partnership: Operations Management Handbok for UNHCR Partners*

• www.shelterproject.org
• www.unhcr.ch

Criteria for Selection of Humanitarian Agency for
IDP CAMP Management

Prepared by UNOCHA – Liberia November 2003 (Draft)

Criteria for Selection of Humanitarian Agency for IDP Camp Management

Effective management of IDP Camps, including close collaboration with LRRRC, and coordination of all in-camp humanitarian interventions, so that Internally Displaced Persons enjoy safe and dignified living conditions, necessitates numerous skills, expertise, experience and a good knowledge of Liberian socio-economic realities. Effective camp management is a multi-disciplinary endeavour. It requires strong negotiation skills and engineering expertise combined with a sound working knowledge of humanitarian activities concerned with distribution and monitoring systems, health, logistics, water, education, community services, protection and environmental sanitation to name just a few.

Given the critical role played by the Agency tasked with core Camp Management and Coordination responsibilities, a Selection Review Team has been formed and comprises LRRRC, UNHCR, USAID, and UNOCHA. The IDP Committee has defined the following criteria to assist in the selection of qualified, competent, and experienced Agencies capable of addressing the requirements set out in the Terms of Reference: Lead Agency for the Management and Coordination of IDP Camps in Liberia. The Selection Criteria includes the following:

1. Registration with Liberia Government
Any agency before considered for selection, as camp-coordinating agency must have registered with the Government line Ministry of Foreign Affairs with accredited by the Ministry of Planning and Economic Affairs on entry into the country. Certificate of such registration and other relevant documents authorizing such agency to operate in the country should be enclosed in the agency's application document for selection as camp coordinating agency.

2. Capacity
Agencies should have a demonstrated capacity, including evidence of past experience, as well as suitable resources including appropriate personnel to take on Camp Management responsibilities. Prior experience (in some sectoral activity) with the camp and/or population in question is also desirable. The Selection Review Team may request additional information, such as availability of technical skills, when reviewing the suitability of Agencies that have applied to undertake Camp Management responsibilities.

3. Availability of Resources
Agencies intending to manage IDP camps should possess adequate resources such as funding, logistics as well as personnel for sustained management of camps. It is readily understood that additional Donor support may be required to sustain Camp Management responsibilities.

4. Managerial Skills
Agencies should have a sound managerial capacity including ability to negotiate between competing groups/agencies, to manage and monitor distribution systems, and maintain an appropriate paper trail.

5. Knowledge of the socio-cultural values of IDPs
Agencies should have a sound understanding of Liberian cultural and social norms as well as issues pertinent to maintaining social harmony and safeguarding the protection and well-being of vulnerable groups.

6. Encouraging Community Participation

Agencies should have experience in supporting community participation so that IDPs are in a position to inform and support the Camp Management Team.

7. Monitoring

Effective monitoring and making feedback to donors and the selection committee constitute an important element of qualification to become a lead agency for camp management.

8. Reporting

Ability to produce timely report on all activities undertaken is pre-requisite for consideration to manage IDP camps.

9. Conflict Resolution Experience

Conflict is part of everyday life and it is necessary sometimes because it may lead to innovations though other times destructive. Conflict resolution skill is an important element desirable for lead agency to have in looking after the welfare of IDPs living in camps.

Managing & Coordinating IDP Camps in Liberia

TERMS OF REFERENCE FOR LEAD AGENCIES

Prepared by UNOCHA - Liberia
November 2003 (Draft)

Terms of Reference for Lead Agency for Management and Coordination of IDP Camps in Liberia

Introduction

More than thirteen years of armed conflict in Liberia have resulted in massive displacement of civilians, many of whom are living in camps in various parts of the country. The humanitarian community has been helping the Liberian Government to assist Internally Displaced Persons (IDPs) in need of protection and assistance. Experience in Liberia and elsewhere highlights the importance of operating in accordance with the UN Guiding Principles on Internal Displacement so that all interventions in IDP settlements meet minimum standards and contribute to creating and maintaining an environment conducive to securing the safety, dignity, and well-being of displaced Liberians.

In sum, IDPs should enjoy, in full equality, the same right and freedom as provided for under the Humanitarian Charter, the UN Guiding Principles on Internal Displacement and other relevant international conventions. Three fundamental principles guiding all humanitarian action in support of IDPs include their right to life with dignity; maintaining a clear distinction between combatants and non-combatants; and the right of IDPs to protection against forceful return to places where their lives, safety, health and liberty would be placed at risk.

Humanitarian interventions in IDP Camps should be managed and coordinated by a competent humanitarian agency, hereafter known as the «Lead Agency», in close collaboration with the Liberian Refugee Repatriation & Resettlement Commission (LRRRC). This involves a wide range of responsibilities including selection of appropriate sites and ensuring the provision of services and facilities to meet basic needs such as water, health, environmental sanitation, shelter, food, education, protection and security. The Lead Agency responsible for the day-to-day running of an IDP camp is also responsible for coordinating sectoral interventions undertaken by other NGOs. The lead agency should address the following:

Access to Water: The lead Agency should make provision for IDPs to have access to a safe and sustainable supply of water for drinking/cooking, as well as adequate amounts of water for bathing and washing which should be organized in a manner that is suitable for use by young children and women.

Environmental Sanitation: The Lead Agency should ensure that IDPs have access to health education and sanitation programmes including the availability of sanitary facilities for schools and clinics and adequate drainage around water points such as taps and wash basins. The Lead Agency should ensure that soap is distributed on a regular basis and that appropriate measures are in place for waste collection, its transportation and disposal. Latrines should be constructed, located and lighted so that IDPs, including women and children, are able to use them without fear for their safety. The Lead Agency should consult women in the design and location of latrines in

order to respect their cultural values. The Lead Agency should promote and facilitate community participation in the cleaning and maintenance of sanitary facilities as well as appropriate personal hygiene practices after the use of latrines.

Temporary Shelter: The Lead Agency has the responsibility of ensuring that adequate shelter is available in line with standards concerning space and privacy. Freedom of movement should be adequate for parents to meet the developmental needs of their children and to raise them with dignity.

Food: The Lead Agency in collaboration with Food Pipe Line Agencies should ensure that the IDP population receives adequate food of appropriate quality as well as cooking fuel and utensils. The Lead Agency, in collaboration with all appropriate partners, should ensure effective food distribution and monitoring procedures. The Lead Agency should also ensure that there are appropriate mechanisms for effective nutrition monitoring and surveillances systems. Breast-feeding should be promoted and use of bottle- feeding discouraged.

Health Services: The Lead Agency must ensure that health delivery services and epidemiological health surveillance systems are in place so that:
a) Measles immunization is provided to all children six months (booster at nine months) to five years of age (and if there is evidence of poor vaccination coverage in older children for those up to 12 years of age);
b) Sufficient Oral Rehydration Solution (ORS) is available and Oral Rehydration Therapy (ORT) is actively promoted with the establishment, if necessary, of ORT centres for early treatment of dehydration cases:
c) Appropriate Vitamin A prophylaxis is provided and a mechanism is available for early detection and treatment of Vitamin A deficiency in children;
d) IDPs have access to primary health care services which provide for the monitoring of the health of pregnant and lactating women, tetanus toxoid immunization for pregnant women, parent and child health services, basic treatment of common diseases among children, immunization, training of community health workers and traditional birth attendants, an active hygiene and sanitation program, child spacing services and health education;
e) Health services meet the health needs of children and adolescents; and
f) Education and other measures being provided help prevent and control diseases of public health importance and that counter-measures in place to address harmful traditional health practices affecting children and adolescents.

Prevention and Treatment of Disabilities: The Lead Agency must help ensure that the disabled are identified to determine the nature and extent of their disabilities and appropriate assistance provided so that families of the disable are provided with help to cope with the specific needs of their family members. Steps should be taken to allow each disable person to reach their potential, this is especially important in the case of children so that they are integrated into the usual services, such as schooling, and life of the community. Additional measures should be provided to support the rehabilitation and well being displaced persons with disabilities.

Protection and Threat to Security: The Lead Agency should be able to determine the level of security threats to IDP settlements. If any member of the camp population dies the causes should be established and appropriate actions taken to prevent avoidable deaths. The Lead Agency should take measures in line with agreed guidelines to help ensure that the camp population is not physically or sexually abused, tortured, abducted or recruited for military service.

Education Opportunities: The Lead Agency, in collaboration with agencies implementing education programmes and the Camp Management Team, should oversee the provision of quality primary, post-primary and non-formal education opportunities relevant for displaced children's needs. Agencies should employ the services of a technically qualified educational specialist to undertake an occasional assessment of educational needs and resources and establish a well-developed educational plan. Certificates should be made available the academic achievement of children.

Unaccompanied Children: The Lead Agency, in collaboration with focal agencies specialized in dealing with children, should ensure the availability of services to identify, document and assist unaccompanied children. The causes of family separation should be identified and countermeasures put in place to protect family unity. Appropriate arrangements should also be developed to establish legal guardianship or its equivalent for unaccompanied children. In Addition, adequate child placement services should be made available to assess care needs and facilitate appropriate placement arrangements as well an effective and efficient family tracing programs initiated and implemented. A complete record of unaccompanied children should be protected and stored in a safe place.

Camp Closure & Documentation: The Lead Agency should undertake preparatory activities including the participation of IDPs in the design of plans for both voluntary and facilitated return to areas of origin or preferred place of residence. All plans should take account of the special needs of vulnerable groups such as unaccompanied children, elderly, pregnant or lactating women. Medical screening of the entire population should be considered and families of the sick provided with copies their medical records.

Encourage Formation of Camp Committees: The Lead Agency, in collaboration with other partners, should support the creation of an IDP representative structure to assist in the general welfare and peaceful upkeep of the camp including settling minor disputes among IDPs.

Accountability: The Lead Agency is required to maintain accurate and up-to-date information relevant to the management of the camp. It should also report regularly to the recognized Inter-Agency Coordination structures such as the IDP Working Group and/or IDP Committee.

2 Camp Setup and Care & Maintenance of Camps

Newly arrived Liberian refugees in Jembe Camp in Sierra Leone help each other construct their new houses.
Photo: Eduard Compte Verdaguer

Chapter 2: Camp Setup and Care & Maintenance of Camps

Introduction

The fundamental goal of designing a camp is to provide a safe, secure and dignified place for displaced persons to live in. Good camp planning is a multi-disciplinary effort. Strong negotiation skills, engineering expertise combined with a strong working knowledge of humanitarian services such as health, logistics, water, education, community services and environmental sanitation, are all essential in the early stages of the setup of a camp venue. In a refugee situation, UNHCR will take the lead in onsite surveying and the overall planning process. Whilst preparing for an emergency influx, site planning often starts long before the potential camp management agency is identified. The agency will thus come in at a later stage and will implement what has already been planned for. In IDP situations however, the management agency often has a much larger role to play in actual site selection, camp planning and design.

The actors involved in planning and defining the legal and layout needs of the site will vary depending on the nature of the emergency and on how soon the camp management agency takes on its responsibilities. Actors that are likely to be involved are representatives from the local authorities, the host community, relevant UN agencies, service providers and representatives of the displaced population. Surveying of the site, physical planning of the dwellings, infrastructure and designing of the components of the camps will be a joint task shared between these agencies. A camp manager's input in this process is essential and should always be taken into consideration. After all, decisions made in the early stages of the planning process could have consequences in the longer run, thus becoming a camp manager's responsibility. Often however, the camp management agency comes in when the planning process is largely completed. The key responsibilities outlined in this chapter must therefore be related to the level and timeliness of involvement of the camp management agency. A GBV and HIV/AIDS perspective should be promoted in all aspects of camp design and setup.

Camp Planning Process – Who Should Be Involved?

- Future camp residents
- Host community leaders
- Partner service providers – NGOs
- Relevant UN agencies
- Ministries and local and national authorities

Responsibilities of Camp Management Team

Technical Site Selection Committee

The first step in designing a camp is to form a technical site selection committee. The members of this committee are often the future service providers and the agencies that will be funding the camp operations. Normally, the criteria for site selection will relate to the required size of the site, access roads, location, topography, soil type, vegetation and environmental impact. Resources and available personnel should be considered at this time.

Site Survey and Assessment

The next stage in the setup of the camp is for the technical team to assess the viability of each pre-selected site. Assessments of the existing resources, the present and future needs of the sites and rapid mapping are all standard activities in site selection. All mapping should be done with the Global Position System (GPS) and the Geographic Information System (GIS) technology. The vital criteria to be considered are:

- **Water source:** Water is crucial and should be sufficiently available all year round. The availability of surface water sources such as streams, rivers or ponds should be assessed. Hand-dug wells or boreholes are preferred. They are long-lasting investments and can be used by local communities after camp closure.

- **Size of site:** UNHCR recommends surface areas of minimum 45 m^2 per person. This includes space for gardens. Actual surface area per person (excluding garden space) should not be less than 30 m^2 per person. Thus, the expected numbers of arrivals must be estimated as well as space for unplanned surges in numbers and future population growth, which may result in an increase of 3-4% per annum. This criterion also includes space for roads, services, shelter and family garden space, but not for livestock grazing.

- **Accessibility:** Year round accessibility to the site is vital to ensure the regular provision of relief supplies. Roads must be accessible during the wet as well as the dry seasons. It is important to assess the accessibility for heavy equipment such as graders for road building and preparation work of site.

- **Location:** Access to other local settlements and opportunities for developing commercial activities must be considered when assessing the location. Hazardous areas like swamps, flood plains, flat areas or riverbanks should be avoided at all times. It is important to establish a comprehensive history of how the site was previously used. This information could identify potential competition for resources such as water, fuel wood and local construction materials.

- **Topography:** The slope should be gentle, between 2% and 5-6% gradient for proper drainage and gravity water distribution and agricultural opportunities. Steep slopes (10% and above) are difficult and costly to develop and should be avoided. Flat sites often face drainage problems and are likely to become marshy in the wet season.

- **Soil type:** The soil of the site should preferably be permeable, sandy soils for good latrine drainage. Rich, black soils are less suitable for latrine construction. Test digging should be done in several areas of each site for latrine construction purposes. Rocky, hardpan areas will be impossible to excavate for sanitation. When using wells as the main source of water supply, the water table should be at a minimum depth of 3 meters below the surface. Wells should be at a minimum distance of 5 meters from pit latrines. Additionally, the water table should be at least 1,5 meters below the bottom of a deep latrine pit.

- **Vegetation and fuel wood:** A site with natural trees for shade is recommended. Saving trees also reduces soil erosion. Fuel wood is a constant resource needed in the camp, so a site should be located that is well wooded and where dead wood is available. It is recommended to select a site far enough away from the host communities so as to reduce competition between the populations.

- **Ecology and culture:** Sensitive areas, e.g. national parks and other sites of national and/or international importance for cultural practices, local religion, monuments, historic buildings and memorial sites should be avoided as location for camps.

- **Environmental impact:** Early in the planning process, the camp management agency should organise the procurement of local building materials from the host community and transport it to the site. Doing so will restrain the impact of of extracting materials from the immediate environment and contribute to the maintenance of good relations between the host community and the displaced population.
(See Red R *Engineering in Emergencies* for more details.)

▷▷ ⊳ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Water assessment:** The camp management team should request a specific technical assessment of site water availability prior to camp selection. It should find out from local representatives in the host community how the water situation changes during the various seasons.

- **Evaluation of site selection:** The team should participate in as many aspects of the evaluation of the site selection as possible. As a camp management agency, getting to know the land before the actual construction will help in later infrastructure development and problem solving.

Liberian refugees arriving at a camp in Sierra Leone. Adequate roads and year-round accessibility are vital criteria when selecting a campsite. Photo: OCHA

Source: UNHCR, Handbook for Emergencies, 2000

Planning and Design

After the appropriate physical site has been selected, a «master plan» or overall site plan should be developed. A low cost GPS can map the configuration of the camp, as well as associated characteristics such as estimated capacity, surrounding sections, natural features and other existing settlements. A trained planner is required for this work.

Starting from the basic family unit, the overall physical layout of the camp can be developed following a modular approach or using alternative models exemplified in the tools in this chapter.

Module	Consisting of	Approx. no of persons
Family	1 family	4-6 persons
1 community	16 families or houses	80
1 village	4 communities	320
1 block	4 villages (or 16 communities)	1280

(Source: Slightly adapted from UNHCR, Handbook for Emergencies, p. 140)

▷▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Consideration of individual household needs:** The camp management team should make sure that the physical layout of the site takes into consideration the needs of individual households, as they would be in a village setting.

- **Consideration of long-term maintenance issues:** The team should thoroughly consider the long-term maintenance issues of the camp, such as the status of roads, general infrastructure and drainage. Maintenance issues (and thus costs) could be more effectively addressed when early identified.

- **Demographic considerations:** The infrastructure of the camp must respond to the needs of the various demographics of the population. Refugees and displaced populations are not a homogeneous group and often arrive in a weakened condition. Vulnerable persons amongst the population should be given priority for housing near essential camp services such as clinics, distribution centres, community service offices, etc. *(See chapter 5: Protection).*

Good access roads, reliable water sources and adequate sanitation facilities must be in place before any residents can be located in the new camp. Additional features like food preparation sites, distribution centres, emergency temporary schools and therapeutic feeding centres are also necessary camp structures to have in place before people start arriving.

- **Consideration of use of resources:** The camp management team should consider what resources that will be exploited over time in the camp and analyse ahead of time how to replace them.

- **Planning of firebreaks and fire prevention systems:** The team is recommended to establish either areas of firebreaks or areas of free space without buildings for every 300 m of built-up area. The recommended width of the areas is 30 m. For individual communities, the distance between buildings should be at least twice the overall height of any structure. In places where highly flammable building materials are used, the distance should be increased to three to four times the overall height.

- **Sustainable fuel sources:** The supply of cooking fuel, either wood, kerosene or charcoal must be considered from the beginning. Planting of trees and promotion of eco-stoves is one way to ensure sustainable sources of fuel as well as to reduce environmental impact in the camp and the surrounding areas.

- **Use of local materials and local resources:** In tropical climates the use of local construction materials that grow quickly (such as bamboo) should be promoted to protect the local environment. Procurement of local resources from the host community should be encouraged as much as possible. It is also essential that the team plan from the beginning how to implement a reforestation project after closure of the camp.

- **Family gardening:** Family vegetable gardens and plots should be promoted, particularly in a cluster design of houses. *(See chapter 9: Distribution of Food and Non-Food Items and chapter 12: Enhancing Livelihood Strategies for Self-Reliance).*

Shelter

Depending on country and context, camp residents are expected to build the family shelters themselves. This approach saves manpower and time and contributes to self-reliance, empowerment and community participation. Often, temporary accommodation needs to be provided at first to accommodate new arrivals while family dwellings are being constructed.[1] Tents and public buildings can also be used as short-term accommodation. UNHCR has established minimum standards that are often applied in various displaced settings. All shelters must provide protection from changing weather conditions and provide a space to live, to store belongings, maintain privacy and promote a sense of security. Camp residents should be provided with sufficient materials to construct shelters with a minimum of 3,5 m^2 of floor space in warmer climates and 4,5 m^2 in colder climates.

▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Check of shelter standards:** It is important to check shelter standards, which include blankets and clothing, and to make sure that the needs of newly arrived persons are met as soon as possible.

- **All-weather roofing:** Housing and roofing must be suitable for the different seasons.

- **Wind protection:** Rain, winds and drafts can easily affect people's health, in particular in colder climates. Wind protection of roofs, walls, doors and windows must be considered.

- **Community participation:** Community participation should be encouraged and the community organised in various work groups to build their own houses.

- **Construction of shelter for vulnerable persons:** It is crucial that the houses of vulnerable persons are constructed first. In collaboration with the implementing agency, the camp manager must identify the more vulnerable and develop the arrangements to organise community support.

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1. See UNHCR Emergency Handbook on the specific requirements and standards on the construction of transit facilities.

Protection Aspects of Camp Setup

During all steps of camp layout and physical setup, protection issues need to be considered to increase camp security and the community's well-being. Particular attention needs to be given to protection concerns of women and children and other more vulnerable groups within the community. *(See chapters 5: Protection; 6: Child Protection; and 7: Prevention of GBV).*

▷▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Camp layout planning:* Safety aspects of camps must at all times be considered in collaboration with the groups concerned. Different groups have different interests and needs. Men, women and children from the camp community must therefore be involved in the site layout and physical setup.

- *Safety aspects of camp facilities:* The camp management team must ensure that the location of washing facilities and latrines guarantee safe and easy access and sufficient privacy for women and girls. It is important to make sure that there is sufficient light, in particular at night. Similar safety aspects must be considered when allocating school and distribution sites and playgrounds.

- *Separate shelter for female-headed households:* In temporary transit dwellings, single-headed women households should be grouped in ways that minimize their vulnerability.

- *Separate shelter for unaccompanied children:* Construction of a specific transit booth for unaccompanied and separated children should be promoted – for boys and girls separately.

Displaced Chechen women discussing with an UNHCR representative in a refugee camp in Ingushetia. As many stakeholders as possible must be involved in the camp planning process. Photo: UNHCR

- **Overcrowding** to be avoided: The camp management team should see to it that overcrowding and multi-household dwellings are avoided.

- **Presence of female staff:** It is important to promote the employment of women to be part of the camp management team – especially in registration and distribution teams.

Toolkit

Typical Services and Infrastructure Requirements for Refugee Camps (UNHCR)
This table provides basic standards developed and applied by UNHCR for basic camp services and infrastructure. It quickly shows for example how many latrines or water taps (among other services) are required per family (4-6 persons), per community (80-100 persons), per sector (5000) or camp (of 20,000) persons.

UNHCR standards for services and infrastructure in a camp setting (UNHCR)
Provides a handy table that quickly shows how much land, shelter space, roads, walkways and water among other required resources are needed per person. Taken from the UNHCR Emergency Handbook.

Camp planning: Model designs (from NRC)
These drawings are models of various existing camps and infrastructure and aspects of camp layout. Very useful when designing the camps' infrastructure. Taken from NRC's shelter handbook.

Essential reading and references

– **Davis J., Lambert R., on behalf of Red R. 2002.** *Engineering in Emergencies.* **London, Intermediate Technology Development Group (ITDG)**

– **UNHCR. 2000.** *Handbook for Emergencies. (Chapter 12, Site Selection, Planning and Shelter).* **Geneva. UNHCR**

– **The Sphere Project. 2004.** *Humanitarian Charter and Minimum Standards in Disaster Response.* **London, Oxfam Publishing**

– **The Shelter Project. Ashmore, J., Corsellis., Fowler, J., Kelman, I., Manfield, P., Vitale, A.** *Draft Guidelines for the Transitional Settlement of Displaced Populations. Shelter Beyond a Tent.* **Cambridge 2003, Associated with the Cambridge University**

– **Watt S., Wood W. 1977.** *Hand Dug Wells and Their Construction.* **London. Intermediate Technology Development Group (ITDG)**

– **IASC. 2003**. *Guidelines for HIV/AIDS interventions in emergency settings*

– **Women's Commission for Refugee Women and Children.** *Refugees and AIDS. What should the humanitarian community do?*

• www.shelterproject.org
• www.redr.org/resources/Eng_Emergency/EngInEmergency.htm **(Engineering in Emergencies' homepage)**
• www.unaids.org
• www.womenscommission.org

Typical services and infrastructure requirements for refugee camps

1 LATRINE	PER	1 FAMILY (6 – 10 PERSONS)
1 WATER TAP	PER	1 COMMUNITY (80 – 100 PERSONS)
1 HEALTH CENTRE	PER	1 CAMP (OF 20,000 PERSONS)
1 HOSPITAL	PER	UP TO 200,000 PERSONS
1 SCHOOL	PER	1 SECTOR (5,000 PERSONS)
4 COMMODITY DISTRIBUTION SITES	PER	1 CAMP MODULE (20,000 PERSONS)
1 MARKET	PER	1 CAMP MODULE (20,000 PERSONS)
2 REFUSE DRUMS	PER	1 COMMUNITY (80 – 100 PERSONS)

UNHCR standards for services and infrastructure in a camp setting

1 water tap	per	1 community (16 houses; 96 people)
Max distance, user to water tap		150 meters
Latrines:		
Communal latrine usage:		15-25 users/ drop hole
Max distance, latrine to users		100 meters
Min distance, latrine from shelters		30 meters
Desirable number of private family latrines		1 per family (6-10)
Max distance, latrine to users		10 meters
Min distance, latrine to shelter		5 meters
Min distance, any latrine to water source		30 meters
1 health center	per	1 camp (no more than 20,000 persons)
1 referral hospital	per	10 camps (200,000 persons)
1 school compound (teacher/student ratio should be 1/40)	per	1 block (1,280 persons)
1 distribution center (NFIs)	per	1 camp
1 market	per	2 blocks
1 distribution center (food)	per	1 camp
1 garbage pit	per	1 community
Max distance from users		15 meters
Total surface area of a camp (incl. garden space)		45 m2/person
Minimum covered emergency shelter area	per	3.5 m2/person
Fire breaks	per	2 x height of building
Distance between villages	per	30 meters min.

Camp planning: Model designs (from NRC)

Camp planning guidelines in «Camp Management Toolkit» must be consulted before establishing actual camp plans. A professional settlement planner with strong grasp on protection requirements, social and physical planning experience, and with design capacity should be consulted for the design of the camp plan.

In order to facilitate participation and assist in development of camp planning, a set of «model» designs have been developed, and included as sketch designs:

Fig. 1   Model camp for approx. 10 000 residents
Fig. 2   Basic alternatives/designs of community clusters
Fig. 6   Perspective: Plot plan
Fig. 7   Perspective: Community cluster, type B4

The model camp is organised as a fairly compact «town» or «city», where the sub-division reflects functional criteria as well as social relevant dimensions, potential functions and relationships. It is vital that the camp plan allows and facilitates diverse activities and initiatives with suitable dimensions for the camp residents, social life and administrative units. Special attention has been given to the need for adequate population for possible administrative levels, work groups, social groups, sports etc.

The «model camp layout» illustrated should not be used as an actual design; rather as a programming or model illustration. The specific design for each camp depends on a range of contextual and practical issues – consult «toolkit» and references. Therefore the camp plan must reflect specific needs, (local conditions, e.g. access, topography, vegetation, prevailing wind conditions (exposure or shelter needs), features, etc).

The camp plan comprises the following main spatial features with social and technical elements:

Community cluster
The area with approx. 16 houses = approx. 80 people. Average area: 3200-3800 sq.m.
Community facilities: central communal space, garbage pit.

Neighbourhood
The area inside a firebreak, on an average comprising 10 community clusters = 160 houses = 800 people.
Average area: 220x220 m = approx 48 000 sq.m.
Community facilities: Central water point (three-four taps, laundry area, showers etc).
Vacant land: approx. community cluster size) for social use, or as expansion area (16 houses).

Township
The area with four neighbourhoods = 40 community clusters = approx 3300 people.
Average area: 200 000 sq.m.
Community facilities: Central square. One primary school (with two shifts). Market/distribution area. Religious building.
The township is the basic population/area for phased camp development.

Camp town
The area with three townships (optimum dimension) = approx. 10 000 people.
Average area: 600 000 ++ sq.m.
Community facilities: Camp management (offices, storage etc). Clinic. Other functions depending on needs and resources: market, sports ground, culture centre, etc.

Additional functions/areas:
Burial grounds, land for gardening and cultivation, grazing, etc

Community cluster

The basis of the camp plan is the community cluster with approx. 16 individual plots for family/ household shelters grouped around a communal plot, which should facilitate the combination of privacy on the individual plots, and the communal space in the middle. Very often displaced people flee in groups; families, relatives, neighbours, villagers etc, and it is vital for coping capacity of the displaced to preserve their social networks and relationships. The communal central area may be used for various functions, primarily for safe and supervised play and games, but also for joint work projects, celebrations etc. The communal plot should not be sub-divided between residents as gardens etc. The distance between clusters should be minimum 10 m, except those bordering the fire break zone. In order to calculate camp dimensions, the table below include a buffer zone of 5 m all around each cluster.

Cluster population: Most conflicts take place in countries in the South with high fertility rates. With an average family/household size (to be determined by the profiling process) of five persons, the community cluster population is approx. 80 persons. On an average, approx. 50% will be below the age of 16 years, and therefore the community space should be given priority as a safe and active play area, easily supervised, for various activities, reflecting the needs of various age groups and boys and girls.

Layouts: Five basic cluster layouts have been developed: A, B, C, D, E. The cluster layouts are based on a 9x12 m plot. Cluster plans differ in arrangement of the rows of shelter plots and in dimensions. Other plot dimensions and plans are possible.

Cluster	Communal plot		Cluster (net)		Cluster (incl. 5 m buffer)	
	Dim:	Area sq.m	Dim.	Area sq.m	Dim.	Area sq.m.
A	12x36 m= 432		36x60 m= 2160		46x70 m= 3220	
B	19x36 m= 684		43x60 m= 2580		53x70 m= 3710	
C	19x39 m= 741		43x63 m= 2709		53x73 m= 3869	
D	26x32 m= 832		50x56 m= 2800		60x66 m= 3960	
E	25x25 m= 625		49x49 m= 2401		59x59 m= 3481	

Other layouts may be developed. Re. «Guidelines for the transitional settlement» (shelterproject.org)

Access, shelter and latrine position
On a minimum plot, one must accommodate the practical needs for daily activities of the household. The use of the plot is therefore determined by cultural practices, and it is therefore vital that the community cluster plans are discussed with the camp residents. New groups and past experience in the camp may bring forward the need for adjusting or changing the designs. There may be practices and considerations that may require different designs.

There are three plan elements that differ in the various alternatives:
Position of house: Located near the surrounding access/«service lane» or towards the central community area.
Access: May be from the access/service lane or community area.
Latrines: The layouts shown are four possible locations, which may reflect cultural and practical considerations: ground conditions, security needs, use of surrounding service lane, use of community area, access to house from service lane or community area, house facing service lane or facing community area. The issue of latrine position is sensitive and should be given sufficient attention. Private latrines should be dug before residents are provided with house building materials.

1. **Layouts A1, B1 etc:** Communal latrines located in service lane (suitable for initial start-up of camp). They could be dug by host community or first batch of residents, e.g. as food for work or similar operation, but only on temporary basis! Communal latrines and ablution units should be located on perimeter of camp or in fire-break areas (min. width 50 m).

2. **Layouts A2, B2 etc:** Private latrines located in central community area. This implies the loss of the community area as a supervised play area for kids or other communal activities. Such activities may therefore have to use the surrounding network of access/service lanes, which will not give the same quality to social life. This solution is not recommended.

3. **Layouts A3, B3 etc:** Private latrines located on each plot facing the community area. This would preserve the community area for social functions etc, but the latrines near the community area may indicate a certain backyard quality. Access to plot may be from service lane or community area.

4. **Layouts A4, B4 etc:** Private latrines located facing the service lane, with possible access from entrance lane or community area. However, this design puts emphasis on the community area as an attractive and inviting function, with the private garden areas next to it, and the latrines on the «back» of the plot, next to the service lanes.

These four different principles have consequences for the importance and use of the surrounding access/service alleys and the central communal space. Choosing the most appropriate alternative therefore will influence the use of these spaces and the importance in daily life.

Water supply: In areas with ample potable ground water, wells may be dug in each communal space. Latrines should be private, located in each plot, on the back of the plot, as far away from the well as possible, and latrine depth should be approx. 1 m above ground water level. In areas with high ground water level and many wells (e.g. after long-term use of camp) pit latrines are not recommended. Instead communal composting toilets should be built. Camp management team must monitor water quality and health situation, and control problems with neighbouring clusters.

Solid waste: There should be minimum one solid waste container/garbage pit per community cluster. This may be located outside in central communal plot or in service alley. They should be marked and fenced in order to prevent small children from falling into them or playing/scavenging (cut themselves on broken glass etc). Collected wastes to be deposited and dug down/covered as routine service organised on lowest possible administrative level with suitable transportation (hand-/ animal-/ bicycle–drawn carts etc).

Neighbourhood

The term neighbourhood implies the next level up in the settlement structure. The neighbourhood population is approx. 800 and should also be a suitable size for a range of social and cultural activities, as well as organised management for the neighbourhood area and its residents.

Functions:
- Basically it comprises the area surrounded by the 30-50 m firebreaks, comprising on an average 10 community clusters. The area within the firebreaks is therefore approx. 220 x 220 m.
- Minimum water supply: centrally in each neighbourhood is the water distribution point (four taps), with average walking distance approx. 150 m.
- Sports ground/multi-purpose play/games area.

Township

This is the key unit for phased development of the camp: it comprises a set of key camp functions. The township population is based on four neighbourhood groups, i.e. 4 x 800 people = approx. 3300 people.

Functions:

- Main square, the central area where public buildings are located to function as main social area or «hub» of the township; where people meet, news are exchanged etc.
- Primary school (size depending on number of children and national school system (age range, teacher/student ratio etc).

  Based on 1/40 ratio: 16 classes in two shifts require eight classrooms.

  NB. Co-ed or gender-based classes/shifts?
- Combined market and distribution point (depending on walking distance), where these two functions can be organised with ample space for township residents.
- Religious building(s): In areas where camp residents belong to various religious groups, it is possible to have one religious building for each religion.
- Transition facilities (for newly arrived)
- Sports ground

The camp: «camp town» – «camp city»

The complete camp consists of three townships – or may be other multiple combinations of 3300 residents – up to max. six townships = approx. 20 000 residents.

Functions:

- Camp management/administration area:

  Entry point/check point
  Offices
  Storage
  Camp management accommodation: camp management should be allocated one community cluster near the camp management area (depending on management size).
- Clinic (10-20 000 residents)
- Cultural centre or other central social/cultural function; training centre (may also be on township level)
- Religious buildings – in areas where camp residents belong to different religions or sub-group/sects/«churches», it may be recommended to have these distributed throughout the camp in order to avoid duplication of each group building their religious buildings in each township area.

Additional functions and areas

Roads

The enclosed sketch does not show the access or internal road system. Internal «access roads/service alleys» should be used for pedestrian purposes. Any car traffic and parking should be limited to fire break areas, except in emergencies.

Agriculture

Land for agriculture (farming and animal husbandry) is important for self-sufficiency wherever possible, and must be given priority. Such land should be located outside camp itself. Animals should be controlled to prevent damages to crops, use pens (for night-time) and herders, also to prevent theft.

Wood collection (firewood and building) and seedling production

In many parts of the world the only source of energy for cooking and heating is firewood, and in many parts wood is required to shelter construction, particularly roofs. Uncontrolled collection of firewood and building timbers should not be permitted. Special areas should be designated, and transport provided if necessary. Areas for production of seedlings may be required. Cooperation and agreements with owners, neighbouring or host community may be vital.

Burial grounds

Various religions have different funeral and burial practices. Adequate land must be set aside for burials. In periods higher mortality rates may occur:

- Periods with infections and life-threatening diseases particularly among those who are weak and chronically ill, incl. AIDS cases.
- Tropical climates in rainy season with high malaria risk.
- Cold climate with general weak health conditions, poor shelters and inadequate food supplies.

Security

If security is a problem, e.g. rape, abductions, petty thefts etc become a problem, camp residents, if necessary together with neighbouring/host community should organise security force to patrol camp perimeter and inside camp itself. This also includes assistance if people (particularly women) cultivate in neighbouring areas, or as IDPs return to home farms for farm work, harvesting etc. Camp perimeter should be kept open and easily visible against intruders. Strategic fencing may be required.

Fig. 1

Community Cluster - approx. 16 shelters.

Neighbourhood - approx. 16 Community Clusters

Township - 40 clusters

Principle Layout - Camp for 10 000
1 Schools
2 Market/Distribution Point
3 Religious Building
4 Play Areas/Community Areas/Future Expansion
5 Administration
6 Community/Culture Centre etc.

Fig. 2

Fig. 3

Fig. 4
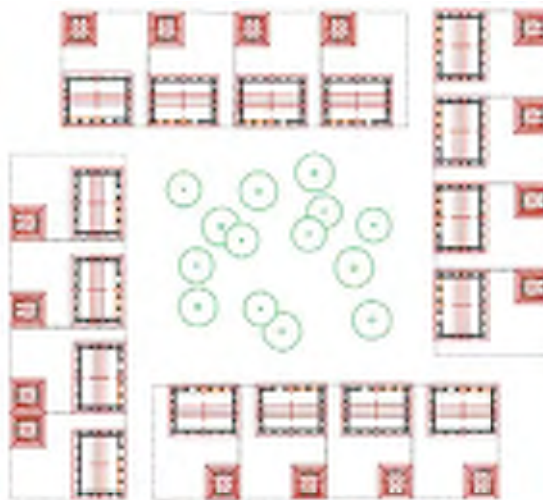
Fig. 5
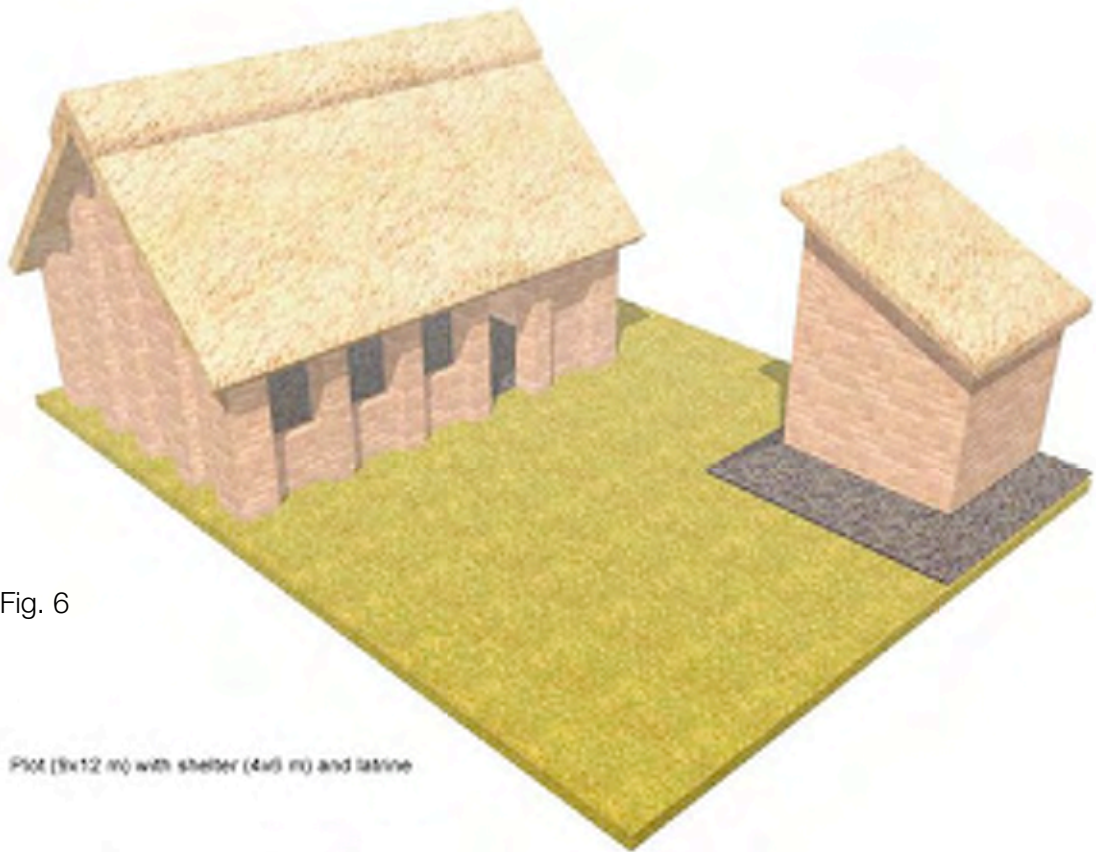
Fig. 6

Plot (9x12 m) with shelter (4x6 m) and latrine

Fig. 7
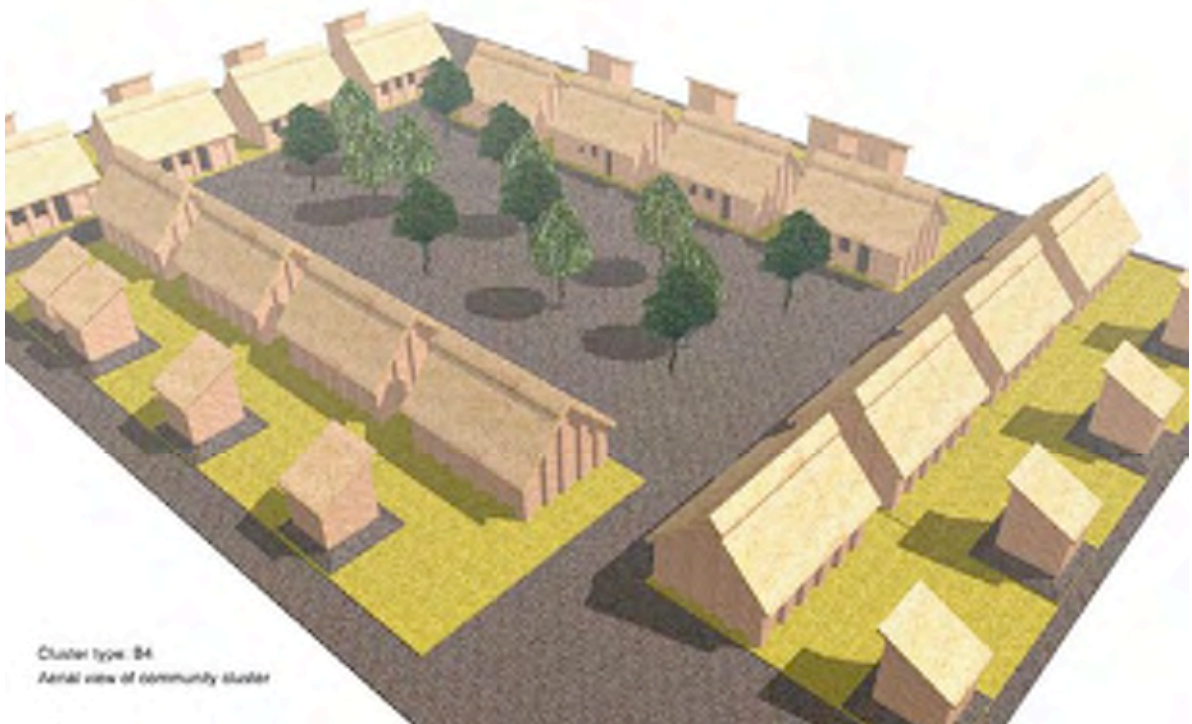
Cluster type: B4
Aerial view of community cluster

3 Community Participation and Camp Committees

Camp residents, local authorities, community leaders and have come together to discuss security issues in Largoo camp in Sierra Leone. Photo: Eduard Compte Verdaguer

Chapter 3: Community Participation and Camp Committees

Introduction

Community participation is fundamental to developing or re-building a well-functioning community. Through participation displaced persons can regain influence and control over their lives, which, in turn, will have a positive impact on their personal well-being. Consulting with camp residents on matters such as house construction and camp layout, food preferences or ideas to regenerate religious activities, can promote empowerment and make a critical difference in the restoration of a sense of normality.

> Community participation is a planned process whereby individuals and groups from among the displaced community identify and express their own needs and where collective action is taken to meet those needs.

There are many ways that camp managers can seek and encourage participation of the camp population; for example through formal representation by traditional or elected leaders, through camp committees, through informal contacts between camp residents and staff, or through the employment of camp residents. Most important is the involvement of camp residents in decision-making processes. It may take time to develop a sense of responsibility in organisational matters and to identify able, principled leaders. But such a process may ultimately pave the way for some degree of local governance. In many traditional communities, where the leadership tends to be exclusively male, particular efforts will need to be made to encourage participation of women. Efforts in this area are extremely valuable even though results are not always immediate or tangible.

> Involving the displaced population in camp administration and planning contributes to restoring a sense of normality. However, there are many other advantages as well. Working with the camp population will also contribute to:
> - development of a greater responsibility amongst the population. This is likely to improve the overall level of camp maintenance, encourage initiative within the community and stimulate behaviour in accordance with the camp rules.
> - increased transparency in decision-making processes. Transparency could decrease tensions around distribution of food, commodities and services.
> - trauma recovery of camp residents. Participation and people's increased sense of responsibility will lead to a growing self-esteem and create opportunities for people to be involved in solving their own problems.

Empowerment of camp residents is founded on the realisation that the displaced best know their own needs and interests. Assistance strategies can therefore only be successful when the many different groups among the camp population have a voice in how to address their particular needs. It is crucial that vulnerable groups are mobilised in this process. Whatever design works best, it is important to involve camp residents at the earliest stages possible and to continue this practice for as long as the camp is operative.

Responsibilities of Camp Management Team

Community Representation

Ensuring the communities' participation depends very much on the internal leadership structures. Present refugee/IDP community representatives were chiefs or community leaders even before being displaced. Experiences with democratic leadership elections and leadership rotations in Sierra Leonean camps increased the communities' faith in their own leaders and the will to cooperate.

▷▷▶ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Organisation of leadership elections:* Strategies should be developed and democratic leadership elections arranged already in the early stages of the camp. For every chairman and/or male camp leader being elected, it should be ensured that there is a female counterpart with equal responsibilities/powers. *(See attached tool on material and equipment needed for camp elections, as well as the sample ballot paper.)*

- *Development of a code of conduct for community representatives:* Codes of conduct that guide people's behaviour should apply to all persons in power positions. A camp manager therefore must develop and promote standards for all representatives and leadership structures such as the camp executive committee(s) and other decision-making committees.

- *Establishment of a grievance committee:* An independent grievance committee should be established to settle disputes and minor criminal violations within the camp or violations of the camp's by-laws. Petty crimes can be dealt with by grievance committees, whilst more serious offences should be referred to the national justice system. A model of a grievance committee is attached as a tool to this chapter.

Other Committees in the Camp

One way to encourage camp residents' involvement is to organise committees corresponding to the structure or layout of the camp design. In Sierra Leonean camp settings, where resident blocks are broken into 16 houses made up of roughly 100 persons, the community of the different resident blocks is encouraged to elect two leaders, one male and one female, who can act as spokespersons on behalf of their resident block. In this way there are two representatives per approximately 100 persons. In the early stages, the camp executives, i.e. the chairman and the chairlady, were elected through these resident structures.

Another valuable idea is to organise the participation of camp residents in areas of interest sectorally, by organising sub-committees around sectors such as water access, community and personal sanitation and food distribution among others. The formation of smaller sub-committees within each dwelling block could function to identify and address problems and to negotiate various issues related to each sector individually. These sub-committees could be a camp manager's first and most basic line of communication with the camp residents.

Camp Committees: Designing a Camp Residents' Leadership Structure – the Sierra Leone Model

The Liberian refugee influx into Sierra Leone in early 2002 benefited from the free refugee elections that were actively promoted and subsequently held throughout camp settings in Sierra Leone. The government body National Commission for Social Action (NaCSA) was one of the primary actors in the promotion and setup of refugee executive committees in the Liberian refugee camps. The leadership structure NaCSA proposed consisted of the following leadership positions:

- Chairperson
- Co-chairperson
- Chairlady
- Co-chairlady
- Secretary
- Vice Secretary
- Youth Male
- Youth Female
- Public Relations Officer

In addition to the positions above NaCSA also recommended the establishment of a *council of elders* made up of a representative from each tribal group within the settlement. The role of the council of elders was to act as an advisory board to the executive committee, adjudicate on disputes over violations of the camp bylaws (and thus, by majority, upturn or overrule decisions of the grievance committee), and proxy the honorary roles played by chief elders traditional in this part of West Africa.

Tenure of these offices was for one year, although members of the executive committee can be «re-elected» depending upon their performance and the preferences of the refugees.

Functions of the executive committee were as follows:
- To act as a liaison between the refugees in the camp and the following bodies: NaCSA, OCHA, host communities, camp management agency, other humanitarian bodies for the general welfare and peaceful upkeep of the camp.
- To ensure that issues of proper upkeep of the camp are channelled through established legitimate bodies for necessary actions.
- To consult with the council of elders on matters of general welfare of all refugees in the camp.
- To coordinate activities of the established sub-committees through regular meetings and discussion with such committees.

Source:
The refugee leadership structure as shown in this model was adapted and promoted in camps in Sierra Leone. Promoting democratic elections in these camps turned out to be a successful exercise. Faith in leaders and leadership structures increased.

Sierra Leonean By-Laws for Refugee Camps, UNHCR Sub-Office, Kenema, Sierra Leone.

Both camp committees and a council of elders encourage camp residents to develop a sense of responsibility, and they stimulate a spirit of cooperation. Each camp manager and management agency will obviously need to find the right organisational structures that could work within their own particular cultural and camp setting.

▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

When establishing committees or sub-committees, it is most important to encourage the community to participate. The following initiatives to promote participation should be considered:

In Sierra Leone, the government has promoted the election and setup of refugee councils in the Liberian refugee camps. Photo: OCHA

- **Community meeting places:** Sufficient community-meeting places should be allocated and constructed around the camp (fire break areas can be used for this purpose). This could be specific covered booths, peace huts or outside meeting venues. Where the climate is hot, places should be found where there is shade, water and facilities nearby.

- **Identification of participants:** The team is recommended to make a registration list of camp residents who show interest in participating at various levels. Personal interests and skills should be registered.

- **Establishment of committees:** It is vital to coordinate with community representatives what committees are to be established. Community leaders should be involved from the earliest stages.

- **Capacity building and training:** This type of activities should be provided to groups and individuals that show potential. It could be in the area of administration or social work. It is important to liaise with the community services officers and the various responsible agencies on this issue. Meanwhile, these agencies should be encouraged to actively involve the displaced community in the planning and implementing stages.

- **Freedom of expression:** The camp management team should encourage freedom of expression and be willing to accept constructive criticism.

When forming committees, these are some important issues to keep in mind:

- **Code of conduct:** For any committee or leadership structure a code of conduct that guides people's behaviour should be developed and its standards should be promoted. *(See also chapters 5: Protection and 7: Prevention of GBV).*

- **Size of committees:** General guidelines suggest that committees of more than 30 persons become untenable.

- **Frequent rotation:** A regular change of tenure and elections should always be instituted. Camp/community representatives must be elected at regular intervals (one year is usually suitable). In addition, it is essential to establish rules on how many times a candidate can stand for election.

- **Removal procedures:** Voters should be allowed to request removal of unsatisfactory representatives. It is vital to develop procedures that allow for removal of representatives. Criteria that define malfunctioning must be part of the procedures and must be met for new elections to take place. A camp manager, in collaboration with the various committees, must develop these criteria.

- **Equal involvement:** It is important to ensure that all different groups within the community are represented in forming these committees (women, youth, children, elderly and disabled persons, ethnic and religious groups etc.). It is vital that the more vulnerable (e.g. disabled persons, female-headed households, HIV/AIDS-affected households/their representatives if feasible) are equally represented and have a clear voice.

- **Female participation:** Participation of women in all leadership structures and committees must be promoted. A 50% participation of women in all leadership structures should be a goal.

- **Avoidance of favouritism:** It is recommended not to show specific interest in any particular group, committee or individuals within the community.

It is important to recognise that good camp resident leadership takes a lot of time. Requests for incentive payments by the camp leadership are not always just requests for money, but can also be a legitimate request for compensation for the long hours of volunteer time required in administrative tasks that could be spent earning wages. Most often camp leaders are educated persons, who could be employed in other ways than just camp leadership roles. Creative ways to support their efforts should be looked for.

Among the more general points to consider are:

- *Terms of reference:* The camp management team should design a leadership structure and the terms of reference/responsibilities for involving the camp community at various levels.

- *Dissemination of information:* The team should develop strategies for transparent information sharing in multiple languages and dialects. Information does not reach everyone equally. It is important to ensure that non-literate and vulnerable members of the camp population receive the same quality of information as those in leadership roles.

- *Community sensitisation:* The team should provide an orientation to new arrivals on election procedures, leadership structures and committees.

- *Host community involvement:* Where host populations and displaced persons live in close proximity, inter-personal contacts and relationships building should be encouraged. This should happen at different levels, between chieftains or elders leaders, between youth groups and women's forums. Some ideas to encourage interaction between camp and host communities are cultural events, sports and other activities that promote positive interactions. *(See chapter 13: Youths and Recreation).*

> To identify a «Host Community Liaison Officer» among the camp population can be a good start for developing good relations between host and displaced communities. The liaison officer could function as a focal point for coordinating activities, addressing problems and/or tensions and for sharing information.

Community Participation during Voluntary Repatriation

A smooth voluntary repatriation depends heavily on community participation. Especially important during repatriation and closing of a camp is the role of the community leaders. These leaders must therefore be fully informed about the different stages of the repatriation exercise and what their particular role is at each stage. They should be able to address questions on the repatriation exercise and to properly disseminate information. Having the camp residents play an active role in the design and planning of voluntary repatriation is one way to facilitate a positive experience of the closing of a camp. The camp residents should be permitted to conduct go and see-visits to their home country/habitual place of residence as part of their preparations for repatriation.

▷▷▶ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Logistical involvement:* The camp management team is recommended to involve camp residents in the logistical arrangements. They can be key informants in designating «drop off» points, providing information about the different cultural/tribal needs for transportation, and establishing priority areas for return (based on growing seasons, road access, etc.).

- *Joint sensitisation strategies:* The team should aim to sensitise the entire camp population on all aspects of the repatriation process. Where multiple first languages are spoken it is vital that the information is translated into each mother tongue. Sharing information on the repatriation and camp closure with the community is crucial for ensuring a smooth process.

- **Methods for dissemination of information:** It is recommended to develop and design the information campaign by using creative methods. Drama groups, handouts, posters, radio and media announcements, go and see-visits etc. can often be a better way to share information with camp residents than just plain lectures.

- **Registration for departure:** Camp leaders should work with the camp management/UNHCR to assist in the registration of persons ready to leave, especially vulnerable groups.

- **Camp dismantling:** Community leaders should be the last ones to leave. They should be involved in dismantling individual dwellings and houses. Where tents have been used, they can be folded and packed, individual mud/stick dwellings can be knocked down, and trees can be planted.

Toolkit

Materials and Equipment for Camp Elections (from IRC)
This tool introduces key issues in planning, design and acquisition and distribution of election materials for camp election.

Sample Ballot Paper for Elections (from IRC)
This ballot paper is a sample for use in camp elections in camps where a high percentage of camp residents are illiterate. The idea with this ballot is to mark or stamp in the box against the candidate of choice (represented by a symbol).

Terms of Reference for a Refugee Executive Committee (UNHCR Sub-Office Kenema district, Sierra Leone).
These terms of reference (ToRs) are developed for the refugee executives in refugee camps in Sierra Leone. The ToRs outline what is expected from the executives and provide standards of behaviour and accountability.

Designing a Grievance Committee (the Sierra Leone Model)
The grievance committee model is taken from the by-laws, UNHCR, Sierra Leone. The by-laws (not attached) are intended as a guide for the adjudication of disputes and minor criminal violations within refugee camp settings.

Reference Tools

People-Oriented Planning: A Practical Tool for Refugee Workers
(Anderson, M.B., Howarth A.M., (Brazeau), Overhold, C. 1992. A Framework for People-Oriented-Planning (POP) in Refugee Situations Taking Account of Women, Men and Children. Geneva, UNHCR).
This programming tool designed for UNHCR staff and partners, helps to identify essential facts about any group of refugees/displaced persons. These facts (on demographics, cultural values and customs) are necessary for effective planning. It also provides instruments to organise the information in such a way that it can be used to make good decisions regarding programmes and to implement effective programmes.

Essential reading and references

– **UNHCR. 1994.** *Refugee Children. Guidelines on Protection and Care. Geneva, UNHCR*

– **Weis, W.M., Bolton, P., Shankar, A.V. Baltimore, Johns Hopkins University. CERTI Project. New Orleans, Payson Center for International Development and Technology Transfer, Tulane University, 2000. Rapid Assessment Procedures (RAP):** *Addressing the Perceived Needs of Refugees & Internally Displaced Persons through Participatory Learning and Action*

– **Freudenberger, K. 1998.** *Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA): A Manual for CRS Field Workers and Partners. Baltimore: Catholic Relief Services. Full text available on-line at:* http://www.catholicrelief.org/publications/issue/cfm

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

– **International Rescue Committee. 2003.** *Protecting the Future. HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

- www.unhcr.ch
- www.ineesite.org (Inter-Agency Network for Education in Emergencies)
- www.catholicrelief.org
- www.unaids.org
- www.theirc.org

Materials and Equipment for Camp Elections

Development of Supply Program

Planning, design, acquisition, and distribution of election materials and equipment is one of the major focuses of the electoral management body in ensuring that all is in readiness for voting day. In developing supply programs, overall considerations must be that materials and equipment:

- are acquired cost-effectively;

- are easy to use, and, particularly where used by voters, the emphasis is on simplicity in format;

- are acquired in accordance with a planned acquisition program (it is essential that there is thorough and early planning of all materials and equipment needs);

- are appropriate for a camp environment;

- fulfill the legal obligations of the election framework (this is to be researched)

- provide adequate security and transparency for all election processes;

- are monitored comprehensively and regularly to allow continuous assessment of election readiness, and early implementation of contingency plans to address deficiencies.

Control Measures

Controls on the acquisition, distribution, use, and return of election materials and equipment are necessary to ensure:

- financial probity and the ability to prevent loss of assets;

- readiness assurance, so that election managers are aware at all times of the location, quantity and status of all equipment and materials and can take contingency actions to redress deficiencies.

Essential elements of these controls for materials and equipment controls include:

- clear specifications for all materials and equipment to be acquired;

- approval and maintenance testing programs;

- a systematic numbering system for all materials and equipment to aid standard identification;

- systems for authorisations of expenditure on materials and equipment;

- simple systems for recording, collating, and examining despatch and receipt data for items at each stage of supply, from manufacture right through to post-voting day return to storage or for destruction;

- systems for restricting access to or allocation of supplies to authorised persons;

- accurate maintenance of asset registers showing quantities, locations, accountabilities for, and condition of voting operations materials and equipment;

- systems for authorising materials and equipment destruction or disposal.

All those involved in supply acquisition and distribution--suppliers, transport and warehouse workers, polling officials, electoral management body staff--must receive clear instructions on maintaining the audit trail for supplies. It is important that copies of supply and distribution management summary records are available to managers at the local, regional, and central level so that they are aware of the readiness profiles and to enable effective monitoring of materials supply and distribution

Lack of controls and proper audit trails on materials and equipment can cause grave problems for electoral management bodies. Often, where elections are implemented in a very brief time frame, acquisition in haste leads to lack of controls or inadequate controls being implemented. Not knowing whether supply orders have yet been filled, supplies have arrived at their destinations, or the quality and condition of supplies makes it difficult to ensure effective voting operations.

Lack of controls and accountability for distribution and control of supplies can affect election integrity, if accountable materials are missing, and cause serious financial loss. Many equipment items used in voting operations such as mobile phones, computer equipment, and vehicles are highly portable and susceptible to theft or loss.

Control of Supply Sources

Controls on sourcing of materials and equipment are also required to provide financial probity, cost-effective acquisitions, and reliability. Necessary controls would include:

- transparent competitive bidding procedures to ensure cost-effective purchasing;

- careful consideration of the potential disadvantages of sourcing internationally in terms of sustainability, reliability, length of supply of lines, and cost-effectiveness;

- sourcing only from suppliers willing to enter into performance bonds or guarantees;

- sourcing from suppliers with accredited quality control systems.

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SIERRA LEONE
BALLOT PAPER
No 58010

LOCAL COUNCIL ELECTIONS

SYMBOL	MARK HERE
Broom	
Cutlass	
Lamp	
Umbrella	
Rake	

Mark/Stamp in the Box against symbol
of your Choice.

Draft
Terms of reference for a refugee executive committee

PRINCIPLE GUIDING THE TOR: To involve refugees in planning and implementation of protection/assistance programmes in each camp.

As in each camp, a partner has been entrusted with the general management of services/assistance provided to the refugee population, in close cooperation with the camp manager, the refugee executive committee will carry out the following activities:

1. To represent the refugee population in general coordination meeting at camp level.

2. To establish village, community, section leaders.

3. To appoint in collaboration with village, community, section, leaders, members of sub-committees per sector. The sub-committee will comprise of men, women, and youth who will work with partner responsible of the said sector.

4. To be responsible for conveying information regarding the protection and mechanism of assistance in the camp to the rest of the population. It will bring to the attention of the camp manager information/problems identified by the refugee community which will not find solutions through the sector sub-committees.

5. To appoint on the basis of the bye law, a grievance committee (to settle domestic and minor crimes e.g. petit thefts occurring in the camp) which will comprise of representatives from both religious and ethnic groups taking into account gender aspects.

6. To support in the establishment of women, youth, disabled associations where they do not exist.

7. To help with establishing security wardens in the camp in collaboration with the Police Officer.

8. To notify/report to the camp manager and/or the police, any subversive activity planned to disrupt law and order in the camp.

9. To inform camp manager about new refugees arriving, or living the camp

10. To contact the host community's representatives through either the camp manager or through the Liaison Officer.
11. To have once a month, a general cleaning day of the camp

12. To support the organization of sport, cultural and celebration of International Days' activities.

In the situation where solutions cannot be found to problems identified, camp manager and the refugee executive committee will take the matter to UNHCR and/or NACSA.

UNHCR
Sub-Office Kenema.

Designing a Grievance Committee - the Sierra Leone Model

1. The Chairman and Chairlady of the Grievance Committee shall be appointed by the members of the Refugee Executive Committee.

2. The composition of a Grievance Committee shall reflect the religious and ethnic composition of the camp population and shall include the aforementioned Chairman and Chairlady and two other appointed refugees (1 male and 1 female) both of whom shall be persons of good repute within the refugee community.

3. The Grievance Committee shall deliberate on matters concerning breach of these bye-laws, and have the responsibility to levy fines and determine, in collaboration with the camp management agency, the type of community work assigned to violators of these laws.

Taken from the Sierra Leone By-Laws, UNHCR Sub-Office, Kenema, Sierra Leone.

4 Registration and Data Collection
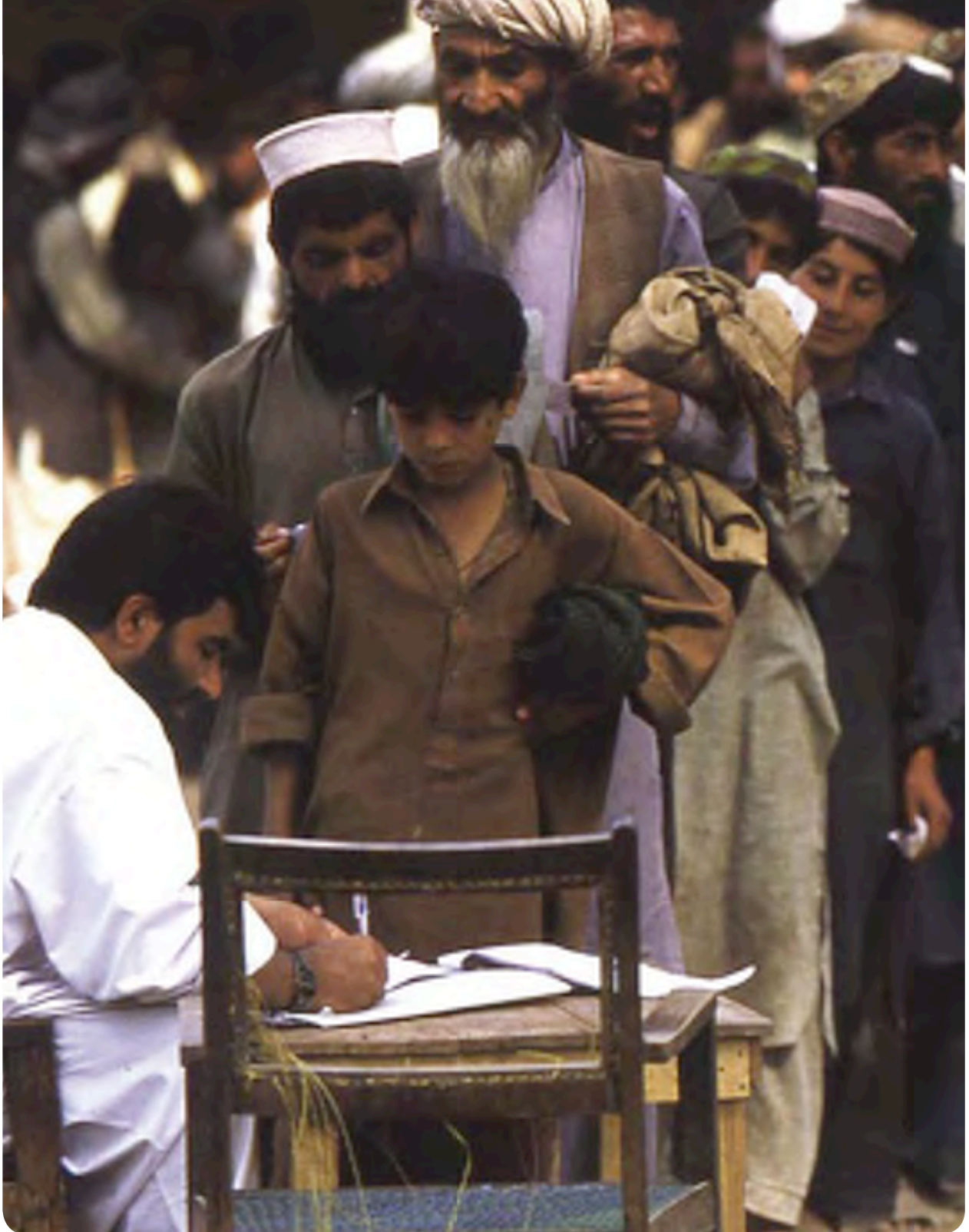
Afghan refugees registering in Jalozai Camp in Pakistan. Information about the size and characteristics of the population in a camp is crucial both when planning programmes and in finding durable solutions. Photo: UNHCR

Chapter 4: Registration and Data Collection

Introduction

Registration of displaced persons is first and foremost a key protection tool. It can help to protect those who have been displaced from refoulement and forcible recruitment. It can ensure access to basic rights and family reunification, help to identify persons in need of special assistance, and provide information crucial to finding appropriate durable solutions.

In a camp setting, registration is a fundamental tool for camp management teams and addresses a number of issues of concern to both humanitarian workers and camp residents. Registration is the systematic collection of data and is used to determine the *size* and *characteristics* of a particular group or population. Whether a refugee or an internally displaced situation, registration is always the responsibility of the government in the country concerned, however UN agencies, NGOs and camp agencies invariably play a central role in both planning, gathering and utilisation of data.

Why is Registration Important in a Camp Setting?

a. Registration provides the basis for planning programmes, providing assistance and ensuring protection in the camp

The *size* of a camp population will impact on all programme and operational inputs, as well as on the monitoring and evaluation of results. Inputs may include food and non-food items for distribution, shelter materials, etc., while operational inputs include funding levels, number of staff, etc. Monitoring and evaluating programmes depend on correct population numbers to measure accurately, for example, the crude mortality rate and latrine coverage.

The *characteristics* of a population (gender and age breakdowns, the number and type groups with special needs etc) help managers determine whether to add or modify programmes to maximize assistance. Examples of programmes affected by specific characteristics are protection (family tracing, family reunification, forced return) and community services (people considered to be vulnerable, such as those with physical and mental disabilities, the elderly, unaccompanied children, single female parents, single females, survivors of violence, the blind, deaf and/or mute and those with chronic illnesses). It is important to gather disaggregated data. Re-registration can provide key protection information such as a missing age group (e.g. boys who have been forcibly recruited by armed groups).

b. Registration provides data that is relevant for seeking durable solutions

Registration may provide data about where a person has come from and his/her intentions or desires regarding durable solutions. This information may assist in repatriation efforts (e.g. rehabilitation in an area of return, logistics planning for a repatriation programme) or resettlement (identification and detailed information about potential cases).

It should be noted that registration might serve additional purposes for the camp management and other agencies – both internally and externally. Information about the size and characteristics of the population can be used for situation reports, inter-agency coordination, advocacy, media reports and fundraising. With accurate numbers, the cost-effectiveness of a programme as well as other monitoring and evaluation exercises become much more efficient.

Who Does Registration and When?

Registration is primarily the responsibility of the government in the country concerned, be it a refugee or IDP situation.

In a refugee setting, however, UNHCR often assists when the government is unable to initiate and maintain registration systems. NGOs, the camp residents, and others may also wish to initiate registration exercises for their own purposes.

In either case, registration can and should be a highly collaborative operation, as it requires inputs from the camp management team, camp residents, community groups, NGOs, UN agencies and local authorities. In a refugee setting, the UNHCR form should be used, but there is some flexibility as to what questions are emphasized. For example, the camp management team may want to specify the vulnerable group categories that are used.

In an IDP setting, procedures for registration have so far been of a more ad hoc nature. Quite often, agencies base their activities/interventions on registrations already conducted by UN agencies like the World Food Programme (WFP).

The size and the nature of the influx will determine the type of registration mechanism to be used. In normal circumstances, registration/verification will take place within three months of the start of a major influx. Arrangements must be made to register any new arrivals thereafter. Registration data should be verified and updated continuously, particularly during, but not limited to, food distribution. Verification of data on all the displaced should be repeated periodically, as required by the situation. If the camp is stable and the population flow is manageable, the government and/or UNHCR may conduct the registration process on their own. In such a case, the camp management team, NGOs and others may instead play a supportive role, providing medical screening, constructing/maintaining registration points, etc. During an emergency with a large influx of people, the camp management team may need to mobilise more direct assistance such as staff, office supplies, communications equipment, etc. Re-registration is a much more complex process, even in a moderate size camp, and requires more inputs from all concerned groups.

Also when the camp management team only plays a supportive role in the registration process, they must be aware of the procedures used, how the data is being analysed, and the results of the data. This requires collaboration and coordination among the camp management team, UNHCR and other relevant actors, so does the application of data.

Stakeholders and their Roles

When planning a registration, one of the principle objectives is to determine the operational roles, functions, responsibilities and accountability of the different stakeholders in a registration procedure. This facilitates effective co-ordination and management.

Role of the Government

Registration is the responsibility of states. However, in some countries, although both the political will and legal basis to register the displaced may exist, the government does not have the operational capacity and resources to create, implement and maintain a functioning registration system. Other countries may be fully capable of assuming their responsibilities for part or all of the displaced population, but refuse to do so. For these, and other, reasons, UNHCR or other agencies/NGOs may have a more active role in registration activities.

Role of the Displaced

Refugees and internally displaced persons should be involved in registration as much as possible, both during planning, implementation and evaluation of registration activities. Female refugees/ IDPs and persons of concern have a specific role in registration activities. Women must participate as equals in the decision-making bodies and processes. They should have a say when analysing security risks, and analyses should include potential risks of abuse and violence to girls and women. They must contribute to the selection and validation of the registration methodology. Female refugees/IDPs and others of concern should participate fully in informing the community about registration concerns. Women should also monitor access to registration sites and assist in verifying identities. Invariably, there will be those among the displaced who will attempt to register twice or more in order to increase their gain. In fact, this issue frequently appears as one of the most critical in refugee/IDP camp registration. Surrounding communities and even members from other nearby camps can attempt to profit from a registration exercise, so measures must be put in place distinguish fraud from genuine cases. The displaced population can play a regulatory role in this as they certainly come to know their community members and can discern outsiders, whether through accent, language or tribe. Usually, notables of the community emerge as leading figures over time due to their reputations for honesty and fairness. These persons can collaborate with the camp management team and/or UNHCR to contribute positively to registration processes.

Role of UNHCR in a Refugee Setting

UNHCR's role in registration and population data management varies from simple monitoring to full design, implementation and maintenance of a registration system. The agency has developed and maintains appropriate refugee registration mechanisms. UNHCR has a joint responsibility with the host government for ensuring that refugee numbers are established as accurately and as soon as possible after a new refugee emergency, and that these records are updated regularly thereafter. The original UNHCR truck manifest that accompanies the displaced population to a camp is a crucial document, as it often founds the basis in the registration process. UNHCR should strive to provide a copy of this document to the camp management team at the final camp destination. Doing so can help alleviate future discrepancies between partner agencies and prevent delays in service provision to the camp residents.

Role of OCHA in an IDP Setting

As outlined in Principle 25.1 of the Guiding Principle on Internal Displacement, «the primary duty and responsibility for providing humanitarian assistance to internally displaced persons lies with national authorities». Hence, the responsibility for registration lies with the authorities, but should be monitored by the camp management team. It should be expected however, that the camp management team will be asked to arrange for the undertaking of the actual registration, and hence a relevant implementing partner need to be identified. In its overall coordination role, OCHA supports the humanitarian coordinator and the country team in determining agencies' responsibilities with regard to camp management responsibilities, including registration of IDPs in camps with a view to implementing consistent systems of registration.

Role of Operating Partners

UNHCR and governments cannot register large numbers of people by themselves; they must act in partnership with other stakeholders, particularly ICRC, WFP, UNICEF and NGOs. In most situations, these agencies will be directly involved with registration activities. Once the operational partners have been identified and contacted, they should be encouraged to participate on all levels of the registration planning and implementation. The operating partners in the camps should bear in mind that they will most likely be the ones responsible for the ground logistics required for any registration (e.g. construction of the temporary registration booths, crowd control, furniture for the registrars, lunches for staff, etc.).

Considering that in many cases, the registration of camp residents and the identification of food aid recipients are essentially the same activity, close cooperation with World Food Programme (WFP) in

planning and implementing registration activities is essential. In an IDP setting, so far solutions for registration have been of a more ad hoc nature. Quite often, NGOs'/agencies' activities are based on registrations already conducted by UN agencies like WFP. The camp management team, in collaboration with the camp leadership, may also be asked to carry out the registration for WFP.

Responsibilities of Camp Management Team in a Refugee Setting

Registration is normally classified in three types/levels depending on the context of the registration, and the amount and type of information gathered.

Levels of Registration

Level 1: Registration in an Emergency
This level of registration is often referred to as «household registration» or «control sheet registration» because of the simplified form used for collecting data. It is often conducted in the earliest stages of a mass influx or emergency situation, gathering a minimum of information. For this level, information is gathered from the household or family. If possible, each person should be given a fixing token. An address system for the camp should be established so that families can be found again.

Level 1 Data:
- Household or family size
- Each family members recorded by sex and age group
- Location and physical address (i.e. where the family can be found for follow-up)
- Names of the male and female heads of households
- Country of origin of household or family
- Special needs within household or family

Level 1 registration should be completed before any interviews are conducted or photographs taken. Documentation such as family registration cards or ration cards may be issued to refugees at this time, depending on the particular situation. Entitlement documents are often issued on a family or household basis, bearing the name of the main female or male recipient in the household. It is important that registration data is transferred from the first point of registration to the camp management team in the refugee camp concerned.

Level 2: Registration in Established Camps
This is the level of individual registration required for the most basic planning and monitoring activities, and supplements the information already gathered in level 1 registration. Level 2 is the start of a continuous registration process and can support a number of activities: When planning assistance and interventions in large and small operations or managing refugee camps, hereunder monitoring service and assistance delivery and use, level 2 registration date is required. In most circumstances, level 2 registration should be done within three months of arrival. The information collected at this stage focuses on the individual.

Level 2 Data:
- Name
- Sex
- Date of birth
- Current location
- Place of origin (address)
- Date of arrival (date of arrival at the camp destination and the date of crossing the border)
- Special protection and assistance needs
- Marital status

- Citizenship
- Education level
- Occupation/skills
- Religion
- Ethnic origin (tribes/clans/sub-clans)
- Photograph
- Biometric (if needed)
- Permission to share information

Level 3: Individual Registration – Full Profile
This is the standard for individual registration required for protection planning and monitoring, for targeting assistance and services, for performing individual status determinations, and for identifying and delivering durable solutions. It comes in addition to the level 2 information. Level 3 registration should be established within 12 months of the camp's opening

Level 3 Data:
- Name of spouses
- Name of father, mother and spouse
- Additional personal names
- Names of children
- Place of birth
- Existing personal documents
- Occupation
- Languages
- Documentation issued locally
- Voluntary repatriation/resettlement/local settlement status
- Specific events related to individuals and the groups to which they belong (household/family/case)
- «Distinguishing marks» may be discerned to those with the same name.

A Colombian internally displaced person shows her new identity card. An ID card is often the access key to state humanitarian services, such as health care, education, credit and bank loans. Photo: P. Smith, UNHCR

Registration of Unaccompanied and Separated Children

In armed conflict, mass population displacements and other crisis, children are frequently separated from their families or from other adults responsible for them. These children are at a particular risk, as they are often deprived of care and protection *(see chapter 6: Child Protection)*. The child's identity, current living situation, separation history, and opinions and wishes should be documented. Registration forms should be kept by or with the child, and any changes in location should be recorded immediately.

Registration of Female Refugees

The complete and accurate registration of women is essential to the protection of female refugees. When it is registered who the women of concern are, where they are, their family and household composition, and other personal data related to registration, their individual protection and assistance needs can be assessed. This way they can also be targeted for appropriate interventions, and their situation can be monitored over time. One essential means to advancing the rights of female refugees is individual registration and documentation of all female and male refugees.

Registration of New Arrivals in the Camp

New arrivals should go through a process of registration similar to that of people already living in the camp and be issued ID cards. It should however, to the extent possible, be cross-checked that new arrivals are not registered in any other camp or at any other distributions points for the purpose of receiving double rations. This can easily be done if a database has been set up. In a refugee setting, individual cases of «foot arrivals» should not be registered at camp level. Normally, there will be other opportunities to register before reaching the final camp destination, such as the border, UNHCR field offices, transit centers, etc. Unless a credible database already exists, registering of foot arrivals at the camp too easily permits double registering.

Verification and Deregistration Process

Registration data should always be up to date. In addition to providing important information for protection and distribution strategies, regular updating and data management reduce the need for costly and complex mass registration exercises. Systems and procedures should be in place to register new arrivals, births, deaths, marriages and other events. Systems and procedures must also be in place to adjust registration records and refugee cards etc, to deregister departed refugees, to cancel lost, stolen or damaged cards and to issue duplicate cards. Verification involves checking the physical presence of the person concerned, excluding multiple recordings and faulty registration by members of the local population, checking household composition, family relationships, identity, use of services and assistance etc. It is essential always to remember to cross-reference any new registration with other relevant partner agencies like WFP and UNHCR.

▷▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- ***Standard operating procedures:*** The camp management team must ensure that there are standard, written operating procedures for registration and documentation processes.

- ***System of addresses and locations:*** It is imperative that a well-organised system of addresses and locations in the camp has been established before the arrival of the refugees. The camp management team can also create its own identity booklet for each member of the camp population. Apart from essential critical demographic information, the booklet should contain additional pages for record-keeping of past distribution of food and non-food items.

- ***Procurement of equipment and materials:*** Standard registration items must be procured, and a system for supplies be organised.

- **Registration locations:** The team must provide facilities for registration purposes, with safe access for groups at risk.

- **Qualified staff:** The team is responsible for providing personnel qualified for registration of refugees, and to train local staff for this purpose. Translators must be employed.

- **Female registration staff:** There should be an adequate number of female staff at every stage of the registration process. They should be trained to identify women and girls who may need particular assistance.

- **Existing data:** The team must retrieve existing data that has already been recorded in the initial phase of the emergency (see level 1 above). Whenever feasible, data from previous registration activities should be gathered in a database and entered on the registration forms.

- **Dissemination of information:** It is of vital importance for the success of the registration that information about the purpose and expected outcome of the registration process is disseminated through a variety of channels, including the elders, women's groups, religious leaders, leaflets etc. The camp management office should also have bulletin boards for official announcements outside the office and at other highly trafficked locations throughout the camp. The boards should be encased in clear plastic and kept under lock and key so the camp population is assured of reading only official information.

- **Measures for female participation:** The team should take appropriate measures to ensure that women have access to registration.

- **Mobile registration units:** Mobile registration teams can be set up to go to the homes of the displaced. This is particularly important for disabled, elderly or sick persons among the camp residents.

- **Complaint procedures:** Procedures should be established to allow the displaced to file complaints and make suggestions for improving registration activities.

- **Safe storage:** All personal data must be stored in a safe manner.

Responsibilities of Camp Management Team in an IDP Setting

National authorities have the overall responsibility for all activities related to internally displaced persons, one of which is registration of those concerned. Registration of IDPs will differ from one situation to another, depending on the capability and the interests of the national authorities. So far, no consistent system has emerged on registration that is applied universally in IDP settings. In most countries, ad hoc registrations have been carried out to get an overview of the size and composition of the target group(s), This information is a crucial basis for providing necessary protection and assistance to the displaced. In this chapter we present, as an example, an outline of the registration system applied by NRC in the IDP camps in Liberia. These are camps where NRC already has the role of camp management agency. We would like to emphasize that this is not an exhaustive description of IDP registration.

The Liberia Case
Responsibility for IDP registration remains with the Liberian Refugee, Repatriation and Resettlement Committee (LRRRC) in close cooperation with actors involved in the humanitarian operation. Registrations and data collections are carried out by various bodies and at various stages. LRRRC, in collaboration with the camp management committee (elected IDP representatives in the camp,

e.g. chairman/woman, block leaders etc), decides whether new arrivals will be allowed to settle in the camp. If they are accepted, the block leaders enter their basic data on registration forms (by head of household) that are based on the forms of the World Food Programme. Households with vulnerable individuals are identified at this stage, to be followed up with particular registration later on by the camp management team.

After the IDPs have settled in the camp, the camp management team, through the block leaders, conducts a new registration as a basis for the provision of services to camp residents. This type of registration is conducted on a regular basis upon the arrival of new persons in the camp and upon the relocation of residents between over-crowded camps and camps that have free space. The registration requires constant monitoring as there is a continuous movement of IDPs in and out of the camp. Verification is carried out by WFP on each food distribution. The block leaders, monitored by the camp management team, collect the following information:

Standard WFP registration:
- Address/house number in the camp
- Name of head of household
- Household or family size
- Family members by sex
- Number of persons below five years of age
- Special needs within household/family
- Place of origin

Registration of individuals at risk, such as separated children, is conducted separately by the camp management team and/or agencies that have a particular focus on vulnerable persons.

There are no particular ID cards for IDP camp residents. The only existing registration card is the WFP ration card. Entitlement cards are issued by head of household, specifically focusing on female heads of household. The issue of providing cards for the return phase is currently being debated. One option is a type of return card whereby the IDPs can return spontaneously without losing their right to a «return package».

▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **System of addresses and locations:** It is imperative that a well-organised system of addresses and locations in the camp is established before, or as soon as possible after, the arrival of the IDPs.

- **Systems of registration:** The camp management team has a responsibility to establish good registration systems and to look for options for improvement.

- **Liaison and cooperation:** The team should establish good systems for liaison and cooperation with local authorities, camp resident committees/representatives and other actors involved in registration.

- **Monitoring:** The camp management team must, on a regular basis, monitor the registration process.

- **Female registration staff:** There should be an adequate number of female staff involved in the different stages of the registration process. They should be trained to look for, and identify, women and children among the IDPs who may need particular assistance.

- **Dissemination of information:** It is of vital importance for the success of the registration that information about the purpose and expected outcome of the registration process is disseminated through a variety of channels, including the elders, women's groups, religious leaders, block leaders, the media, bulletin boards etc.
- **Measures for female participation:** The team should take appropriate measures to ensure that women have access to registration.

- **Groups at risk:** The team conducts separate registration and follow-up of groups at risk.

- **Complaint procedures:** Procedures should be established to allow refugees to file complaints and make suggestions for improving registration activities.

- **Safe storage:** All personal data must be stored in a safe manner.

Database of Camp Residents

An electronic database can be a useful tool in the registration process, and allows for the utilisation of more advanced registration methods. Digital pictures, GIS systems and GPS coordinates can be used to establish exactly where the camp residents are living, their vulnerability and area of origin, to mention a few advantages. This system could illustrate each household on a map of the camp and could include all necessary demographic information related to the family in question. An electronic database will ease the task of frequent and necessary updating. The camp management team should have a clear understanding of the methods used for such registration. Some methods are insufficient, whilst others can become illegal if too much personal information on the individual concerned is included. It is the responsibility of the camp management team to monitor the registration and advocate on residents' behalf to the UNHCR. Confidentiality must be respected, and the information in the database should be used only for professional activities. Using access codes for confidential information can ensure this.

Further, it can be useful to register ethnicity/nationality (as long as it is legal) to avoid potential conflicts. Language and religion can be also registered. This data can be useful when producing information material, for teaching and for setting up places to pray. For food distribution it can also be useful to register income, values and expenses, particularly if the refugees/IDPs are staying long-term.

Toolkit

Checklist Registration for Camp Managers
These points are all issues to consider when reviewing, planning or carrying out registration. Other points may well also apply.

UNHCR Standard Categories and Codes (UNHCR)
This document (annex 7 from UNHCR's Handbook for Registration) defines and explains the various categories as applied by UNHCR. Useful for camp managers and everyone working with refugees and displaced populations to better understand the UNHCR categories and coding and thus to be able to identify persons with special protection needs.

UNHCR Registration Form Level 2 (UNHCR)
This form is used to obtain information required for the most basic planning and monitoring activities in a camp. Level 2 registration the data already gather in level 1 registration. Note that level 2 registration is the start of a continuous registration process.

Registration Form for Unaccompanied and Separated Children (UNHCR)
Unaccompanied and separate children must be registered separately as the information gathered by the use of this form may assist in their reunion with parents or caretakers. Registration forms should be kept by or with the child, and any changes in location should be recorded immediately.

Essential reading and references

– **UNHCR. 2004.** *Handbook for Registration.*

– **UNHCR. 2003.** *Handbook for Emergencies.*

– **UNHCR. 2001.** *Refugee Protection. A Guide to International Refugee Law.* **Handbook for Parliamentarians. Geneva, UNHCR.**

– **UNHCR. 1991.** *Guidelines on the Protection of Refugee Women*. **Geneva, UNHCR.**

– **UNHCR. 2001.** *The High Commissioner's Five Commitments to Refugee Women.* **Geneva**

– **UNOCHA. 1998.** *The Guiding Principles on Internal Displacement.* **Geneva**

– **UNOCHA. 1999.** *Handbook for Applying the Guiding Principles on Internal Displacement.* **Geneva, UNOCHA.**

- **Norwegian Refugee Council (NRC)/Global IDP Survey. 1998.** *Rights Have no Borders. Worldwide Internal Displacement.* **Geneva, NRC.**

– **Vincent, M./Refslund Sorensen, B. (Eds). NRC. 2001**. *Caught Between Borders. Response Strategies of the Internally Displaced.* **NRC, Oslo.**

– **UNHCR. 2002.** *Designing Protection Strategies and Measuring Progress: Checklist for UNHCR Staff*

– **IRC. 2003.** *Protecting the Future. HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

• www.unhcr.ch
• www.reliefweb.int/ocha_ol/
• www.wfp.org/
• www.unicef.org/
• www.theirc.org

Checklist Registration for Camp Managers

1 Is there a procedure for registration?

2 Is it comprehensive?

3 Who is responsible?

4 Is there existing data on the caseload such as a UNHCR «truck manifest»?

5 Is the registration family or individually based?

6 Is there a procedure for replacement of lost cards?

7 Are registration cards used to establish the identity and place of origin of the holder?

8 Are vulnerable people registered separately (separated children, disabled, etc.)

9 Are registration cards used for food and non-food distribution?

10 Is the distribution direct or to community representatives? By whom?

Annex 7: UNHCR Standard Categories and Codes

UNHCR Standard Age Cohorts (standard age groupings)

Category	Description	Code
0 – 4 years	Persons between 0 and 4 years of age (all persons less than five years of age)	A1
5 – 17 years	Persons between 5 and 17 years of age (all person who are at least five years of age and less than 18 years of age)	A2
18 – 59 years	Persons between 18 and 59 years of age (all persons who are at least 18 years of age and less than 60 years of age).	A3
60 or greater	Persons who are 60 years of age or older.	A4

UNHCR Standard Categories for Recording Sex

Category	Description	Code
Female	Females of all ages	F
Male	Males of all ages	M

UNHCR Standard Categories for Recording Family and Household Relationships

Category	Description	Code
Household Representative 1	This is usually the individual within the family or household who is considered by the members of the family or household as their primary representative. It is normally a man, but could be a woman as well.	HR1
Household Representative 2	This is normally the female in the household or family who has the primary responsibility within the family. It could be the spouse, mother or daughter of the head of household. The relationship between this person and the other head of household must also be recorded.	HR2
Spouse	Legal or common-law spouse.	SPO
Child (Son/Daughter)	Natural or legal offspring. Includes birth, adopted or step children. May or may not include foster children depending on situation in country.	CHI
Parent (Father/Mother)	Birth, adoptive, or step parents. Does not include parent in-laws which have a separate category.	PAR
Sibling (Sister/Brother)	Legal or natural siblings. Includes adopted and step brothers and sisters. May include foster brother or sisters depending on the situation in the country. Does not include in-laws (i.e. bother or sister in-law).	SBR
Grandparent	Direct blood grandparent, either grandmother or grandfather. Includes great-grandparents. Does not include in-laws, which should be listed as parent-in-laws.	GPR
Grandchild	Birth, adopted, or step grandchildren. Includes great-grandchildren.	GCH
Uncle/Aunt	Birth, adoptive, or step brothers or sisters of parents of the individual (household representative or head of household).	AOU
Cousin	Natural, adoptive, or step children of uncle or aunt of individual (household representative or head of household). Does not include in-laws, i.e. cousins of spouse.	CUS
Nephew/Niece	Natural, adoptive, or step children of brother or sister of one of the parents.	NEP
Child-in-law	Spouses (legal or common law) of children.	ILC
Parent-in-law	Parents of spouse.	ILP
Other in-law	Other relationship established through marriage, such as spouse of sibling.	ILO
Other blood/kin relation	Other birth relation of head of household or household representative not covered by one of the above categories.	OFM
No blood relation	Household member not related by blood or marriage.	UNR
Unknown relationship	Relationship is unknown.	UNK

UNHCR Standard Categories for Recording Marital Status

Category	Description	Code
Single	Only persons never married should be indicated as single.	SN
Engaged	Refers to engagements that are legally or formally recognized within a community, implying that the couple may need to be considered as such for purposes of protection, assistance, and durable solutions.	EG
Married	Includes common-law relationships, and life partnerships.	MA
Separated	Refers to legal separation or equivalent, implying that the couple should not be considered together for purposes of protection, assistance, and durable solutions.	SR
Divorced	If divorced and still unmarried, individual should be indicated as divorced. If remarried, individual should be indicated as married.	DV
Widowed	Widowed persons who later remarry should be indicated as married.	WD

UNHCR Standard Categories for Recording Educational Level

Category	Description	Code
No Education	No structured education beyond pre-primary level.	NE
1 year (or Grade 1)	Completed at least one year of structured education.	01
2 years (or Grade 2)	Completed at least two years of structured education.	02
3 years (or Grade 3)	Completed at least three years of structured education.	03
4 years (or Grade 4)	Completed at least four years of structured education.	04
5 years (or Grade 5)	Completed at least five years of structured education.	05
6 years (or Grade 6)	Completed at least six years of structured education.	06
7 years (or Grade 7)	Completed at least seven years of structured education.	07
8 years (or Grade 8)	Completed at least eight years of structured education.	08
9 years (or Grade 9)	Completed at least nine years of structured education.	09
10 years (or Grade 10)	Completed at least 10 years of structured education.	10
11 years (or Grade 11)	Completed at least 11 years of structured education.	11
12 years (or Grade 12)	Completed at least 12 years of structured education.	12
Technical/Vocational	Any studies related to preparation for specific occupations to employment, self-employment or livelihood supplementation. May also include skills training and apprenticeships.	TC
University Level	Refers to post-secondary university level education. Includes some or extensive university level education. Normally university level education is to be considered a higher level than vocational/technical education.	UG
Post University Level	Refers to graduate university level education, such as graduate and post-graduate level work. Normally post university level education is to be considered a higher level than university level education.	PG
Informal Education	Refers to non-formal schooling, such as at home schooling, self-teaching, and religious education without a structured secular curriculum.	IN
Unknown	Education level unknown.	UN

UNHCR Standard Categories for Special Protection and Assistance Needs

Category	Description	Code
Disabled	Physically or mentally disabled. Maybe either male or female.	DS
Special Legal and Physical Protection Needs	Persons not falling into the other categories that are considered as vulnerable in the particular context. For example, survivors of violence or particular ethnic or religious groups.	LP
Woman at Risk	Woman especially at risk. May include single women or members of family or household, as well as women that are survivors of violence.	WR
Single Parent	Maybe either a man or a woman. Also may be girl or a boy under the age of 18 years. Includes those households and families where the second parent is not on the territory of asylum.	SP
Unaccompanied and Separated Child	May be either a boy or girl under the age of 18 years.	U/SC

Unaccompanied Elder	May be either male or female, normally over the age of 59 years. However, cultural norms should apply in the designation of who is an elderly member of the community.	UE
Malnourished	An infant, girl, boy, woman, or man whose nutritional status requires follow-up or further monitoring.	MN
Serious Medical Condition	Refers to a particular medical condition that requires follow-up, or particular consideration such as in repatriation or resettlement. May include TB or other specific conditions that offices wish to monitor.	SM
Pregnant	Pregnant woman or girl.	PT

UNHCR Standard Categories for Recoding Religion*

Category	Description	Code
Ahmadiyyah	Also spelled Ahmadiyah (Ahmadis)	AHM
Anglo-Catholicism	(Anglican)	ANG
Animism	(Animists).	ANI
Ancestor Worship		ANC
Atheism	(Atheist)	ATH
Baha'i Faith	(Baha'i)	BAH
Baptist Church	(Baptist)	BAP
Buddhism	(Buddhist)	BUD
Caodai		CAO
Christianity	Other Christians not covered by categories in this list.	CHR
Christian Scientism	(Christian-Scientist)	CSC
Confucianism	(Confucian)	COF
Eastern Independent	Includes Armenian, Assyrian, Chaldean, Ethiopian, Coptic	EAS
Falun Gong		FLG
Hinduism	(Hindu)	HIN
Islam	Other Islamists not covered by other categories in this list.	MUS
Isma'ili	(Ismailian)	ISM
Jehovah's Witness	(Jehovah's Witness)	JEH
Jainism	(Jainist)	JAI
Judaism	(Jew)	JDS
Lutheranism	(Lutheran)	LUT
Mormonism	Also known as Church of Jesus Christ of Latter Saints (Mormon)	MOR
Orthodox Christian	Includes Greek, Russian and Serbian Orthodox.	ORT
Parsee		PAR
Pentecostal Church	(Pentecost)	PEN
Protestant Reformed	(Protestant). Any one of a number of Protestant branches of Christianity	PRO
Roman Catholicism	(Roman Catholic)	ROM
Sikhism	(Sikh)	SIK
Scientology		SCI
Shinto	(Shintoist)	SHI
Spiritualism	(Spiritualist). Also known as Spiritism (Spiritist)	SPI
Sunni	(Sunnite)	SUN
Shiah	(Shiite).	SHI
Taoism	(Taoist)	TAO
Zoroastrianism	(Zoroastrian).	ZOR
Yezidis	(Yezidi) Also spelled Yazidis	YAZ
No religion		NON
Other		OTH

*Spellings from the Collins English Dictionary, Millennium Edition, Haper Collins Publishers, London, 1998

UNHCR Standard Categories for Recording Status of Ownership of Property

Category	Description	Code
Yes	Property owned	Y
Lost	Property formerly owned but then expropriated or permanent lost through other measures	L
No	Property not owned	N

UNHCR Standard Categories for Recording Condition of Property

Category	Description	Code
Available	Property or accommodation available for occupation by owner	AV
Occupied	Occupied without permission or agreement of owner	OC
Damaged	Property damaged or destroyed	DM
Mined	Property mined	MN
Do not know	Condition of property unknown	NK

UNHCR Standard Categories for Recoding Types of Locations

Category	Description	Code
Urban - Camp	Camps located in urban environments (locations where the national resident population is less than 5,000 inhabitants)	UCP
Urban - Centre	Collective centers, transit centers, prisons, hospitals, and other collective type institutions in urban environments (pop > 5,000 inhabitants)	UCT
Rural - Camp	Camps located in rural environments (locations where the national resident population is less than 5,000 inhabitants)	RCP
Rural - Centre	Collective centers, transit centers, prisons, hospitals, and other collective type institutions in rural environments (those locations where the national resident population is less than 5,000 inhabitants)	RCT
Urban - Individual Accommodation	Individual accommodated, dispersed populations in urban environments (population > 5,000 inhabitants)	UIA
Rural - Individual Accommodation	Individual accommodated, dispersed populations in rural environments (those locations where the national resident population is less than 5,000 inhabitants)	RIA

ISCO Standard Categories for Recoding Occupations

Level 2 of ISCO-88 Standard	Level 3 of the ISCO-88 Standards Sub-categories	Code
Legislators and Senior Officials	Legislators; Senior Government Officials; Traditional Chiefs and Heads of Villages; Senior Officials of Special Interest Organisations	11
Corporate Managers	Directors and Chief Executives; Production and Operation Department Managers; Other Department Managers.	12
General Managers	General Managers	13
Physical, Mathematical and Engineering Science Professionals	Physicists, Chemists, and related Professionals; Mathematicians, Statisticians and related Professionals; Computing Professionals; Architects, Engineers, and related Professionals	21
Life Science and Health Professionals	Health Professionals (except nursing); Nursing and Midwifery Professionals.	22
Teaching Professionals	College, University, and Higher Education Teaching Professionals; Secondary Education Teaching Professionals; Primary and Pre-Primary Education Teaching Professionals; Special Education Teaching Professionals; Other Teaching Professionals.	23
Other Professionals	Business Professionals; Legal Professionals; Archivists, Librarians, and related Information Professionals; Social Science and related Professionals; Writers and Creative or Performing Artists; Religious Professionals	24
Physical and Engineering Science Associate Professionals	Physical and Engineering Science Technicians; Computer Associate Professionals; Optical and Electronic Equipment Operators; Ship and Aircraft Controllers and Technicians; Safety and Quality Inspectors.	31
Life Science and Health Associate Professionals	Life Science Technicians and Related Associate Professionals; Modern Health Associate Professionals (except Nursing); Nursing and Midwifery Associate Professionals; Traditional Medicine Practitioners and Faith Healers.	32
Teaching Associate Professionals	Primary Education Teaching Associate Professionals; Pre-Primary Education Teaching Associate Professionals; Special Education Teaching Associate Professionals; Other Teaching Associate Professionals	33
Other Associate Professionals	Finance and Sales Associate Professionals; Business Services Agents and Trade Brokers; Administrative Associate Professionals; Customs, Tax and related Government Associate Professionals; Police Inspectors and Detectives; Social Work Associate Professionals; Artistic, Entertainment and Sports Associate Professionals; Religious Associate Professionals	34
Office Clerks	Secretaries and Keyboard-Operating Clerks; Numerical Clerks; Material-Recording and Transport Clerks; Library, Mail, and Related Clerks; Other Office Clerks	41
Customer Service Clerks	Cashiers, Tellers, and related Clerks; Client Information Clerks	42
Personal and Protective Services Workers	Travel Attendants and Related Workers; Housekeeping and Restaurant Service Workers; Personal Care and related Workers; Other Professional Services Workers; Astrologers, Fortune-tellers and related Workers; Protective Services Workers	51
Models, Salespersons and Demonstrators	Fashion and other Models; Shop Salespersons and Demonstrators; Stall and Market Salespersons	52
Market-Oriented Skilled Agricultural and Fishery Workers	Market Gardeners and Crop Growers; Market-Oriented Animal Producers and Related Workers; Market-Oriented Crop and Animal Producers; Forestry and Related Workers; Fishery Workers, Hunters and Trappers	61
Subsistence Agricultural and Fishery Workers	Subsistence Agricultural and Fishery Workers	62
Extraction and Building Trades Workers	Miners, Shot-firers, Stone Cutters and Carvers; Building Frame and Related Trades; Building Finishers and Related Trades Workers	71
Metal, Machinery and Related Trades Workers	Metal Molders, Welders, Sheet-Metal Workers, Structural-Metal Preparers, and Related Trades Workers; Blacksmiths, Tool-Makers, and Related Trades Workers; Machinery Mechanics and Fitters; Electrical and Electronic Equipment Mechanics and Fitters	72
Precision, Handicraft, Printing and Related Trades Workers	Precision Workers in Metal and Related Materials; Potters, Glass-Makers and Related Trades Workers; Handicraft Workers in Wood, Textile, Leather and related Materials; Printing and Related Trades Workers	73
Other Craft and Related Trades Workers	Food Processing and Related Trades Workers; Wood Treaters, Cabinet-Makers, and Related Trades Workers; Textile, Garment, and Related Trades Workers; Pelt, Leather and Shoemaking Trades Workers	74

Stationary-Plant and Related Operators	Mining- and Mineral-Processing Plant Operators; Metal-Processing-Plant Operators; Glass, Ceramics and Related Plant Operators; Wood-Processing- and Papermaking-Plant Operators; Chemical-Processing-Plant Operators; Power-Production and Related Plant Operators; Automated-Assembly-Line and Industrial-Robot Operators	81
Machine Operators and Assemblers	Metal- and Mineral-Products Machine Operators; Chemical-Products Machine Operators; Rubber- and Plastics Products Machine Operators; Wood-Products Machine Operators; Printing-, Binding- and Paper-Products Machine Operators; Textile-, Fur-, and Leather-Products Machine Operators; Food and Related Products Machine Operators; Assemblers; Other Machine Operators and Assemblers.	82
Drivers and Mobile-Plant Operators	Locomotive-Engine Drivers and Related Workers; Motor-Vehicle Drivers; Agricultural and other Mobile Plant Operators; Ship's Deck Crews and Related Workers.	83
Sales and Services Elementary Occupations	Street Vendors and Related Workers; Shoe Cleaning and Other Street Services Elementary Occupations; Domestic and Related Helpers, Cleaners, and Launders; Building Caretakers, Window and Related Cleaners; Messengers, Porters, Doorkeepers, and Related Workers; Garbage Collectors and Related Laborers	91
Agricultural, Fishery and Related Laborers	Agricultural, Fishery and Related Laborers	92
Labors in Mining, Construction, Manufacturing and Transport	Mining and Construction Laborers; Manufacturing Laborers; Transport Laborers and Freight Handlers	93
Armed Forces	Armed Forces	01

UNHCR The UN Refugee Agency

REGISTRATION FORM

| Ration or ID No. | | Country | State or province | Commune or District | Town or village |

| Household Size | |

Household representatives

| Country of Origin Location | HR1 | | HR2 |

| Current Location in Country of Asylum | Country | Town, Camp or Settlement | | |

| | Block and/or plot number | House/tent address |

Intending to Return: Yes ___ No ___

| Property | House: Yes / No ●dam | Land: Yes / No ●dam |

| Intended date | |

| Identity document Numbers | HR1 | HR2 |

*	Given Name	Other Names		Sex	DOB DD-MMM-YY	Marital Status	Rel to HR1	EDU	Occ/ Skills	SP Need	Individual Remarks
1 ☐		1					HR1				
2 ☐		2									

Accompanying household members

3 ☐											
4 ☐											
5 ☐											
6 ☐											
7 ☐											
8 ☐											
9 ☐											
10 ☐											
11 ☐											
12 ☐											

	Religion	Ethnicity	Nationality	DOA in COA
HR1				
HR2				

* ☑ Tick boxes above when individual photo is taken

Other Remarks / Observations

NO PERMISSION to share information for protection and durable solutions purposes: ☐

| Registered by | Date | Site | Data entered by | Date |

REGISTRATION FORM FOR UNACCOMPANIED AND SEPARATED CHILDREN
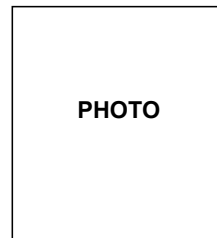
ICRC ID No. _____

Unaccompanied child   ≤

PHOTO

Please Note:

• A separated child is any person under the age of 18, separated from both parents, or from his/her previous legal or customary primary care giver, but not necessarily from other relatives. An **unaccompanied** child is any person who is under the age of 18, separated from both parents, or from his/her previous legal or customary primary care giver and **also** his/her relatives.

• If the child does not remember his/her address, please note other relevant information, such as descriptions of mosques, churches, schools and other landmarks.

Please fill out this form with a ballpoint pen

1.   Identity of the child

Personal ID document no. _____   Sex M ≤   F ≤

Full name (as expressed locally) _____

Also known as (nickname) _____

Name(s) given to child by others after separation from parents _____

Date of birth/age _____   Place of birth _____

Nationality _____   Country _____

Ethnic group _____

Language(s) spoken
_____

Distinguishing physical characteristics _____

_____

Father's name _____

Mother's name _____

Other persons familiar to the child
_____

_____

Address of child <u>before</u> separation (and person with whom he/she lived)
_____

_____ Phone no._____

Address of child <u>after</u> separation (and person with whom he/she lived) _____

_____ Phone no._____

2.   Persons accompanying the child (including siblings)

A. Full name _____

Relationship _____ Date & Place of Birth _____

Current address _____

_____ Phone no. _____

B. Full name _____

Relationship _____ Date & Place of Birth _____

Current address _____

_____ Phone no. _____

3.   Current location of the child

a. Children's center   ≤   **c. Alone**   ≤
b. Foster family   ≤   **d. Other**   ≤

Full name _____

Address _____

_____ Phone no. _____

Coming from _____ Date of arrival at this location _____

4.   History of separation
Date and place of separation _____

Circumstances of separation _____

_____

_____

_____

5.   In case the child has been evacuated

By whom / through which organization? _____

Where from ? _____   Where to ? _____

Date _____

6.   Other information

Is the child an ex-soldier ?   **Yes** ≤   **No** ≤

7.   Parents' situation

Father: Alive ≤   Dead ≤   Don't know   ≤
Mother: Alive ≤   Dead ≤   Don't know   ≤

If parents are believed dead, please give details _____

_____

_____

_____

_____

8.   Wishes of the child

Person(s) the child would like to find

a. Father ≤   **c. Brother** ≤   **e. Other** ≤ (please specify) _____

b. Mother ≤   **d. Sister** ≤

Person A
Name and relationship _____

Last known address _____

_____   Phone no._____

Person B
Name and relationship _____

Last known address _____

_____   Phone no._____

Person C
Name and relationship _____

Last known address _____

_____   Phone no._____

9.   Interview by other organization involved in tracing

Has the child been interviewed by any other organisation ?   **Yes ≤**   **No ≤**

Name of organisation _____

Place of interview_____ Date_____

Country_____

Reference No given to the child by other organisation _____

_____

10.   List of documents carried by the child

_____
_____
_____
_____
_____

11.   Additional information which could help trace the child's family

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

12.   Disclosure of information

Does the child agree to the public disclosure (on radio, Internet, etc.) of his/her name and the names of relatives?

Yes ≤   No ≤

13.   Place & date of interview _____

14.   Name of interviewer and organization _____

15.   Organization in charge of tracing the child's family _____

5 Protection

Protection is about ensuring the fundamental rights of displaced people as set out in international conventions and standards. Photo: UNHCR

Chapter 5: Protection

Introduction

Protection of refugees and internally displaced persons (IDPs) can be explained as interventions to ensure their human rights in accordance with internationally signed and ratified conventions and standards. Refugees and internally displaced persons have protection needs that are very much alike. They often flee for similar reasons, and they are faced with very similar difficulties during flight and displacement. The crucial difference is that internally displaced persons are displaced within their own country, while in order to be defined as a refugee a person has to cross an internationally recognised state border.

> «In most contemporary conflicts, international humanitarian law, human rights and refugee law are unknown, ignored or wilfully disrespected. The gulf between existing international norms and respect for them on the ground has probably never been so wide. Our greatest challenge is to bridge this gap through the realization of international laws and fundamental principles in practice.»
>
> *Sergio Vieira de Mello (former Under-Secretary General and Emergency Relief Coordinator/OCHA), 1999. De Mello was killed in Iraq in 2003.*

Each topic within this toolkit addresses relevant protection concerns on its own, this chapter therefore does not aim to be exhaustive. It deals with a cross-section of a number of key protection issues in relation to camp management, as defined by the agencies and individuals consulted.

Protection of Refugees

The term «refugees» is generally used to describe persons who are in need of international protection. As defined in the 1951 Convention and 1967 Protocol Relating to the Status of Refugees, these persons have had to leave their country «owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership in a particular social group or political opinion». Refugees, however, may also be persons fleeing the indiscriminate effects of armed conflict, situations of generalized violence, foreign aggression or other circumstances which seriously disturb public order (cf. the 1969 OAU Convention and the 1984 Cartagena Declaration). The recognition of an international protection need and the corresponding applicability of the principle of *non-refoulement* is what matters most with regard to all whose life or freedom would be at risk.

Governments have the primary responsibility to guarantee the basic human rights and to provide physical protection of their own citizens. In those situations where people no longer enjoy the protection of their own state and have crossed an internationally recognised border to seek safety, the United Nations High Commissioner for Refugees (UNHCR), in close cooperation with the host government, will work to ensure that the rights of refugees and persons seeking asylum are protected. A cardinal protection principle is it that host states allow these persons to enter their territory and will not expel or send them back to any state or territory where their life or freedom would be threatened. This prohibition, which is called the principle of non-refoulement, has become customary international law and is accepted by states worldwide. Thus for refugees, international protection starts right at the border of the asylum country. The legal basis for protecting refugees is is stated in a number of international instruments. The foundation of *international refugee law is the 1951 Convention Relating to the Status of Refugees and the 1967 Protocol Relating to the Status of Refugees.*

Protection of Internally Displaced Persons

Internally displaced persons (IDPs) are «persons or groups of persons who have been forced or obliged to flee or 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 recognised state border».

The 1998 Guiding Principles on Internal Displacement is the key document for protection of IDPs. These principles reflect, and are consistent with, international human rights and humanitarian law and analogous refugee law. These principles serve as an international standard to guide governments as well as international humanitarian and development agencies when providing assistance and protection to IDPs. The principles identify the rights and guarantees of the internally displaced as well as the obligations of their authorities in all phases of displacement. They provide protection against arbitrary displacement, offer a basis for protection and assistance during displacement, and set forth guarantees for safe return, resettlement and reintegration.

Agenda for Protection

In late 2000, UNHCR launched the Global Consultations on International Protection. The aim was to explore how best to revitalize the existing international protection regime whilst ensuring its flexibility to address new problems. The outcome, the «Agenda for Protection» *(see Essential reading and references),* builds on the 1951 Refugee Convention but aims to go further. This «Convention Plus», as it is sometimes called, deals with the development of special agreements or multilateral arrangements to ensure improved burden sharing, with the countries in the North and South working together to find durable solutions for refugees. This includes comprehensive plans of action to deal with mass outflows, and agreements on «secondary movements», whereby the roles and responsibilities of countries of origin, transit and potential destination are better defined. It also includes agreements aimed at better targeting development assistance in refugees' regions of origin, and multilateral commitments for resettlement of refugees. The «Agenda for Protection» has a particular focus on the protection needs of refugee women and children.

Protection in Camp Settings

A protection perspective must be mainstreamed throughout all stages and levels of the camp's existence, from planning and setup to closure, as a responsibility of all; authorities, agencies working in the camp, camp managers and camp residents. Protection is about ensuring the fundamental rights of displaced people as set out in international conventions and standards, be it security-wise or in relation to services like food distribution, shelter, health services, education etc. Integrated in all interventions should be a gender-sensitive HIV/AIDS aspect.

Already when selecting the campsite, protection is an issue; the site should be at a certain minimum distance from border or conflict areas. Designing an appropriate physical layout of the camp is another imperative: In order to prevent violations or abuse of vulnerable groups, public facilities, like latrines, washing facilities etc. should be located in central and well lit areas of the camp. Similar considerations must be taken into account when selecting food distribution points.

By their very presence in the camp, the UN agencies and NGOs contribute to preventing or deterring abuse. The protection and assistance they provide are obviously interrelated. Children and adolescents have a right to educational opportunities, and school will at the same time restore a sense of stability and normality in their life and prevent recruitment to rebel groups. All camp residents are entitled to provisions of food and non-food items, without being submitted to humiliation or being exploited. When women are trained in income-generating skills and are able to reduce their dependence on relief, they also reduce their vulnerability to abuse. They have less need to trade sex for food or other assistance, and they can better protect themselves and their

children from other types of abuse. Camp residents who have been educated about their rights and endowed with a sense of entitlement can mobilize and organise the camp population for mutual protection. To better protect unaccompanied and separated children from physical abuse, the humanitarian agencies can help to identify family members, to reunite children with relatives or develop networks of foster families. Human rights training can induce fewer attacks and other types of abuse by the local police. Programme activities like information and counselling on return aim to assist the displaced in the process of deciding if or when to return. Go and see-visits can be an element in this process. *(See also chapters 6: Child Protection, 7: Prevention of Gender-Based Violence)*

Key Partners in Protection

The Role of the Displaced Population

The objective of a humanitarian operation is, through interventions, to assist and protect civilians afflicted by conflicts and displacement. In such a context it is crucial that the displaced are actively involved in the efforts to assist and support them and that the humanitarian agencies profit from the resources of the displaced themselves. They become not only a target group but also close cooperation partners. A successful outcome of a humanitarian operation depends heavily on appropriate mechanisms for communications and cooperation with those concerned. The assistance must be provided in a way that contributes to empowerment and control of own life, and to restore or strengthen the capacity of displaced people to ultimately manage on their own.

The Role of the National Government

Protection of both refugees and internally displaced persons is primarily the responsibility of governments.

Internally displaced persons are the country's own citizens (and in some situations also include habitual residents and third country nationals), and they should thus be able to enjoy the protection of their own government. To guarantee a camp population's safety and protection, the government must ensure that, upon entry to the camp setting, armed persons are identified, disarmed and separated from the displaced population. To ensure protection, IDP camp settings must at all times keep their humanitarian and civilian character. Where needed, a government should construct alternative accommodation for separated and demobilised combatants, situated at a safe distance from camp settings. Unlike UNHCR for refugees, there is no single organisation that deals specifically with internally displaced persons in camps. There is, however, the *collaborative approach* with clear allocation of responsibilities among actors (government and local authorities, UN agencies, international organisations, national and international NGOs) in situations of internal displacement.

Host states have responsibility to protect *refugees* by allowing entry regardless of race, religion or country of origin, and by respecting the principle of non-refoulement at all times. To guarantee the population's safety and protection, a host state should assume primary responsibility for the prevention of and response to the possible militarisation of a refugee camp. The responsibility of maintaining a civilian and humanitarian character in a camp lies with the host country, with the support, where necessary, of UNHCR and the international community. Where needed, a government should construct alternative accommodation for separated and demobilised combatants, situated at a safe distance from camp settings.

The Role of UNHCR

The United Nations High Commissioner for Refugees (UNHCR) is a UN agency with a humanitarian and non-political character. UNHCR is mandated by the United Nations to provide international protection and assistance to refugees and to seek durable solutions to their problems. UNHCR promotes international refugee agreements and monitors that governments act in compliance with international refugee law. At the field level, UNHCR staff undertake a wide variety of activities to protect refugees and to enhance enjoyment of their rights, including intervention to ensure admission to safety, response to refugee emergencies, establishment of camps in safe areas, to ensure equal access to assistance and basic services by all refugees, to ensure that protection concerns of refugees with special protection needs are addressed, and to ensure that all refugees are individually registered. Often, these activities are undertaken in cooperation with the authorities and in coordination with other UN agencies as well as NGOs (within an inter-agency framework). Although UNHCR is not mandated to assist internally displaced persons (IDPs), it is increasingly doing so. As of 2004, UNHCR provides assistance and protection to approximately one fourth of the IDPs.

The Role of OCHA

The UN Office for the Coordination of Humanitarian Affairs (OCHA) is mandated to coordinate protection and assistance activities for those humanitarian concerns that fall in the gaps of existing UN agency mandates – including internal displacement. The primary responsibility for protection of IDPs lies with the national authorities. However, the capacity and/or willingness of the authorities to fulfil these responsibilities are often insufficient or even lacking. Under such circumstances, the international community (coordinated by OCHA) needs to support and supplement the efforts of the government and the local authorities. OCHA advocates humanitarian issues with political organs and, through the Emergency Relief Coordinator (ERC), also coordinates humanitarian responses to emergencies, including those involving internal displacement.

Internally displaced persons, like these Afghan children, face many of the same difficulties and protection needs as conventional refugees. Photo: Lars Ove Kvalbein, NRC

The Role of ICRC and the Red Cross Movement

The International Committee of the Red Cross (ICRC) is an independent and neutral agency that provides protection and assistance to all victims of international and non-international armed conflict, both military and civilian. ICRC aims to reduce armed violence and suffering by strengthening and promoting international humanitarian law. In doing so, ICRC tries to ensure that humanitarian rules are observed worldwide. Since the ICRC works in both international and internal conflict situations, IDPs are a major target group for ICRC's humanitarian interventions.

ICRC has taken important steps to strengthen its collaboration with the NGO community. Finding new mechanisms for collaboration with NGOs is important in part because of ICRC's strong commitment to confidentiality. ICRC often does not share information with other groups working in the field, making partnerships difficult. As relief agencies increasingly advocate speaking up when made aware of unpublicized abuse, ICRC works behind the scenes to gain adherence to the Geneva Conventions. A division of labour between ICRC and NGOs can help ensure that a wider range of strategies is used to protect civilian populations.

The Role of NGOs

The importance of NGOs' role in protecting refugees was recognised by the UN General Assembly when, in adopting UNHCR's Statute in 1950, it encouraged the High Commissioner to establish contact with «private organisations» (NGOs) dealing with refugee questions. UNHCR works with and through more than 500 local and international NGOs to implement programmes for the displaced. NGOs may not be specifically mandated through international conventions to offer protection to refugees. Through their work, however, many NGOs operate under mission statements that commit them to providing protection as well as humanitarian assistance. NGOs are discussing new roles in protection and advocacy in the field, and looking for practical approaches to improving the safety and security of refugees and internally displaced persons. These organisations have become important actors in humanitarian operations for internally displaced persons, where there is no single UN agency mandated with an overall responsibility for IDPs (like UNHCR for refugees). As mentioned under «Protection in Camp Settings», various types of assistance provided by NGOs contribute to protection.

Responsibilities of Camp Management Team

Accountability and Code of Conduct

By being on the ground, many tasks of the camp management team involve direct contact with the camp population. It is widely recognised that the work done on behalf of displaced persons often puts humanitarian workers in certain power positions in relation to the camp residents, in particular in camp situations. Camp management agencies must therefore uphold the highest standards of ethical and professional behaviour and ensure working relations with camp residents that are based on mutual respect and trust.

▷▷ ⊳ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- ***Knowledge and dissemination of relevant code of conduct:*** The UNHCR code of conduct and the core values and guiding principles apply to all UNHCR staff. Camp management agencies are responsible for upholding these principles in refugee camp settings and making them known to their staff on the ground. NGOs are in the process of streamlining their codes of conduct. The UNHCR code of conduct and an example of a NGO code of conduct are found in this chapter's toolkit. *(See also chapter 7: GBV).*

- **Familiarity with the protection mandate:** To fully support the UNHCR's protection and assistance work, a camp manager should have a sound understanding of the agencies' protection mandates and their objectives. In both refugee and IDP settings, different agencies often provide protection to displaced persons. The camp manager must make sure that s/he and her/his staff are fully informed on the mandates and objectives of the various protection agencies, and that roles and responsibilities are understood by all.

- **Development of a code of conduct for community representatives:** Codes of conduct that guide people's behaviour should apply to all persons in power positions. A camp manager therefore, must develop and promote standards for all representatives and leadership structures such as the camp executive committee(s) and other decision-making committees. These standards must reflect respect for fundamental human rights, social justice, human dignity, and respect for the equal rights of men and women. In refugee settings, the camp manager should coordinate with UNHCR staff on developing and disseminating a code of conduct with and among the various leadership structures.

- **Promotion and monitoring of the code of conduct:** Community representatives and leadership committees should be encouraged to both adhere to and promote the standards of behaviour as outlined in the code of conduct.

- **Community sensitisation:** Awareness should be created among the displaced community on the standards of ethical and professional behaviour that apply to community representatives, leadership committees, responsible agencies and the camp management team.

Monitoring, Documentation, Reporting and Information Sharing

A camp manager has an important intermediary role to play between the various agencies working in the camp and the displaced community. A camp manager could be seen as the eyes and ears of agencies working in the camp and is often the first point of contact for the camp population. Addressing protection concerns therefore often begins at the camp management level. To understand and address – potential – protection concerns in camp settings, a camp management team has a number of key responsibilities in the area of monitoring and information sharing.

▷▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- **Establishment of common understanding:** It is vital to establish and secure common understanding of the criteria on «who are the displaced with special protection needs».

- **Information sharing:** It is important to frequently meet with UNHCR/the protection agency, to coordinate activities and share information. Information sharing is crucial to effectively and timely address protection concerns.

- **Establishment of committees:** Essential to ensure community participation and information sharing is the establishment of committees that represent the various groups among the camp population (always include women, minority groups and, where feasible, HIV/AIDS-affected households/their representatives). When functioning properly and on behalf of the community, these committees could play a crucial role in sharing information and reporting protection and security concerns. *(See chapter 3: Community Participation and Camp Committees).*

- **Identification of vulnerable persons:** Identification of vulnerable persons/persons with compelling or additional protection needs should take place throughout the camp's existence, both in an influx and in a care and maintenance situation. It is important to liaise with the protection officer on this matter.

- **Reporting on cases of particular protection needs:** A mechanism must be put in place to document and report on persons with compelling protection/security needs. The information should be forwarded to the relevant protection agency/the UNHCR protection officer and the appropriate authorities. There should also be mechanisms for transfer to more secure surroundings if need be. Coordination on this issue should be made with the protection agency/officer. It is important that all camp residents and protection agencies are familiar with the reporting channel. *(See chapters 7: GBV and 8: Camp Security).*

- **Coordination mechanisms:** The team should liaise daily with the security officers, police officials and the camp's watchmen/guards. Coordination mechanisms should be established, such as regular meetings to coordinate activities and share information on issues related to camp security and protection.

- **Confidentiality:** Data collected on individuals and/or on related protection and security issues must at all times be treated with confidentiality and kept secure. Prior to interviews, the camp residents should be informed about their right to confidentiality.

The camp management team should be familiar with the legal framework that exists to understand and address protection concerns of refugees and internally displaced persons. A number of key documents are particularly useful. These are:

- Protecting Refugees. A Field Guide for NGOs. (UNHCR/NGO Partners, 2001).
- Handbook for Applying the Guiding Principles on Internal Displacement. (UNOCHA, 1999).
- Sexual and Gender-Based Violence Against Refugees, Returnees and Internally Displaced Persons. Guidelines for Prevention and Response. (UNHCR, 2003)
- Guidelines on the Protection of Refugee Women. (UNHCR, 1991).
- Refugee Children: Guidelines on Protection and Care. (UNHCR, 1994).
- Agenda for Protection (UNHCR, 2003)
- UNHCR Handbook for Emergencies.
- Guidelines for HIV/AIDS interventions in emergency settings. (IASC, 2003)

Displaced Women and Girls

Women and girls in any type of camp situation have special protection needs. Women and girls are more vulnerable to sexual and physical abuse and exploitation and often face more difficulties in gaining access to goods and services. Even before arrival in a camp setting, women and girls might have experienced violent and traumatizing situations during flight such as physical abuse, abduction and rape. The specific protection concerns for women and children in camp situations need to be reflected in all areas of camp operations. *(Please consult chapters 6: Child Protection and 7: GBV)*

- *Individual registration:* All displaced persons should be registered individually *(see chapter 4: Registration).*

- *Safety aspects of camp facilities:* It is crucial that the location of washing facilities and latrines guarantee safe and easy access and sufficient privacy for women and girls. The facilities as well as the access roads must be sufficiently lit in order to prevent attack or abuse. Similar safety aspects must be considered when allocating school and distribution sites and playgrounds. *(See also chapters 2: Camp Setup; 9: Distribution of Food and Non-Food Items; 10: Water and Sanitation).*

- *GBV reporting mechanisms:* Mechanisms must be put in place for documenting and reporting incidents of gender-based violence (GBV) to the responsible agency on GBV, to the protection officer/agency and to the appropriate authorities, and necessary follow-up must be ensured. It is essential to coordinate with the GBV/protection agency on this issue. All camp residents and relevant agencies must be familiar with the mechanisms. Confidentiality must be secured and respected by all actors involved.

- *Presence of female staff:*
  The camp management team should include sufficient female staff. Increased presence of members of the management team should be considered, this could contribute to safety and security and to the communities' feeling of safety.

- *Involvement of women:*
  Women should be involved in the organisation and distribution of food and non-food items. The goal should be a 50 % representation of women.

- *Promotion of equal participation:* It is important to promote equal participation of women in all leadership structures and committees. The aim should be to have a 50% involvement of women in all leadership structures.

- *Community sensitisation:* It is vital to promote awareness and understanding among the displaced population of the specific protection concerns and needs that women and girls have. Liaison should be made with the protection agency/officer on this.

Refugee/displaced women and girls do not form a homogeneous group. Although all displaced persons have protection needs, women have specific protection needs due to their gender and sex. Within this group, some women and girls are more vulnerable than others. These women are:
- Unaccompanied adolescent girls
- Female-headed households
- Separated children
- Elderly women
- Disabled women
- Female ex-combatants

- *Identification:* Women and girls who fall into these groups should be identified, and it should be determined whether they have particular protection problems. It is important to liaise with the protection agency/officer on this issue.

- *Representation:* It is essential to ensure that these particular vulnerable groups are equally represented within the various committees.

Essential Background Information

The camp management team is recommended to acquire and to disseminate background information on the social, political and human rights situation in the area/country of origin of the displaced community, among the camp management team and responsible agencies. Additionally, it is important to be properly informed on the circumstances prior to and during flight. This flight-related information must be updated and shared with all members of the management team and relevant agencies. In doing so, a camp management team will be much better equipped to identify vulnerable persons and identify common symptoms related to trauma, such as anxiety and stress, as well as symptoms of HIV/AIDS. This kind of information also helps the team to identify the appropriate agencies of intervention.

Durable Solutions

As emphasised by among others UNHCR, the ultimate objective of an emergency is a durable solution for the displaced. There are three options for a durable solution: voluntary return, local settlement or resettlement.

The ICLA concept

When working in refugee emergencies, focus tends to be more on immediate needs and local solutions than on return. The «Return Facilitation – Information, Counselling and Legal Assistance» (ICLA)[1] type of projects has developed an alternative response and specific activities aimed at facilitating return. ICLA consists of three components: information, counselling and legal assistance to those who consider returning to their home country/habitual place of residence.

Information: Information and counselling on return is based on the experience that refugees and IDPs contemplating – but yet uncertain about – return are best prepared when they themselves have carefully considered what the process of voluntary return and reintegration actually entails. Access to accurate and credible information on conditions in area of origin, procedures for return and the experiences of other returnees is essential to be able to make a free and informed decision regarding a durable solution.

Access to accurate and credible information is essential to be able to make a free and informed decision regarding a durable solution. Repatriation is one such solution. Photo: Paul Jeffrey/ACT International

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1. Norwegian Refugee Council (NRC) has implemented ICLA projects in Croatia, Bosnia-Herzegovina, Serbia and Montenegro (incl. Kosovo), Macedonia, Georgia, Azerbaijan, Afghanistan, Uganda, Colombia, Norway. Planned in 2004; Burundi, DR Congo, Sudan, Sri Lanka, Iran.

Methods of information dissemination: Information can be passed on to one person on an individual basis, as part of an information and counselling process, or be distributed to a larger public. This can be done in larger meetings, e.g. in collective centres or camps for refugees/IDPs, in meetings/seminars for refugee workers or other officials/decision-makers, via newsletters or posters, via official media, papers or radio/TV.

Counselling: Most displaced persons have no return experience. It is the counsellor – and not the displaced – who has the knowledge about the return process. The counsellor is a competent discussion partner with regard to what information and considerations are useful when contemplating return as a durable solution. Most important, the counsellor is not the one to give the priority of choice. The final decision, whether to stay or return, is to be made by the displaced person him/herself.

Cross border networks: The cross-border aspect when working with return facilitation is particularly important when it comes to advocacy. If a project concerning refugees is established in the country of refuge, most of the advocacy work will be directed towards institutions and authorities in the home country. This will usually make it necessary to have cooperating partners or a network across the border.

For more information about ICLA, please, contact NRC: nrc@nrc.no

Toolkit

Code of Conduct (UNHCR)
This code of conduct applies to all UNHCR staff who are also responsible for encouraging, advocating and disseminating the standards among partners, such as camp management agencies. The code of conduct serves as an illustrative guide for UNHCR staff and humanitarian workers to make ethical decisions in their professional and sometimes in their private lives. This code could function as a tool to develop a similar code of conduct for community representatives and leadership committees within camps.

NGO Code of Conduct (example from NRC)
This code of conduct applies to all NRC field staff. It can be used as a tool to develop similar code of conduct for community representatives, NGOs and others working in refugee and IDP camps.

Incident Reporting Form (IRC)
A general reporting form used by IRC camp managers to document basic data on a variety of incidents that occur within camp settings. The form outlines the type of incident, the date, place and details on circumstances of the incident and recommendations for follow-up. This form is largely meant for internal use by the camp management team.

Reference Tools

The Growing the Sheltering Tree Project
The Growing the Sheltering Tree Project includes a book, containing programmes and practices gathered from the field, and an interactive website
http://www.icva.ch/cgi-bin/browse.pl?doc=doc00000717

The IASC Reference Group on Humanitarian Action and Human Rights was especially interested in helping humanitarians work more effectively in environments where civilians were suffering because of violations of international humanitarian, human rights, and/or refugee law. Recognising that people working in zones of conflict or under oppressive regimes had already developed many innovative methods and programmes to prevent or mitigate abuses, it was decided to identify and share these practices in the hope that they could be adapted for use by humanitarian colleagues also working in difficult circumstances.

Universal Declaration of Human Rights
The declaration of human rights aims to teach, educate and promote respect for these rights, which apply to all people and all nations. Codes of conduct should reflect the respect of human rights.

1951 Convention Relating to the Status of Refugees
The foundation of international refugee law lies in this convention. Essential material to be familiar with for everyone who works with refugees.

1998 Guiding Principles on Internal Displacement
These guiding principles aim to guide actions on behalf of displaced populations and aim to enhance protection for them. The principles are based on international human rights, refugee and humanitarian law. The guiding principles have proven to be an essential instrument to raise international awareness on the often forgotten needs of internally displaced populations. These principles and the handbook for applying them (see Essential reading and references) should be known and applied by everyone working with IDPs.

Organization of African Unity (OAU) Convention Governing the Specific Aspects of Refugee Problems in Africa, 1969
The regional complement to the 1951 Convention, which broadens the definition of a refugee by covering specific regional aspects of refugee problems in Africa.

The Cartagena Declaration on Refugees, 1984
Just as the OAU Convention, the Cartagena Declaration broadens the refugee definition as well and is another regional instrument. Though not a treaty, its provisions are well-respected across Central America.

Core Values and Guiding Principles for UNHCR Staff, UN Staff and Humanitarian Workers (UNHCR)
Set of fundamental rules, values and principles as outlined in the United Nations Charter, which apply to UNHCR staff, UN staff and humanitarian workers. The UNHCR code of conduct reflects these core values and guiding principles.

Frequently Asked Questions and Answers (UNHCR)
Helpful document in which UNHCR provides answers to a series of most common and frequently asked questions on refugees and refugee protection. Issues addressed are i.e.; UNHCR's protection mandate, Governments' responsibilities; Status determination; Who is a refugee; Resettlement; Rights and obligations of refugees etc.

Essential reading and references

– **UNHCR/NGO Partners. 2001**. *Protecting Refugees: A Field Guide for NGOs.* **Geneva**

– **UNHCR. 2001.** *Refugee Protection. A Guide to International Refugee Law.* **Handbook for Parliamentarians. Geneva, UNHCR**

– **UNHCR. 1991.** *Guidelines on the Protection of Refugee Women.* **Geneva, UNHCR**

– **UNHCR. 2001.** *The High Commissioner's Five Commitments to Refugee Women.* **Geneva**

– **UNHCR. 2003.** *Agenda for Protection*

– **UN. 1998.** *The Guiding Principles on Internal Displacement.* **Geneva**

– **UNOCHA. 1999.** *Handbook for Applying the Guiding Principles on Internal Displacement.* **Geneva, UNOCHA**

– **IASC. 2000.** *Protection of Internally Displaced Persons.* **IASC Policy Paper**

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– **Framework Agreement for Operational Partnership between UNHCR and NGO**

– **Model Format for Tripartite Sub-Project Agreement, with Annex 2 on Standards of Conduct (Ensuring Protection from Sexual Exploitation and Abuse)**

- www.unhcr.ch
- www.unicef.org
- www.icrc.org
- www.hrw.org
- www.idpproject.org
- www.hrweb.org

OFFICE OF THE UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

CODE OF CONDUCT

INTRODUCTION

UNHCR's capacity to ensure the protection of and assistance to refugees and other persons of concern depends on the ability of its staff to uphold and promote the highest standards of ethical and professional conduct. We, the staff members of UNHCR, are personally and collectively responsible for maintaining these standards. Managers have a particular responsibility to uphold these standards, to set a good example, and to create a working environment that supports and empowers staff.

It is recognised that UNHCR's work often puts its staff in positions of power in relation to its beneficiaries. Staff have an obligation not to abuse this power.

This Code of Conduct is intended to serve as an illustrative guide for staff to make ethical decisions in their professional lives, and at times in their private lives. It is a moral code that does not have the force of law. It is designed to assist staff to better understand the obligations placed upon their conduct by the Charter of the United Nations and the Staff Regulations and Rules, which remain the only legal instruments that determine acceptable conduct in UNHCR. Signing the Code does not take away any acquired rights of UNHCR Staff.

While acknowledging that local laws and customs may differ from one country to another, the Code of Conduct is based on international legal standards. For example, children are defined as those under the age of 18. Guidance on appropriate interpretation can be found in the Notes to the Code of Conduct.

The Code applies to all UNHCR staff members, who will be requested to sign it. Persons holding a UNHCR consultant contract and interns will also receive the Code and be requested to confirm that they uphold its standards as far as applicable to their status. Governmental and non-governmental organisations and companies which, through their employees, work for UNHCR, will be requested to make the principles contained in the Code known to those persons in an appropriate manner.

All UNHCR staff are responsible for encouraging, advocating and promoting the dissemination of the Code of Conduct. They also have a role in implementing, monitoring and enforcing its standards. Staff are also urged to encourage partners to adhere to these standards and to join UNHCR staff in upholding them.

CORE VALUES AND GUIDING PRINCIPLES

UNHCR staff are committed to the following fundamental values and principles:

- As staff working within the United Nations system, we will ensure that our conduct is consistent with and reflects the values enshrined in the Charter of the United Nations: respect for fundamental human rights, social justice and human dignity, and respect for the equal rights of men and women. We will assist UNHCR to actively promote adherence to the principles of international refugee law, international human rights law and international humanitarian law. We will be guided by the core values of the United Nations system, including professionalism, integrity and respect for diversity, and will maintain an international perspective at all times.

- As UNHCR staff, our primary commitment is to ensure the protection of and assistance to refugees and other persons of concern, in accordance with the mandate of the Office. We are committed to supporting the fullest possible participation of refugees and other persons of concern – as individuals, families and communities – in decisions that affect their lives.

- We will respect the dignity and worth of every individual, will promote and practise understanding, respect, compassion and tolerance, and will demonstrate discretion and maintain confidentiality as required. We will aim to build constructive and respectful working relations with our humanitarian partners, will continuously seek to improve our performance, and will foster a climate that encourages learning, supports positive change, and applies the lessons learned from our experience.

- We will show respect for all persons equally without distinction whatsoever of race, gender, religion, colour, national or ethnic origin, language, marital status, sexual orientation, age, socio-economic status, disability, political conviction, or any other distinguishing feature. We will strive to remove all barriers to equality.

- We will respect the cultures, customs and traditions of all peoples, and will strive to avoid behaving in ways that are not acceptable in a particular cultural context. However, when the tradition or practice is considered by the relevant organ of the United Nations to be directly contrary to an international human rights instrument or standard, we will be guided by the applicable human rights instrument or standard.

COMMITMENT TO UNHCR CODE OF CONDUCT

As a staff member of UNHCR, I commit myself to:

1. Treat all refugees and other persons of concern fairly, and with respect and dignity.
   I will always seek to understand the difficult experiences that refugees and other persons of concern to UNHCR have faced and survived, as well as the disadvantaged position in which they – particularly on the basis of gender, age or disability – may find themselves in relation to those who hold power or influence over aspects of their lives.

   I will always seek to care for and protect the rights of children, and act in a manner that ensures that their best interests shall be the paramount consideration. If my job involves direct work with refugees or other persons of concern, I will meet with them regularly, in order to fully understand their experiences and needs, and to explain the role of UNHCR and the scope of its work.

   I will keep myself informed about UNHCR's policies, objectives and activities and about refugee concerns, and will do my utmost to support the Office's protection and assistance work.

2. Uphold the integrity of UNHCR, by ensuring that my personal and professional conduct is, and is seen to be, of the highest standard.
I will demonstrate integrity, truthfulness, dedication and honesty in my actions. I will be patient, respectful and courteous to all persons with whom I deal in an official capacity, including refugees and other persons of concern, representatives of operational and implementing partners, governments and donors.

I will observe local laws, will meet all my private legal and financial obligations, and will not seek to take personal advantage of any privileges or immunities that have been conferred on me in the interest of the United Nations. I will do my utmost to ensure that the conduct of members of my household does not reflect unfavourably on the integrity of UNHCR.

3. Perform my official duties and conduct my private affairs in a manner that avoids conflicts of interest, thereby preserving and enhancing public confidence in UNHCR. My actions will be free of any consideration of personal gain, and I will resist any undue political pressure in decision-making. I will neither seek nor accept instructions regarding the performance of my duties from any government, including my national authorities, or from any authority external to the United Nations.

In accordance with Staff Regulations and Rules, I will not accept any honour, decoration, favour gift, remuneration, from any government; nor will I accept these from any other source external to the United Nations without prior authorisation. I will not engage in any outside occupation or employment without prior authorisation. I will not accept supplementary payments or subsidies from a government or any other source, or participate in certain political activities such as standing for or holding public office.

I will avoid assisting private persons or companies in their undertakings with UNHCR where this might lead to actual or perceived preferential treatment. I will never participate in activities related to procurement of goods or services, or in human resource activities, where a conflict of interests may arise.

4. Contribute to building a harmonious workplace based on team spirit, mutual respect and understanding.
I will show respect to all colleagues, regardless of status or position, and will allow all colleagues the opportunity to have their views heard, and to contribute from their knowledge and experience to team efforts. I will communicate openly and share relevant information (subject to confidentiality requirements) with other colleagues, and will endeavour to respond in a timely manner to queries.

I will respect my colleagues' privacy, and avoid misinformation. I will seek to resolve differences and solve problems when they arise. I will contribute to building constructive dialogue, guided by mutual respect and an open, positive approach, between management and staff representatives. As a manager/supervisor I will be open to the views of all team members. I will provide timely feedback on the performance of each team member through guidance, motivation and full recognition of their merits.

5. Promote the safety, health and welfare of all UNHCR staff as a necessary condition for effective and consistent performance.
I will remain aware of and comply with all instructions designed to protect my health, welfare and safety. I will always consider the safety of staff in operational decisions. If I have doubts regarding an instruction that I consider threatening to my safety or the safety of other persons, I will bring this immediately to the attention of my supervisor. As a manager/supervisor, I will endeavour to ensure that the health and well-being of staff and their families are not subjected to undue risk. I will promote a healthy work-life balance for staff, and will respect staff entitlements.

6. Safeguard and make responsible use of the information and resources to which I have access by reason of my employment with UNHCR.
I will exercise due care in all matters of official business, and not divulge any confidential information about refugees, colleagues and other work-related matters in accordance with the staff regulations and rules and current guidelines.

I will protect, manage and utilise UNHCR human, financial and material resources efficiently and effectively, bearing in mind that these resources have been placed at UNHCR's disposal for the benefit of refugees and other persons of concern.

7. Prevent, oppose and combat all exploitation and abuse of refugees and other persons of concern.
I undertake not to abuse the power and influence that I have by virtue of my position over the lives and well-being of refugees and other persons of concern. I will never request any service or favour from refugees or other persons of concern in return for protection or assistance. I will never engage in any exploitative relationships – sexual, emotional, financial or employment-related – with refugees or other persons of concern.

Should I find myself in such a relationship with a beneficiary that I consider non-exploitative and consensual, I will report this to my supervisor for appropriate guidance in the knowledge that this matter will be treated with due discretion. I understand that both my supervisor and I have available to us normal consultative and recourse mechanisms on these issues. I will act responsibly when hiring or otherwise engaging refugees or other persons of concern for private services. I will report in writing on the nature and conditions of this employment to my supervisor.

8. Refrain from any involvement in criminal or unethical activities, activities that contravene human rights, or activities that compromise the image and interests of UNHCR
I will neither support nor take part in any form of illegal, exploitative or abusive activities, including, for example, child labour, and trafficking of human beings and commodities. As UNHCR is committed to the highest standards of protection and care for children, I am aware that I am expected not to engage in sexual activities with any person under the age of 18. (Further guidance is given in the Notes to this Code of Conduct).

9. Refrain from any form of harassment, discrimination, physical or verbal abuse, intimidation or favouritism in the workplace.
I will not engage in or tolerate any form of harassment in the workplace, including sexual harassment and abuse of power. As a manager/supervisor, I will not solicit favours, loans or gifts from staff, nor will I accept unsolicited ones that are of more than token value. I recognise that there is an inherent conflict of interest and potential abuse of power in having sexual relations with staff under my supervision. Should I find myself in such a relationship, I will resolve this conflict of interest without delay.

Code of Conduct for NRC staff

I. NRC staff shall:

- Respect the laws, religion and traditions of the country of service and seek to establish good relations with colleagues and the inhabitants of the country of service.

- Serve the objectives of NRC and ensure that personal views, behaviour and convictions, including political and religious convictions, do not adversely affect official duties or activities performed on behalf of the NRC.

- Uphold the highest standards of competence, efficiency and integrity.

- Handle NRC's financial and material resources with the utmost care, safeguard these at all times against theft or other damage, keep and maintain them properly, and ensure that private misuse does not occur.

- Not use offices, NRC property or knowledge gained from functions with the NRC for private gain, financial or otherwise, or for the private gain of any third party, including family, friends or those they favour.

- Keep updated on and behave in accordance with current safety directions for the place of service.

- Not take on other paid work without the approval of the Resident Representative or the Head Office.

- Exercise care with alcohol and other intoxicants.

- Not seek or accept instructions from any authority external to NRC.

- Not accept any honour, decoration, favour, gift, kick-back or remuneration from any government or non-governmental source without first obtaining the approval of Resident Representative or the Head Office.

- Not issue statements to the press or other agencies of public information or submit articles, books or other material for publication if such act relates to the activities or interests of NRC without prior approval from the Resident Representative or the Head Office.

II Prohibition against sexual exploitation and abuse

Sexual exploitation and sexual abuse violate universally recognized international human rights standards and have always been unacceptable behaviour for NRC personnel. In order to further protect the most vulnerable populations in humanitarian crisis, especially women and children, the following specific standards of conduct are promulgated:

- Sexual exploitation and abuse by NRC personnel constitute acts of serious misconduct and are therefore grounds for disciplinary measures, including summary dismissal.

- Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally[1]. Mistaken belief in the age of a child is not a defence.

- Exchange of money or other incentives for sex or other forms of humiliating, degrading or exploitative behaviour is prohibited. This includes any exchange of assistance that is due to beneficiaries.

- Sexual relationships between NRC personnel and beneficiaries of assistance undermine the credibility and integrity of the work of the NRC and are strongly discouraged since they are based on inherently unequal power dynamics.

- Where an NRC staff member develops serious concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same agency or not, he or she must report such concerns via established reporting mechanisms.

- NRC staff members and offices are obliged to create and maintain an environment that prevents sexual exploitation and abuse and promotes the implementation of their code of conduct. Managers at all levels have particular responsibilities to support and develop systems that maintain this environment.

The term «sexual exploitation» is here defined as any abuse of a position of vulnerability, differential power, or trust, for sexual purposes; including profiting monetarily, socially or politically from the sexual exploitation of another. Similarly, the term «sexual abuse» means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

These six standards are not intended to be an exhaustive list. Other types of sexually exploitative or abusive behaviour may be grounds for disciplinary measures.

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1. Resident Representatives of Country Offices may use their discretion in applying this standard where a staff member is legally married to someone under the age of eighteen but over the age of majority or consent in both their country of citizenship and the country in which they are stationed.

Click here to download: Incident reporting form

INCIDENT REPORTING FORM

Date of this report:_____ Date of the incident: _____

Place or location of the incident:_____

Reference:_____

Name of Staff Member filing the incident report:_____

Nature of Incident—please check one of the boxes below:

- ❑ Death
- ❑ Birth
- ❑ Theft
- ❑ Physical Assault between residents
- ❑ Tribal Conflict
- ❑ Political Rally
- ❑ Civil Disturbance
- ❑ Wife Beating
- ❑ Rape
- ❑ Harassment
- ❑ Vandalism
- ❑ Fire
- ❑ Natural Disaster
- ❑ Other

Please, provide additional details about the incident:_____

_____

_____

_____

_____

Follow up required:…

Children, a vulnerable group in a crisis of displacement, account for approximately half of the uprooted people around the world. Photo: UNHCR

Chapter 6: Child Protection

Introduction

Worldwide, children constitute more than half of any given displaced community. Children and adolescents affected by displacement face serious threats to their safety, development and physical and mental well-being. Displacement, which often goes together with armed conflict and the breakdown of supporting family and community structures, has long-lasting effects on children's development. The lack of access to education and health services in conflicts and post-conflict settings increases children and adolescents' vulnerability to HIV/AIDS. Children's needs and priorities are different from those of adults and must therefore always be considered during needs assessments, assistance delivery and protection services, both in camp and non-camp settings.

The Convention on the Rights of the Child

The Convention on the Rights of the Child (CRC) adopted by the UN General Assembly in 1989, offers the most comprehensive standards of protection and assistance for all children under any international instrument. All countries in the world, except for two, have signed and ratified it.[1] Although the CRC has a holistic approach, it has four underlying key principles: non-discrimination, the «best interests» rule, survival and development and the right to participate. These four principles are so fundamental in ensuring children's rights and protection that they are considered to constitute the basis of the CRC. The CRC defines a «child» as: «everyone under 18 years of age unless under the law applicable to the child, majority is attained earlier».

Further, there are two optional protocols to the CRC, on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography, adopted in 2002. Worldwide, an estimated 300,000 children are engaged in armed conflict in their countries. Often recruited or abducted to join armies, many of these children have witnessed or taken part in acts of unbelievable violence, often against their own families or communities. The protocol on the involvement of children in armed conflict establishes a ban on compulsory recruitment below 18 years.

Displaced Children with Particular Needs

Children are more vulnerable to the effects of malnutrition, illnesses, neglect and violence, in particular in displaced situations. As within any displaced population, children are not a homogenous group. Although all children are vulnerable, some are more vulnerable than others. The most vulnerable among displaced children are those who are separated from their families or caretakers. Unaccompanied and separated children lack the support and protection normally provided by parents or other caretakers. These children are therefore more vulnerable to abuse and neglect, such as recruitment into fighting forces, child trafficking and sexual exploitation and abuse.

- **Separated children** are children (persons under 18 years of age) separated from both parents, or from their previous legal or customary primary caregiver, but not necessarily from other relatives. These may therefore include children accompanied by other adult family members.

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1. By 2003, 192 states had signed the CRC. To date, the United States and Somalia have not signed and ratified the CRC.

- **Unaccompanied children** are children who have been separated from both parents and other relatives and are not being cared for by an adult who, by law or custom, is responsible for doing so (definition as applied by UNHCR). The child who is found completely on her/his own could be referred to as unaccompanied. Although separation from parents and caregivers is very common in situations of displacement, many children are taken care of by others, often during flight, whether they are friends, extended family members or people unknown to them. Therefore, the term «separated children» covers both these children and the ones who are truly unaccompanied. In this group, adolescent unaccompanied girls are particularly vulnerable to sexual abuse and exploitation.

> ## Separated and unaccompanied children
>
> All children are entitled to protection and care under a broad range of international, regional and national instruments. Of particular relevance for separated children are:
>
> - the right to a name, legal identity and birth registration;
> - the right to physical and legal protection;
> - the right not to be separated from their parents;
> - the right to provisions for their basic subsistence;
> - the right to care and assistance appropriate to their age and developmental needs;
> - the right to participate in decisions about their future.

- **Disabled children** in situations of displacement often do not get the special care they need. In addition, the disabled children's access to certain educational and recreational activities, which are vital for all children's development and well-being, is often more limited. The already disadvantaged position of these children could thus become worse. Equal access and equal involvement of disabled children should therefore always be a priority when planning and organising activities.

- **Ex-child combatants** generally go through the child protection network (if established in the country), which arranges tracing, educational/psycho-social activities and foster care after demobilisation. Special interim care centres (ICC) are often established to receive these children. It is not unlikely however, that ex-child combatants, in particular separated adolescents, end up within displaced communities without going through the demobilisation process. Apart from the particular protection needs separated children and adolescents already have, extra consideration should be given to monitoring the social reintegration of these youngsters and how they are received within the displaced community. These children are more vulnerable to being recruited than other children, in particular when the community in which they are being reintegrated, does not receive them well. Girls recruited to armed forces for sexual purposes and forced marriage are also ex-child combatants.

- **Child-headed households**
  In a striking number of situations, groups of children are left without any adult to care for them and assume responsibility as heads of households. Many children have to take on the adult role of taking care of younger sisters and brothers when one or both parents fall sick or die. Massacres, genocide and HIV pandemics have created enormous demographic pressure in many developing countries, worsening the prospect of a healthy and meaningful life for millions of children and young people.

  Studies indicate that the problems of child-headed households have to do with procuring the means of survival – such as shelter, food, health, education, vocational skills – and support/protection. As head of households, many children drop out of school.

Responsibilities of Camp Management Team

Although governments, child protection agencies, ICRC, UNHCR and UNICEF have key responsibilities in providing protection to internally displaced and refugee children, a number of crucial responsibilities of the camp management team throughout the different stages of camp operations could be identified. A child's opinion should be listened to and given due weight accordance with the child's age and maturity. Children must be kept informed about plans being made for them. This includes decisions about placement and care, tracing and reunification. Programmes should actively engage children in the prevention of and responses to separation.

Monitoring, Registration, Documentation and Information Sharing

Essential in providing child protection within camps is the collaboration, coordination and information sharing between the camp management team and the child protection agency/the UNHCR. Information sharing is dependent on proper monitoring and documentation. Registration and documentation of displaced persons within camps is often a shared responsibility between the camp management and UNHCR or the food pipeline agency. Registration becomes particularly important with respect to the more vulnerable children such as unaccompanied and separated children. Proper monitoring and documentation are of utmost importance in both the early stages of a camp and throughout the care and maintenance phase. Particular attention should be given to the identification of HIV/AIDS-affected households.

▷▷▷ ⊳ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Familiarity with the protection mandate of the child protection agency/UNHCR:* In both refugee and IDP settings, different agencies often provide (child) protection services to displaced persons. To fully support the child protection agency and UNHCR (in refugee settings), the camp management team must be familiar with the agencies' mandate and objectives and make sure that roles and responsibilities are understood by all.

- *Familiarity with the Convention of the Rights of the Child (CRC):* The CRC provides the most comprehensive standards for protection and assistance for all children. All persons working with displaced children should therefore be familiar with the standards outlined in this document.

- *Establishment of child welfare committee:* It is vital to coordinate with the child protection agency – UNHCR in refugee settings – and the community representatives to establish a child welfare committee. A code of conduct must be developed (in collaboration with the child protection agency), disseminated and discussed among all members of the child welfare committee. Equal involvement of men and women in the child welfare committee should be encouraged.

- *Identification of vulnerable children:* It is necessary to identify and document the more vulnerable children with compelling or particular protection needs. Monitoring and identification of the more vulnerable children should be a continuing activity and thus take place in an influx and in a care and maintenance situation. It is important to coordinate and liaise with the child protection agency/the protection officer on this issue.

- ***Reporting and referral mechanisms:*** It is vital to establish an effective channel for immediate documentation and reporting of incidents of abuse, exploitation and military recruitment of children to the relevant authorities, the child protection agency and the (child) protection officer. Mechanisms must be in place to transfer those who need it. Similar mechanisms need to be established to document, report and, if need be, transfer vulnerable children and children with compelling protection needs to the child protection agency/the (child) protection officer. Liaison should be made with the child protection agency/the protection agency on this matter. All relevant agencies should be informed on the procedures to be followed, and roles and responsibilities should be understood.

- ***Individual registration:*** It is important to ensure that each unaccompanied and separated child is registered and documented in his/her own right. Without proper registration, there is no record of the child, and thus the child is more or less non-existent in all assistance and protection services.

- ***Confidentiality:*** The data collected and documented on vulnerable/separated and unaccompanied children must be treated confidentially and kept secure.

Initiative should be taken to establish child welfare committees in a camp. Photo: Terje Bodøgaard, NRC

Proper documentation of each unaccompanied or separated child in his/her own name is crucial to the child's protection.

Documentation gives the child:
- an identity
- access to food and non-food items
- access to medical services
- access to education
- access to tracing programmes

Alternative Living Arrangements in Camps

Upon arrival in camps, most new arrivals, including unaccompanied and separated children are often temporarily hosted in (emergency) transit shelter together with adults. When foster care placement or tracing is not successful within a very short time frame, this type of living arrangement sometimes lasts for a prolonged period of time. Unaccompanied and separated children are more vulnerable and should therefore always have priority in receiving separate shelter, to ensure their privacy and safety. This type of alternative living arrangement should always be considered a temporary option. Reunification of the child with family members should always remain the ultimate goal.

If a child is already staying with relatives or somebody from the community, it is recommended to keep the child in that arrangement, unless it is against the interest of the child.

▷▷▷▷ ⓟ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- ***Separate shelter for unaccompanied and separated children:*** To organise a separate transit shelter for the unaccompanied and separated children upon arrival must at all times be a priority for the camp management team. A specific transit shelter for unaccompanied and separated children, for boys and girls separately, must be constructed from the onset of any camp setting. See the Guidelines for Separated Children in Alternative Care, which can be found in the toolkit attached to this chapter.

- ***Consideration of all safety aspects of separate shelter:*** Coordination must be established with the child protection agency/the child protection officer on the identification of the location of these transit shelters for children. The location of these shelters must be central and within limited distance of basic camp facilities. It is vital that the location guarantees a safe and secure access to washing facilities and latrines, particularly at night. Access roads and facilities should be well lit.

- ***Identification of a caregiver of the same sex:*** Liaison must be made with the child protection agency to identify a caregiver of the same sex (normally trained by the child protection agency), who stays with the children during day and night. However, a caregiver of the same sex is not a guarantee against sexual exploitation.

Fostering

Fostering refers to situations where children are cared for in a household outside their family. Fostering is usually understood to be a temporary arrangement, and in most cases the birth parents retain their parental rights and responsibilities. The term fostering is used to cover a variety of arrangements as follows:

- **traditional or informal fostering,** where the child is taken into the care of a family or other household that may or may not be related to the child's family (no third party is involved in these arrangements, though they may be endorsed or supported by the local community and may involve well-understood obligations and entitlements);

- **spontaneous fostering,** where a family takes in a child without any prior arrangement (this frequently occur during emergencies and may involve families from a different community in the case of refugee children);

- **arranged fostering,** where a child is taken into the care of a family as part of an arrangement made by a third party, usually an agency involved in social welfare such as a government department, a religious organisation, or a national or international NGO (this arrangement may or may not be covered by formal legislation).

In most camp situations, a child protection agency will be in charge of organising and follow up fostering. If such an agency is not available in the camp, the camp management team can assist in organising fostering. When a camp management team is involved in fostering, it is essential to be aware of:

- Local ability to manage foster care should be developed, using appropriate local structures. Follow-up should be linked to the development of community-welfare structures in the camp and should include a commitment to provide guidance and support to foster families.

- The camp community should be involved in defining criteria for and selecting foster families. This should reduce the likelihood of the children being neglected or badly treated. Wherever possible, foster families should be from the same community as the child.

- Regarding informal arrangements, as long as the foster family agrees to continue caring for the child and the child is happy to stay, the arrangement should be allowed to continue. However, there should be an understanding that if the child's own family is traced, reunification is to go ahead.

- In general, payment of individual foster families should be avoided. However, families should be helped to obtain basic means of support such as ration cards. Programmes should focus, in the context of wider community-based activities, on increasing the ability of families to support the children in their care.

Independent Living: Addressing Specific Protection Needs

Where foster care of unaccompanied and separated children is not possible, small groups of living units for children of the same sex is often considered as an alternative. These children (generally 15 and above) should have a level of independence and maturity and should be able to look after themselves with minimal support. Quite often, ex-child combatants of adolescent age are difficult to place in foster care, and independent living arrangements will then be the only alternative. The child protection agency, together with the camp management agency, will identify and select caregivers from within the community to monitor these children's households. Unlike most other household units, these children are often provided with complementary feeding in support of the basic diet and other non-food condiments such as wood or kerosene. These additional supplies are provided to avoid or minimize:

- *Child labour.* Many types of support activities such as selling, trading and/or fetching firewood are common in different cultures and are not necessarily to be considered as «child labour». However, the additional supplies aim to avoid that the child spend too much time on these types of economic and support activities, and thus aim to promote enrolment in educational and recreational activities instead. Obviously, additional supplies aim to avoid that the child will be involved in «negative» support strategies, such as dangerous/heavy work and/or prostitution.
- *Dropout from school.* As described above, more time will be left for education and recreation.
- *Potentially unsafe situations,* such as dangerous work/going deep into remote areas or into the bush to fetch firewood, or picking up commodities at a distribution point.
- *Military recruitment,* forced or voluntary, closely linked to the three situations described above.

- *Safety aspects of independent living arrangements:* A site should be allocated within the camp for independent living arrangements of children. This site should ensure a safe and secure access to all basic facilities such as washing facilities and latrines.

- *Community sensitisation:* The community should be sensitised on the needs for the provision of complementary supplies to these children's households, if and when problems arise within the community on its limited distribution.

- *Identification of caregivers:* It is important to assist the child protection agency/the child welfare committee/UNHCR in the identification of caregivers to unaccompanied and separated children. The camp management team should introduce and promote standards of behaviour and the code of conduct among these individual caregivers. It is essential to liaise with the child protection agency/UNHCR on this matter.

- *Meeting facilitation:* A camp manager must facilitate the child welfare committee meetings within the camp. S/he must ensure the availability of a meeting venue that which guarantees privacy.

- *Sensitisation and awareness raising:* The specific attention children and youths receive in displaced situations is not always understood by other groups within the community. The camp management team has therefore a key role in promoting awareness among the displaced population of the specific protection concerns and needs of displaced children. In developing strategies, the displaced community and the child welfare committee should always be involved.

- *Monitoring of children living in alternative care:* In collaboration with the child welfare committee and the child protection agency, the team must monitor closely the situation of independent living children, children in foster care and children in specific transit booth care. Particular attention needs to be given to independent living ex-combatants and independent living adolescent girls. See the monitoring form for separated and unaccompanied children in all types of alternative care, which is found in the toolkit attached to this chapter.

Tracing and Reunification

To preserve and restore family unity is essential to children's health and well-being. Search for relatives or legal primary or customary caregivers of an unaccompanied or separated child must be carried out as soon as possible. Successful tracing becomes more and more difficult as time goes on. Tracing programmes are carried out and coordinated by several child protection agencies, national Red Cross societies, the International Committee of the Red Cross (ICRC), the United Nations Children's Fund (UNICEF), the International Organization for Migration (IOM) and the UNHCR. A number of different «types» of tracing could be identified:

- Tracing in and between camps (in the same country) applies to both refugee and IDP settings and is mainly a responsibility of the child protection agencies.
- Tracing of relatives inside of a country largely applies to IDP settings and is largely a responsibility of the national Red Cross society and national tracing networks.
- Cross-border tracing in refugee camps in the country of origin is a responsibility of ICRC, UNHCR and implementing partners.

- ***Complementary tracing activities in the camp:*** Complementary tracing activities should be facilitated and organised within the camp in collaboration with the child protection agency/ the agency responsible for tracing. This could comprise a whole range of activities such as registration of relatives, dissemination of information on tracing activities or putting up pictures of missing/found children within the camp. It is important to liaise closely with the tracing agency/the child protection agency on issues on the confidentiality aspects of tracing and related activities.

- ***Facilitation in the camp:*** The team should identify and allocate places in the camp where tracing activities such as interviews and verification exercises can be conducted. These venues must guarantee privacy.

- ***Security regarding data keeping:*** Data on tracing and separated and reunified children will normally be maintained by the tracing agency/the child protection agency. The camp management team however, must ensure that these files/data are protected and stored in a secure place.

- ***Rapid services review upon reunification:*** Upon reunification, the camp management team must liaise with responsible agencies immediately to ensure a rapid review of all services provided to the family into which the child is reunified. To meet the reunified child's needs, food rations, non-food items and shelter and other services must be adjusted immediately.

A displaced Afghan girl waiting to return home. Displacement can have long-lasting detrimental effects on children's development. Photo: Lars Ove Kvalbein, NRC

Participatory Involvement

All children should be equally involved in re-creational and educational activities as well as in decision-making bodies within each camp setting. Their involvement should go beyond the actual recreational phase. Children should have a voice in assessments and plans that affect their lives and well-being.

▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Decision-making structures:** It is important to ensure and monitor that children and adolescents participate in the various leadership committees and have a clear voice in the planning and organisation of activities. In particular youths must be represented through a committee of their own. *(See chapters 3: Community Participation and 13: Youths and Recreation).*

- **Dissemination of information:** Children must always be informed on decisions that are also made on their behalf. This is particularly necessary in relation to alternative living arrangements and tracing.

Equal Involvement

The camp manager should liaise with the child protection agency and other responsible agencies to ensure that all children within the community have equal access to all services, including educational and recreational activities. S/he should always keep in mind that some children are more difficult to reach than others. S/he should develop strategies to make sure that s/he also reaches the most vulnerable (disabled; unaccompanied; adolescent mothers; ex-child combatants etc.).

«Alternative Care Monitoring Form for Separated and Unaccompanied Children» Monitoring forms produced by the Child Welfare Secretariat, Ministry of Social Welfare, Gender and Children's Affairs in Sierra Leone. With support from UNHCR, UNICEF, IRC and SCF-UK.
–   Annex B: *Social worker alternative care monitoring form for separated and unaccompanied minor.*
–   Annex C: *Caregiver alternative care monitoring form for separated and unaccompanied minor.*

Foster Place Agreement for Separated and Unaccompanied Minor
Produced by the Child Welfare Secretariat, Ministry of Social Welfare Gender and Children's Affairs in Sierra Leone. With support from UNHCR, UNICEF, IRC and SCF-UK.

Guidelines for Liberian Separated Children in Alternative Care
Prepared in December 2002 by IRC, SC-UK, UNICEF and UNHCR. These guidelines, initially written with the focus on separated Liberian children in Sierra Leone, provide definitions, concepts, and provide guidance on how to set up different types of alternative care for separated children. These guidelines are applicable in the different contexts of displaced settings. In addition, it provides criteria for supervisors and caregivers and guidelines for proper monitoring (to be conducted by the child protection agency, supported by the camp management team).

Reference Tools

Inter-Agency Guiding Principles on Unaccompanied and Separated Children
These guiding principles (2003) constitute the most recent and comprehensive inter-agency instrument that deals with guiding all future actions for unaccompanied and separated children worldwide. The guiding principles have been developed by the Interagency Working Group on Unaccompanied and Separated Children, established in 1995, and are based on international human rights law, refugee and humanitarian law. The principles aim to ensure that all actions and decisions taken on behalf of separated children will be based on a protection framework and will respect the principles of preserving family unity and the best interests of the child. The instrument is a joint effort of ICRC, UNHCR, UNICEF, IRC, Save the Children-UK and World Vision International (WVI) and is an essential guide for everyone working with and on behalf of unaccompanied and separated children.

Essential reading and references

– *Convention on the Rights of the Child –* **http://www.unicef.org/crc/crc.htm**

– **ARC. 2001.** *Action for the Rights of Children (ARC).* **Joint SCF-UK, UNHCR, OHCHR and UNICEF initiative**

– **Save the Children Fund/UK. 1994.** *Good Practice Guide to Family Tracing.* **London, SCF-UK**

– **Save the Children Alliance. 2000.** *Children's Rights: Equal Rights? Diversity, Difference and the Issue of Discrimination.* **London. Save the Children Alliance**

– **Save the Children Alliance. 1999.** *Children's Rights: Reality of Rhetoric? The UN Convention on the Rights of the Child: The First Ten Years.* **London, Save the Children Alliance**

– **UNHCR. 1994.** *Refugee Children. Guidelines on Protection and Care.* **Geneva, UNHCR**

– **UNHCR/NGO Partners. 2001.** *Protecting Refugees. A Field Guide for NGOs.* **Geneva, UNHCR & NGO Partners**

– **UNHCR. 2003.** *Agenda for Protection*

– **Uppard, Sand and C. Petty. 1998.** *Working With Separated Children: Field Guide.* **London, Save the Children-UK**

– **Young, M.E. 2002.** *From Early Child Development to Human Development.* **USA, The World Bank**

– **Save the Children. 2002.** *HIV and Conflict: A double emergency*

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings (available at www.unaids.org)*

- www.unhcr.ch
- www.unicef.org
- www.hrw.org/campaigns/refugees
- www.child-soldiers.org
- www.icrc.org
- www.theirc.org
- www.savethechildren.org.uk
- www.unaids.org

ALTERNATIVE CARE MONITORING FORM

FOR SEPARATED AND UNACCOMPANIED CHILDREN

INFORMATION ON THE CHILD

1. FTR Code: _____ 2. UNHCR-Code: _____

3. Child«s First name: _____ 4. Family name: _____5. Age:___

6. Current address of child: Camp_____ Phase _____ Booth _____

7. Type of place: Transitbooth   Foster care
Independent living

OBSERVATIONS (find below possible questions)	ACTION TAKEN (i.e. reported)	DATES
PERSONAL CARE		
HEALTH How does the child look? (for example healthy, weak etc.) Does the child has any injuries?		
ATTITUDE TOWARDS SCHOOL/ WORK Is the child able to participate regularly at School/ Skills-training? How is the performance?		
RELATIONSHIP WITH OTHER CHILDREN/ NEIGHBOURS/ CARGIVER Does the child have a good relationship with peer group/ neighbours/ caregiver?		
OTHER OBSERVATION		

8. Name and Signature of Child: _____9. Place/ Date: _____

10. Name and Signature of Caregiver: _____

11. Organisation: _____

12. Name and Signature of Supervisor: _____

13. Report is handed in/ Date: _____

ANNEX B
SOCIAL WORKER ALTERNATIVE CARE MONITORING FORM
FOR SEPARATED AND UNACCOMPANIED MINOR

INFORMATION ON THE CHILD

1. FTR Code: _____ 2. UNHCR-Code: _____

3. Child's First name: _____ 4. Family name: _____

5. Date of birth: _____ 6. Age: _____ 7. Sex: _____

8. Current address of child: Camp_____ Phase _____ Booth _____

9. Type of place: Transitbooth   Foster care   Independent living   Since when, Date: _____

10. Name of person(s) currently caring for child: _____ 11. Date of last visit: _____

12. Actions taken on the recommendations made during the last visit: _____
_____
_____

OBSERVATIONS *(find below possible questions)*		RECOMMENDATIONS
GENERAL APPEARANCE At home/ in the community: Is the child happy, active, aggressive? (Statements made from the foster parent/ neighbours/ community)		
HEALTH How does the child look? (for example healthy, weak etc.) Does the child complains of any health concern? Does the child has any injuries?		
EDUCATION Is the child able to participate regularly at School/ Skills-training? Any protection problems at School/ Skills training? Assessment of results. What domestic work does the child do? What recreational activities?		
COMMUNITY INTEGRATION Does the child have a good relationship with peer group/ neighbours? Does the child belong to any social group in the community? Are any protections problems in the community?		
FAMILY/ HOME RELATIONSHIP Does the child have a good relationship to the foster parents/ housemates? Any protection problems in the family/ home? Are there any signs of abuse?		

13. Name and Signature of Child: _____ 14. Place/ Date: _____ 11

ANNEX C
CAREGIVER ALTERNATIVE CARE MONITORING FORM
FOR SEPARATED AND UNACCOMPANIED MINOR

INFORMATION ON THE CHILD

1. FTR Code: _____ 2. UNHCR-Code: _____

3. Child's First name: _____ 4. Family name: _____ 5. Age: _____

6. Current address of child: Camp_____ Phase _____ Booth _____

7. Type of place: Transitbooth   Foster care   Independent living   Since when, Date: _____

OBSERVATIONS (find below possible questions)	ACTION TAKEN (i.e. reported)	DATES
PERSONAL CARE		
HEALTH How does the child look? (E.g. example healthy, weak etc.). Does the child have any injuries? Does the child need medical treatment/ to be hospitalized?		
ATTITUDE TOWARDS SCHOOL/ WORK Is the child able to participate regularly at School/ Skills-training? How is the performance? Does the child study at home? Is he/ her assisted in the studies at home?		
RELATIONSHIP WITH OTHER CHILDREN/ NEIGHBOURS/ CARGIVER Does the child have a good relationship with the foster parent, peer groups/ neighbours/ caregiver?		
OTHER OBSERVATION Are there any additional positive/ negative behaviours to be reported?		

8. Name and Signature of Child: _____ 9. Place/ Date: _____

10. Name and Signature of Caregiver: _____ 11. Organisation: _____

12. Name and Signature of Supervisor: _____ 13. Report is handed in/ Date: _____

FOSTER PLACEMENT AGREEMENT
FOR SEPARATED AND UNACCOMPANIED MINOR

1. The Agency _____of _____

after a thorough social assessment agreed to place _____

in the care of Mr/ Mrs_____

Nationality_____ Ethnicity _____ Age _____

Sex_____

Residing at Camp:_____ Phase: _____

Booth: _____

2. The placement took place on: _____

Mr/ Mrs _____
will:

a) Care for the child/children in the same way that they would for their own with the understanding that there will be no personal gain, financial or otherwise.

b) Release the child/children without any problems in the event that the parents and/or family members come to reclaim the child/children

c) Ensure that the child/children receive the necessary medical, nutritional, emotional and educational follow-up.

d) Notify the Agency prior to any move to another location including change of residence in and outside the present location.

e) Be responsible to contact the Agency/Community Representative for guidance/advice should the need arise.

3. The Agency on the other hand will:

a) Undertake follow-up visits on a regular basis through Social Workers/ Community network and where necessary, assist and facilitate the foster family in accordance with the agreements in clause 2.

b) Keep the family informed of the progress made to trace the parents and close family of the child/children

c) Have the right to remove the child from the placement/family if there is evidence/report of mistreatment.

4. This agreement is NOT an adoption agreement, but only a temporary placement agreement to ensure proper family-based care for the child/children while tracing efforts to find the family continue.

5. Decision about the child/children placement will be made by both the foster parents and the Agency in the best interests of the child/children. The child/children's wishes must be heard and wherever possible taken into account.

6) This agreement could be subject to review in the face of future major development/changes.

7) This agreement is in recognition and appreciation of all the care and support given to the child/children by the foster family, both previously and in the future.

Signed by: _____and _____
(Foster Parent/s)   (Agency Social Worker)

_____ and _____
(Community Representative)   (Agency Supervisor)

Signed at: _____ Date _____

This agreement is binding and effective from the date of signature.

GUIDELINES FOR LIBERIAN SEPARATED CHILDREN IN ALTERNATIVE CARE[1]

INTRODUCTION

During 2002, the conflict in Liberia escalated which has resulted in the arrival of more than 50,000 (UNHCR December 2002) Liberian Refugees fleeing to Sierra Leone for safety. While families are fleeing the conflict in Liberia many children have become separated. Currently 502 Liberian children have been identified as separated and are being provided with family tracing[2] and reunification and alternative care services.

There are various forms of alternative care – emergency transit booth care, foster care, and independent living.

II. DEFINITIONS

Children/Minors are all human beings under the age of 18.

Separated children are those separated from both parents, or from their previous legal or customary primary care-giver, but not necessarily from other relatives. These may therefore include children accompanied by other adult family members.

Unaccompanied Minor (UAM) are children who have been separated from both parents and other relatives and are not being cared for by an adult who, by law or custom, is responsible for doing so.

HOW TO SET UP ALTERNATIVE CARE

- Child protection agencies (CPA) have been assigned by UNHCR/UNICEF in each refugee camp and way station
- Sensitize the camp residents on separated children, family tracing, reunification, alternative care and other child protection issues
- Involve all key players from start – leaders/religious bodies/development groups etc.
- Assist in establishing a Child Welfare Committee (CWC)
- Seek advice from the CWC and community leaders for the selection of persons who would be suitable candidates for caregivers positions.
- CPA to interview and screen caregivers as defined below.
- CPA social worker to identify a contact in the neighbourhood the children can relate with to promote their protection.
- An individual file will be established for each separated child with appropriate documents (i.e. FTR documents, foster parent information, social worker visits). These files will be secured in the camp or office in Bo/Kenema and be accessible to the CPA, UNHCR, and UNICEF.
- CPA to be provided with office space in the camp.

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1. Prepared December 2002 by IRC, SC-UK, UNICEF and UNHCR.
2. In view of capacity constraints, family tracing will only be pursued for children who are not living with their immediate or extended families unless there are extenuating circumstances warranting an exception.

IV. EMERGENCY TRANSIT BOOTH CARE (ETBC) [3]

Definition: This is temporary care of separated children in a same sex child emergency transit booths. An emergency transit booth is a temporary place where children stay until they are reunified or placed in another form of alternative care. Same sex caregivers will provide 24 hour supervision for children residing in emergency transit booths. Children should be placed transit booths for a period not greater than two weeks dependant upon availability of structures.

Criteria for Children being placed in Emergency Child Transit Booth Care: A separated refugee child arrives at a way station or refugee camp and is not in spontaneous foster care. If the child is in spontaneous foster care then the foster care guidelines below can be followed. Some vulnerable children (i.e. sexually abused, disabled) may require immediate placement in emergency foster care to meet their specific needs.

Procedures for Placement of children in Emergency Transit Booths
- Construct an emergency child transit booth in collaboration with Camp Management for each sex (male and female)
- On arrival in a refugee camp or way station the unaccompanied child should be placed in an emergency child transit booth if family members or an appropriate spontaneous foster parent cannot be found.
- Siblings should not be separated, unless they are of the opposite sex and older than 12 years; this should be assessed on a case by case basis with regards to the child's vulnerability with proper consideration given to the children's opinion. Special arrangements may need to be made such as allowing younger boys to stay with their sisters in the girls' transit booth.
- Identification and placement will be the responsibility of the child protection agency located in the refugee camp.

Criteria for Caregivers supervising children in Emergency Transit Booths:
Adults wishing to provide care must fulfil the following criteria:
- Promote the well-being of an unaccompanied minor (UAM).
- Be in good physical and mental health.
- Have a knowledge of the needs of children and how to meet them appropriately.
- Desire to care for unaccompanied children for humanitarian reasons.
- Be able to fulfill the CPA's expectations for providing the quality and hours of care appropriate for children.
- Like children and have the ability to offer them love and security.
- Have the skills and resources to provide care for his or her own children and other vulnerable persons within the household while he or she is providing care away from home[4].
- Does not have any current or past history of child abuse.
- Be a camp resident/Liberian refugee.
- Understand, agree, and commit themselves in writing to the «Standards of Accountability to the Community and Beneficiaries for All Humanitarian & Development Workers in Sierra Leone»; please see Annex A.
- Understand and agree that all efforts should be made to reunify or place the UAM in a more permanent alternative care.

Each agency involved in emergency child transit booth care should have a contract with their caregivers to specify the required services and incentive. The caregiver will receive training and support to ensure that children under their care are safe, and nurtured. The agency social worker will meet daily with the caregiver and children to support and monitor these placements.

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3. In case of a massive influx it may be necessary for these booths to accommodate adults. If such a situation arouse, precautionary measures would need to be followed such as placing girls with adult females headed households or erecting temporary partitions in the booths.
4. A visit to the family should be undertaken by the CPA to confirm this criteria.

Length of Emergency Child Transit Booth Care

To normalise and integrate the child into the refugee community as soon as possible, children should spend no more than two weeks[5] in Emergency Transit Booth Care. During this time in Emergency Transit Booth Care, family tracing (FTR) is being activated along with plans for the other means of alternative care.

Support to Children in Emergency Transit Booths

- CPA social worker should assess the child's need for non-food items while in emergency transit booth care. An essential ration of non-food items[6] should be distributed in the emergency transit booth.
- CPA social worker will facilitate the UAM's placement and participation in community activities, such as: education, skills training, recreation, and psycho-social activities.
- CPA social worker to ensure that the UAM has been properly registered with UNHCR and receives a refugee identification and food ration card.
- CPA social worker to ensure that the child in the emergency transit booth is receiving daily wet feeding.
- Inform each UAM of his/her entitlements, rights, responsibilities, including the camp bylaws.
- Educational support will be provided by the assigned agency in the camp. CPA should directly assist the child in enrolling in school and obtaining needed educational items.
- Youth mobilisers to engage and encourage UAMs to participate in community recreation and cultural activities.
- Medical support for the UAM will provided in the camp. CPA should closely monitor the health of UAM, in particular, if one is prescribed a complex course of drugs, home visits should be conducted to monitor proper intake of the drugs and to assess whether additional food is needed. Where necessary in emergency situations and when the camp health facilities cannot provide needed services, the agency can seek outside community based health services. In such cases the CPA must assign a caregiver to accompany, feed, bath and spend the night with the child.

Monitoring

- CPA supervisor will visit the emergency transit booths at least weekly.
- CPA social worker will visit the emergency children's transit booths everyday.
- CPA social worker will meet at least twice per week with the caregiver and children to support and monitor these placements.
- CPA caregiver to visit daily and complete a weekly caregiver monitoring form, which is to be handed in at the end of each week; see Annex B.
- CPA social worker will complete a social worker monitoring form every two weeks; see Annex C.
- CPA social worker should closely liase with teachers in the school to ensure that children are integrating smoothly.
- CPA will report monthly to UNHCR and UNICEF regarding this activity.

V. FOSTER CARE

Definition: This is temporary parental care for UAM until reunification becomes possible, the child reaches adulthood or is adopted. With regards to this latter option it should be clearly known that adoption should only be considered after all means to trace relatives have been exhausted and in accordance with international, national and customary standards; please refer to UNHCR Guidelines on Protection and Care of Refugee Children

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5. For children bound for independent living this will depend upon the availability of shelter materials.
6. To date experience has shown that this should include mats and blankets as other NFIs are frequently sold.

Criteria for Placement of Children into Foster Care An UAM who has either arrived in the camp or at the way station and is determined to not meet the criteria for independent living.

Procedures for Placement of Children into Foster Care
- Selection of families should be in accordance with foster family criteria.
- Siblings should not be separated into different families.
- Organise training for foster parents before placement.
- In consultation with the CPA the selection and placement will be the responsibility of the foster care committee (part of the child welfare committee).
- Selection of families and preparation of a roster should be done prior to placement.
- The CPA social worker will visit the foster home to assess the home conditions and to check that every member of the family is agreeable to fostering.
- If at all possible, have pre-placement visit and interaction between the foster children and family parent/family.

Criteria for foster families[7]: Adults wishing to foster children and those persons who are formalising spontaneous fostering arrangements must fulfil all the criteria enumerated in «Criteria for Caregivers supervising children in Emergency Transit Booths» and be the same ethnicity and nationality, if possible and appropriate, and if necessary transfer to another camp can be explored.

Length of fostering
The length of fostering will depend on the effectiveness of the tracing and reunification, and family and community mediation effort.

Support to Children and Their Foster Families
- CPA social worker and UNHCR staff to ensure that the UAM receives the food ration and that its used properly.
- CPA social worker and UNHCR staff to review the NFI allotments (separate blanket and mat are essential) and ensure that they are distributed properly.
- CPA social worker should assess the foster family's situation and where necessary provide the foster child with additional NFI items. This should be done in the context of not providing the child with a higher amount of items than the foster family has acquired.
- Each agency involved in foster care should encourage the foster carers to form a Foster Parents Association. The Association will meet regularly and make suggestions as to what support can be provided for them for income generating activities.
- Before reunification takes place, prepare the foster parent psychologically.
- CPA social worker to ensure that the UAM has been properly registered with UNHCR and has received an identification card and their own food ration card.
- Inform each UAM of his/her entitlements, rights, responsibilities, including the camp bylaws.
- Youth mobilisers to engage and encourage UAM to participate in community recreation and cultural activities.
- CPA social worker to ensure that the separated child is involved in some of the following activities: education, skills training, psycho-social activities, and recreation.
- Educational support will be provided by the assigned agency in the camp
- Medical support for the foster child will be provided in the camp. Where necessary in emergency situations and where the camp health facilities cannot provide needed services, the agency can seek outside community based health services.

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7. Foster Forms to be completed for this process; see Annex D.

Monitoring

- CPA social worker monitoring should be done weekly the first month and every two weeks thereafter, if no concerns are noted. Social worker monitoring form (Annex C) will be filled after each visit and placed in the child's file.

- Child Welfare Committees (CWCs) or Foster Parent Associations (FPAs) will meet at least monthly to review foster care placements. CPA social worker will be in attendance at these meetings.

- CWCs and FPAs will be encouraged to report all child abuse and care concerns to CPA social worker, who will accordingly report to UNHCR and UNICEF following the appropriate confidentiality guidelines.

- CPA social worker and CWCs/FPAs to take appropriate action, including removal of the child if deemed to be in the best interest of the child, when concerns are raised regarding the care of foster children.

- In the case of abuse, neglect and/or exploitation, the case should also be reported through standard camp reporting systems.

- CPA will report monthly to UNHCR and UNICEF regarding this activity.

Indicators for Monitoring

At Home
1. Child's appearance during your visit
2. Child's attitude/behaviour during visit
3. Discussion and feedback from foster parents
4. Discussion and feedback from child a part from the foster family.
5. Child's relationship with
- Foster family
- Peer group
- Community/neighbours
- Social Worker
6. Child's health status
7. Feedback from peers and neighbours.

At School/Skills Training
1. Attendance
2. Class work
3. Behaviour/Discipline in school,
4. Information on peer group at school
5. Assessment results
6. Feedback from teacher/trainer

VI. INDEPENDENT LIVING

Definition: This refers to children living on their own in a refugee camp. These children (15 -17 and under) may be living on their own with dependent(s) or with other older children. These children have been deemed to have the capacity to look after themselves with minimal support. The support and monitoring will be by a CPA social worker and assigned CPA caregiver.

Criteria for Independent Living CPA social worker to assess the following factors for an older child's admission into Independent Living versus foster care:
- Children who are 15-17 years

- Child's wishes for independent living or family care

- Child's level of recent and past trauma experienced.

- Child does not express or display psychological or physical disturbances (nightmares, significant medical condition).

- Children who have demonstrated a level of maturity to care for themselves i.e. able to cook, wash clothes, etc.

- Girl mothers who have the capacity to care for themselves and their children
- Placing girls in independent living may place them in additional risk of sexual abuse and exploitation. (Safety plan will need to be developed)
- Girls should be placed in safe independent living situations where cultural dynamics are taken into consideration.

Procedures for Placement of Children into Independent Living
- Place same sex children together in a two room booth, unless married.
- Place children two to a room and/or four to a shelter per regular camp standards. Whenever possible, children should be allowed to group themselves, rather than be assigned a roomate.
- Place children in camp communities that will have positive influence on children
- Identify contacts (CWCs, FPAs) in camp neighbourhoods the children can relate with to promote their protection.
- Siblings should not be separated, unless they are of the opposite sex and older than 12 years; this should be assessed on a case by case basis with regards to the child's vulnerability and wishes.

Criteria for Caregivers supervising children in Independent Living: Adults wishing to be caregivers for children in Independent Living must fulfil the criteria enumerated in «Criteria for Caregivers Supervising Children in Emergency Transit Booths».

Support for Children in Independent Living
- CPA social worker to ensure that the separated child has been properly registered with UNHCR and has received an identification card and food ration card.
- Inform each UAM of his/her entitlements, rights, responsibilities, including the camp bylaws.
- Youth mobilisers to engage and encourage UAM to participate in community recreation and cultural activities.
- CPA social worker to ensure that the UAM is involved in some of the following activities: education, skills training, psycho-social activities, and recreation.
- Educational support will be provided by the assigned agency in the camp
- Medical support for the UAM will be provided in the camp. Where necessary in emergency situations and where the camp health facilities cannot provide needed services, the agency can seek outside community based health services.
- CPA social worker and caregiver to ensure that the UAM receives sufficient non-food items, supplementary food (including condiments and firewood)
- CPA social worker and caregiver to provide support to develop life skills such as: cooking, laundry, recreation, budgeting and hygiene.

Monitoring
- CPA social worker to monitor the child at least twice a week and complete a monitoring form every two weeks. This social worker monitoring form (Annex C) to be placed in the child's file.
- Caregivers to visit the children at least daily, and note this on the caregivers monitoring form (Annex B). Form to be placed in the child's file.
- Youth mobiliser to monitor the UAM a minimum of two times per week.

Indicators for Monitoring

At Home

1. Child's appearance during your visit
2. Child's attitude/behaviour during visit
3. Discussion and feedback from child a part from the foster family.
4. Child's relationship with
•   Peer group
•   Community/neighbours
•   Social Worker
•   Caregiver
5. Child's health status
6. Feedback from peers and neighbours.

At School/Skills Training

1. Attendance
2. Class work
3. Behaviour/Discipline in school,
4. Information on peer group at school
5. Assessment results
6. Feedback from teacher/trainer
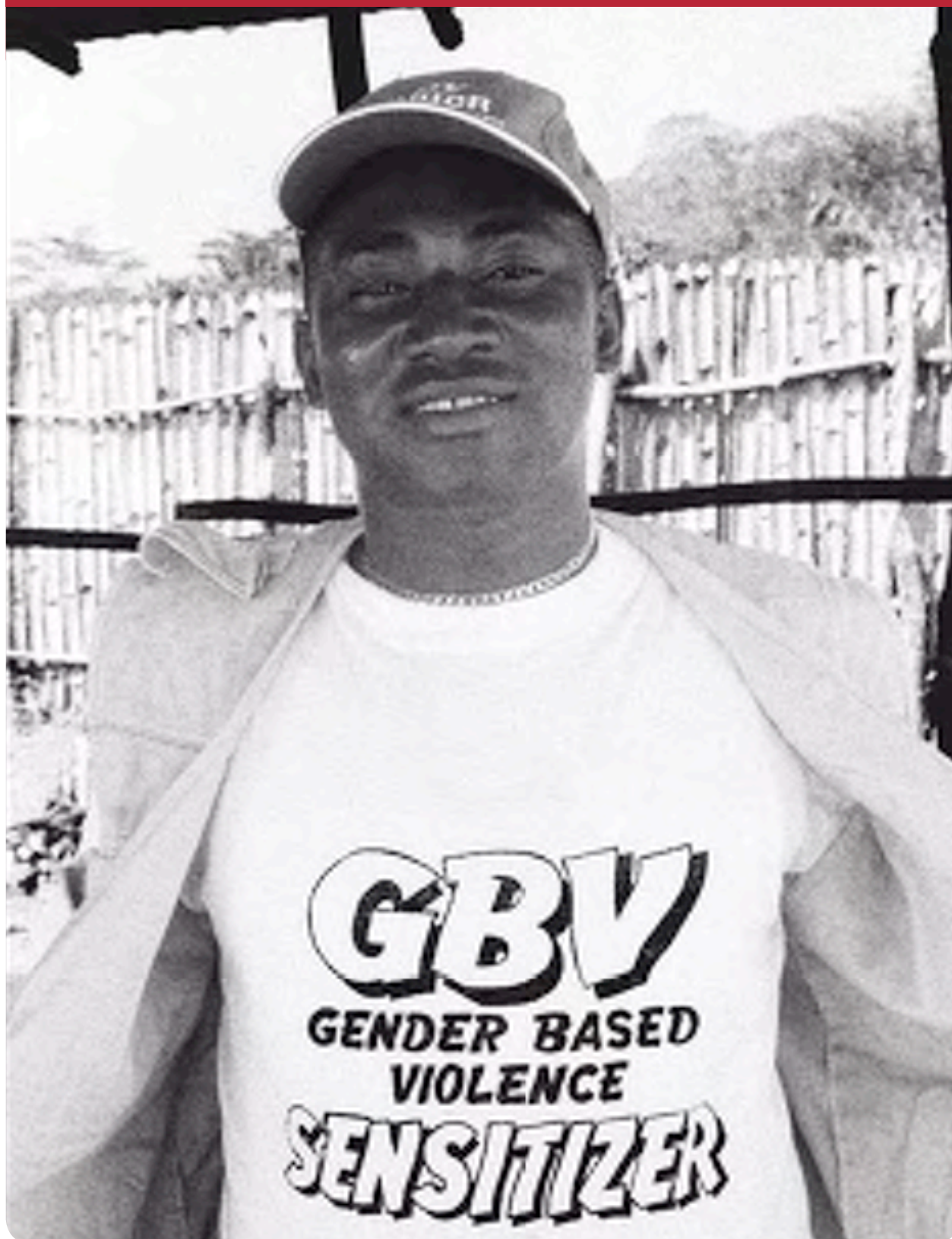
Gender-based violence (GBV) can be found in all societies, independent of race, religion and socio-economic status. Photo: Eduard Compte Verdaguer

Chapter 7: Prevention of Gender-Based Violence

Introduction

Gender-based violence (GBV) is an umbrella term, which includes more than sexual assault and rape. GBV is everywhere, in every society, cutting across all races, religions and socio-economic positions that people may have. But some people in certain situations are more vulnerable to become victims of GBV than others. People living in camps have lost protective mechanisms such as social and economic support systems and family and community structures, and are therefore more vulnerable.

Definition of Gender-Based Violence (GBV)

GBV encompasses a range of acts of violence committed against females because they are females and against males because they are males, based on how a particular society assigns and views roles and expectations for these people. It includes sexual violence, intimate partner or spouse abuse (domestic violence), emotional and psychological abuse, sex trafficking, forced prostitution, sexual exploitation, sexual harassment, harmful traditional practices (e.g. female genital mutilation (FGM), forced marriage, infanticide of girl children) and discriminatory practices based on gender.[1] However, most cases of gender-based violence involve a female survivor and a male perpetrator. The majority of acts of gender-based violence against boys and men are also committed by male perpetrators.

To thoroughly understand GBV, key concepts that make up GBV need to be explained.

Gender

The term *gender* refers to the different characteristics of men and women that are socially determined. In contrast, the term *sex* refers to the different biological characteristics between males and females. Gender refers to the different social roles men and women have in a particular society. It defines culturally acceptable attitudes and behaviour of men and women, including their responsibilities, advantages, disadvantages, opportunities and constraints. Gender roles are learned, vary within society or culture and are thus changeable. Focusing on gender often means focusing on inequality, power differences and the generally disadvantaged positions women have as compared to men. It is widely recognised that women's needs tend to be overlooked within humanitarian assistance and assessment programmes. Addressing gender issues in the context of humanitarian assistance therefore involves looking at the different needs and interests, power imbalances and inequalities that exist between women and men.

Power

GBV involves the abuse of power. In GBV, unequal power relations are exploited or abused. Power inequality between persons can be exploited by using physical force or by making threats. Abuse of power in the context of GBV *also* refers to using any kind of pressure to obtain sexual favours from a weaker person in exchange for benefits or promises. There is an obvious relationship between power inequality and the spread of HIV.

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1. Definition of GBV by Beth Vann (2002): Gender-Based Violence. Emerging Issues in Programs Serving Displaced Populations. Also used by the RHRC since 2001.

Violence

The term *violence* refers to all acts that cause direct physical, mental or sexual harm or suffering and includes threats of such acts. Violence also includes indirect acts such as coercion, intimidation and forcing a person to do something against his or her will. Whilst women, men, boys and girls can be victims of GBV, women and girls are disproportionately affected. A victim of gender-based violence is most often referred to as «survivor». This chapter will use the same terminology.

Key GBV Guiding Principles

All camp management staff should also have a clear understanding of the key GBV guiding principles. These key principles include the following:

- The **safety** and **security** of the survivor is of primary importance.
- The **wishes, rights and dignity** of the survivor must be respected at all times.
- All information of the survivor and her/his family must be kept confidential and will only be shared with those who need to know, with the explicit consent of the survivor. Those with whom the information might be shared include:
  - Police
  - Medical hospital
  - Officers of agencies with a protection mandate (e.g. UNHCR or UNICEF) or otherwise involved in addressing needs of victims
  - Agencies working with gender-based violence
  - Ministry of Social Welfare
- **Confidentiality** means that information is kept private between consenting individuals. Information can be shared only with others who need to know in order to provide assistance and intervention with the consent of the survivor.
- **Consent** is a mutual agreement. Informed consent means making an informed choice freely and voluntarily by persons in an equal power relationship. Acts of gender-based violence occur without consent. Children (persons under age 18) are deemed unable to give informed consent for acts such as female genital mutilation, marriage and sexual relations.
- **GBV** is a violation of an individual's basic human rights.
- **Cultural practices** that are harmful to women should be approached and challenged with respect, sensitivity and care.

Sources: *UNHCR (2003): Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons. Guidelines for Prevention and Response.*
Beth Vann (2002): Gender-Based Violence. Emerging Issues in Programs Serving Displaced Populations. Reproductive Health for Refugees Consortium.

Responsibilities of Camp Management Team

Addressing gender-based violence in camp settings requires a thorough understanding of the causes and context in which these acts take place. Preventive measures can only be taken when causes and contributing factors are identified and considered. With or without an agency working particularly with GBV, a camp manager has a key responsibility to include preventive measures in the design and construction of the camp. Additionally, a camp manager has an overall responsibility to assess the safety aspects of all activities that take place within the camp. The camp manager should always involve men as well as women in developing preventive measures. It is of vital importance to integrate a gender-sensitive HIV/AIDS perspective in prevention of and response to GBV.

A woman with a picture of her daughter Eliza. The Chechen girl was only 18 when she was kidnapped, raped and killed by Russian soldiers. Photo: Øystein Mikalsen, NRC

▷▷▷ ⊳ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Camp layout:** Safety aspects of camps must at all times be considered. Different groups have different interests and needs. It must therefore be ensured that men, women and children from the camp residents are involved in the site layout and design.

- **Overcrowding to be avoided:** Overcrowding and multi-household dwellings should be avoided.

- **Safe access to facilities:** It is imperative to guarantee safe and secure access to services, in particular to separate latrines and washing facilities for women. These facilities should ensure privacy. Wood collection and distribution sites and playgrounds should also be assessed from a safety perspective.

- **Lighting of facilities:** To prevent violence and/or abuse, it is crucial that common facilities and access roads are well lit.

- **Separate accommodation for unaccompanied children:** It is important to construct a specific transit booth for unaccompanied and separated children, for boys and girls separately, before foster care can be arranged. All safety aspects of the location of these booths should also be considered, including distance to washing and latrine facilities. *(See chapter 6: Child Protection).*

Essential Background Knowledge

Having a sound knowledge of the camp population and their background is essential for developing appropriate prevention and response strategies. In addition, awareness of the circumstances and conditions prior to and during the flight of the displaced helps a camp manager to better understand and identify specific protection concerns that might be related to gender-based violence.

▷▷▷ ⊳ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Demographic characteristics:** The ratio of women to men, girls to boys and the percentage of female-headed households must be known to, and monitored by, the camp management team at all times.

- **Special protection needs:** In relation to GBV, attention has to be given to the groups and individuals that might be more vulnerable to gender-based violence than others. It is important to liaise with the protection agency/officer on defining who these individuals and groups are within the camp. The camp management team should be informed on their numbers within the community. Among the groups at risk generally are:
  - Unaccompanied and separated children (boys and girls)
  - Unaccompanied adolescent girls
  - Single females/female-headed households
  - Disabled women and girls (physically and mentally)
  - Elderly women
  - Disabled women and children
  - Female ex-combatants. *(See chapter 5: Protection).*

- **Existing cultural and gender roles:** It is important to be familiar with the roles, the norms, values and practices related to gender and power that exist traditionally within the refugee/IDP community.

- **Dissemination of flight information:** It is vital to the camp management team to know the circumstances prior to and during the flight of the population. Rape, sexual violence, exploitation and abuse frequently occur in conflict situations before flight and also during flight. The «types of sexual violence» that frequently occur during the different phases of the refugee/displaced cycle, can be found in one of the attached tools to this chapter.

Organisational Measures

Acts of GBV often occur in situations that are characterized by unequal power relations. Humanitarian workers often find themselves in a situation of power as compared to the camp residents. A camp management team therefore, as any agency working in the camp, needs to adopt organisational measures to contribute to prevention of, and response to, the occurrence of gender-based violence within camp settings.

- *Knowledge and dissemination of relevant code of conduct:* The UNHCR code of conduct and the core values and guiding principles apply to all UNHCR staff. Camp management agencies, as implementing partners in refugee camp settings, are responsible for upholding these principles and making them known to their staff on the ground. NGOs are in the process of streamlining their codes of conduct. An example of a NGO (NRC) code of conduct is found in the toolkit of chapter 5. *(See chapter 5: Protection).*

- *Development of code(s) of conduct:* In IDP camp settings, the UNHCR and the NRC codes of conduct *(see toolkit in chapter 5)* could serve as useful instruments for camp managers to develop a similar code of conduct that should be known and apply to camp management team, all agencies and NGOs working in the camp, as well as the community representatives.

- *Presence of female staff:* The camp management team should include sufficient female staff. 50% female staff should be a goal.

- *Training:* Prevention of and response to GBV require first of all a sound knowledge and understanding of the problem. Camp management teams should receive, where possible, basic training in human rights, in gender-based violence, on the standards of accountability and the code of conduct, as well as disciplinary procedures for any staff member who violates these guiding principles. Where possible, it should be liaised with the protection agency/officer on this matter.

- *Coordination on prevention strategies:* It is important to facilitate regular camp level meetings with all actors, responsible agencies and community representatives. On a regular basis, the team should liaise, coordinate and share information with the protection agency/the UNHCR protection officer on the occurrence of GBV, and develop preventive strategies.

- *Coordination of GBV prevention:* The camp management team has a coordination role with regards to overseeing the total delivery of services in the camp; it is thus necessary that they work with all agencies in the camp to elaborate preventive mechanisms to put a stop to GBV.

Distribution of Food and Non-Food Items (NFIs)

▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- *Individual registration:* It is necessary to ensure proper individual registration and documentation of all displaced individuals including women and in particular female-headed households. *(See chapter 4: Registration and Data Collection).* Proper registration means access to humanitarian assistance and thus minimises the risk for abuse and exploitation.

- *Equal involvement:* Women must be fully involved in the organisation and distribution of food, non-food items and other essential items. A 50 % involvement of women is recommended. *(See chapters 5: Protection; 9: Distribution of Food and Non-Food Items).*

- **Prevention of unsafe situations:** It is vital to prevent unsafe situations by ensuring women's access to the most essential necessities such as food, water, firewood and cooking fuel. Lack of, or limited access to, these items often leads to dangerous situations; i.e. fetching water and firewood in remote or bushy areas.

- **Safe access and exit:** It is imperative to consider safe access to, and exit from, distribution points. Security includes having the paths and entry/exit points well lit at night.

Community Participation and Sensitisation

Developing effective prevention, response and sensitisation strategies to GBV in camp settings must at all times involve the camp residents. The camp manager should ensure that the many different groups and individuals among the population are represented. Prevention and sensitisation, however, do not only require knowledge and understanding of the causes and contributing factors. It involves a full understanding of rights and responsibilities of both camp residents and aid workers. This is particularly true where power relations are imbalanced, which is often the case in camp situations.

▷▷▷ ⊳ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- **Joint sensitisation and prevention strategies:** It is necessary to liaise and coordinate with the agency working on GBV-issues/the protection agency on providing sensitisation on «rights and responsibilities», gender-based violence and response. The various leadership structures and committees within the camp should be involved. The team is recommended to always actively involve men as well as women in awareness raising and in developing and promoting prevention strategies. The community should be involved in all steps of prevention and sensitisation strategies.

- **Awareness raising on standards of accountability:** The camp residents should be familiar with the responsibilities of humanitarian aid workers. One way could be to post the standards of accountability in various locations in the camp.

- **Dissemination of information:** Refugees/IDPs should be fully informed on all their entitlements, benefits and services being provided for them. Being aware that it is more difficult to reach some people than others, the team should use a dissemination strategy that will reach all different groups and individuals, including the vulnerable.

- **Equal representation:** Camp committees should have equal male/female representation, and women's involvement should not be limited to the community leaders only. The camp population needs to be involved on all levels.

One of the most «unclear» areas of gender-based violence is situations where an adult woman agrees to have a sexual relationship to an aid worker in return for favours or money. Even though the woman agrees, the sexual relationship is purely based on power inequity, as she is dependent upon the aid and the services of the aid worker.

This exchange of sex for favours or money could thus best be described as coercion. It must therefore be a clear camp regulation that no camp management employee or any other aid worker involves him/herself sexually with a member of the camp community.

Response to Gender-Based Violence

Response mechanisms must at all times be in the interest of the survivor, address the needs of the survivor, must be clear and well understood by staff and camp population alike, and must be timely. The time and method of response of the camp management agency to any alleged abuse of a woman/man or a child is crucial. Preferably, a lead agency (for all matters related to GBV) will be responsible for maintaining all report data and follow-up documentation. Depending on the context of the camp, this should preferably be the agency/NGO working on GBV protection, the health services provider or community services staff with expertise in GBV. It should thus be noted that camps vary significantly in the service provision available for GBV survivors. In the absence of a lead agency, the camp management team will have to take on many of the support initiatives. Training on human rights, gender, child rights and GBV is a must for all actors in the camp; agencies, community representatives, and members of the camp management team etc.

Women in Alina Camp, Ingushetia, fetching water. Ensuring safe and lit access to these facilities is a crucial measure to prevent assaults. Photo: Roald Høvring, NRC

- *GBV reporting mechanisms:* The team must establish an effective mechanism for documenting and reporting incidents of gender-based violence to the agency working on GBV, to the protection agency/officer and to the appropriate authorities. It is important to liaise with the GBV agency/the protection officer/community services officer on this matter. Camp management staff and all agencies involved in camp operations must be aware of their responsibilities within the reporting mechanisms.

- *Sensitisation on mechanisms for complaints:* The community must be sensitized on the mechanisms for reporting of and response to complaints. It is important to ensure that the information strategy reaches all groups and individuals within the community, including the more vulnerable.

- *Key guiding principles:* A camp manager must ensure that all camp management staff members are aware of the guiding principles, and understand the concepts of confidentiality and consent.

- *«Survivor's representative»:* A «survivor's representative» should be identified from among the camp management team. This female (or male) representative will assist the survivor in the many follow-up steps that the survivor wishes to take. The representative should guide and accompany the survivor to the health facilities, to the police, and must be available for any other appropriate action according to the survivor's wishes. It is essential to coordinate with the agency responsible for GBV and the protection officer on this issue.

- *Safe location:* The immediate safety of the survivor is a first priority. A place in the camp must be identified where survivors of gender-based violence can be received and assisted. This place must ensure privacy.

- *Access to medical facilities:* It is necessary to coordinate with the health agency to ensure that survivors have access to medical facilities at all times.

- *Traditional support practices:* It is recommended to encourage positive traditional cleansing, purification or healing practices that exist among the community. Survivors might feel more comfortable when applying certain traditional response practices. However, access must be promoted to non-traditional medical and other care provided by the different agencies responsible on health, GBV and psychosocial care (when available).

- *Confidentiality:* The team should always ensure confidentiality and safe keeping of information.

Overview of Types of Sexual and Gender-Based Violence (UNHCR 2003)
Very helpful document that outlines and describes in detail the various «types» of gender-based violence, categorized under sexual violence; physical violence; emotional and psychological violence; harmful traditional practices and socio-economic violence. It provides description and examples and outlines per «type» who possible/potential perpetrators could be.

Gender-Based Violence Incident Reporting Form
This reporting form, designed specifically for camp managers, is meant as a tool to report incidents of gender-based violence. This form is used to document basic information only on the type of incident, the date and place of the incident, recommendations for follow-up and the survivor's wishes for further follow-up steps. This reporting form will document only very basic information that shall be shared with the GBV /the protection officer according to the survivor's wishes for further in-depth follow-up. It will therefore not resemble the UNHCR Incident Reporting Form, which requires properly trained staff.

Consent for release of information (IRC)
This form is tool to make sure that it is made clear to all actors involved in a GBV case who the survivor has chosen that the information can be released to. It should be clearly explained to the survivor that s/he can choose any or none of the options listed.

Manual of Interagency Procedures and Practices: Support to Refugee Communities for Prevention & Response to GBV
This sample draft taken from Reproductive Health for Refugees Consortium's book «Gender-based Violence» can be used by camp management agencies to develop a common inter-agency manual for procedures and practices for prevention and response to GBV in camps for displaced persons.

Reference Tools

Gender-based Violence Tools Manual (RHRC)
The Reproductive Health Response in Conflict (RHRC) Consortium's manual is aimed at improving international and local capacity to address GBV in refugee, internally displaced and post-conflict settings. The tools in the manual have been formulated according to a multi-sectoral model of GBV programming that promotes action within, and coordination between, the constituent community, health and social services, and the legal and security sectors. Please observe that the manual is meant to be used by humanitarian professionals who have experience with, and are committed to, GBV prevention and response.

How to Guide: Sexual and Gender Based Violence Programme in Guinea
This guide (developed by UNHCR, IRC and others) provides an overview of the GBV programme for refugee areas in the Republic of Guinea. Its purpose is to assist ongoing GBV programmes or others in the initial planning stages through summarizing what was accomplished, how it was done and the lessons learned during the implementation of activities. This guide is particularly useful for camp managers who have to take responsibility for GBV programmes in the absence of an assigned GBV agency.

«Sexual Exploitation Within A Wider Protection Context». An Assessment in the Mano River Region of West Africa (Liberia, Guinea, Sierra Leone)
A Global NGO Consortium for the Care and Protection of Children in Emergencies. International Rescue Committee, (IRC), Christian Children's Fund (CCF) and the Save the Children Federation. September 2002. Pages 1-28.

Essential reading and references

– **Beth Vann. 2002.** *Gender-Based Violence. Emerging Issues in Programs Serving Displaced Populations.* **Reproductive Health for Refugees Consortium**

– **UNHCR. 2003.** *Sexual and Gender-Based Violence against Refugees, Returnees and Internally Displaced Persons. Guidelines for Prevention and Response.* **Geneva, UNHCR, May 2003**

– **UNHCR. 2000.** *Building Partnership through Equality. UNHCR Good Practices on Gender Mainstreaming.* **Geneva, UNHCR**

– **UNHCR, SC-UK. 2001**. *Action for the Rights of Children (ARC), Exploitation and Abuse Resource Pack*

– **UNHCR. 2001.** *Camp Security and Refugee Guidelines – Vulnerable Groups*

– **OXFAM.** *A Little Gender Handbook for Emergencies Or Just Plain Common Sense.*

– **WHO, UNHCR. 2002.** *Clinical Management of Survivors of Rape: A guide to the development of protocols for use in refugee and internally displaced persons situations.* **Draft for field-testing. Geneva, WHO, UNHCR**

– **UNHCR. 1991.** *Guidelines on the Protection of Refugee Women.* **Geneva, UNHCR**

– **UNHCR. 2000.** *How To Guide: Monitoring and Evaluation of Sexual Gender Violence Programs.* **Geneva, UNHCR**

– **UNHCR. 2002.** *Note on SGBV, The High Commissioner's Five Commitments to Women and the Protection of Refugee Children in Africa.* **Geneva, UNHCR, Africa Bureau**

– **Save the Children-UK, UNHCR. 2002.** *Sexual Violence and Exploitation: The Experience of Refugee Children in Guinea, Liberia and Sierra Leone. Save the Children* **– UK and UNHCR**

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

– **Women's Commission for Refugee Women and Children/IASC:** *Refugees and AIDS. What should the humanitarian community do?*

- http://www.rhrc.org/resources/gbv/index.html
- www.womenscommission.org
- www.humanitarianinfo.org/iasc/

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Types of Sexual and Gender-Based Violence

The following table describes some of the more common forms of sexual and gender-based violence. The list is neither exhaustive nor exclusive. It is a practical tool that can be used in each location to help identify the different forms of sexual and gender-based violence that exist. Acts of sexual and gender-based violence have been grouped into five categories:

- Sexual violence.

- Physical violence.

- Emotional and psychological violence.

- Harmful traditional practices.

- Socio-economic violence.

Sexual Violence

Type of act	Description/Examples	Can be perpetrated by
Rape and marital rape	The invasion of any part of the body of the victim or of the perpetrator with a sexual organ, or of the anal or genital opening of the victim with any object or any other part of the body by force, threat of force, coercion, taking advantage of a coercive environment, or against a person incapable of giving genuine consent (International Criminal Court).	Any person in a position of power, authority and control, including husband, intimate partner or caregiver.
Child sexual abuse, defilement and incest	Any act where a child is used for sexual gratification. Any sexual relations/interaction with a child.	Someone the child trusts, including parent, sibling, extended family member, friend or stranger, teacher, elder, leader or any other caregiver, anyone in a position of power, authority and control over a child.
Forced sodomy/anal rape	Forced /coerced anal intercourse, usually male-to-male or male-to-female.	Any person in a position of power, authority and control.
Attempted rape or attempted forced sodomy/anal rape	Attempted forced/coerced intercourse; no penetration.	Any person in a position of power, authority and control.
Sexual abuse	Actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions.	Any person in a position of power, authority and control, family/community members, co-workers, including supervisors, strangers.
Sexual exploitation	Any abuse of a position of vulnerability, differential power, or trust for sexual purposes; this includes profiting momentarily, socially or politically from the sexual exploitation of another (IASC); Sexual exploitation is one of the purposes of trafficking in persons (performing in a sexual manner, forced undressing and/or nakedness, coerced marriage, forced childbearing, engagement in pornography or prostitution, sexual extortion for the granting of goods, services, assistance benefits, sexual slavery).	Anyone in a position of power, influence, control, including humanitarian aid workers, soldiers/officials at checkpoints, teachers, smugglers, trafficking networks.
Forced prostitution (also referred to as sexual exploitation)	Forced/coerced sex trade in exchange for material resources, services and assistance, usually targeting highly vulnerable women or girls unable to meet basic human needs for themselves and/or their children.	Any person in a privileged position, in possession of money or control of material resources and services, perceived as powerful, humanitarian aid workers.
Sexual harassment	Any unwelcome, usually repeated and unreciprocated sexual advance, unsolicited sexual attention, demand for sexual access or favours, sexual innuendo or other verbal or physical conduct of a sexual nature, display of pornographic material, when it interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.	Employers, supervisors or colleagues, any person in a position of power, authority, or control.

Type of act	Description/Examples	Can be perpetrated by
Sexual violence as a weapon of war and torture	Crimes against humanity of a sexual nature, including rape, sexual slavery, forced abortion or sterilisation or any other forms to prevent birth, forced pregnancy, forced delivery, and forced child rearing, among others. Sexual violence as a form of torture is defined as any act or threat of a sexual nature by which severe mental or physical pain or suffering is caused to obtain information, confession or punishment from the victim or third person, intimidate her or a third person or to destroy, in whole or in part, a national, ethnic, racial or religious group.	Often committed, sanctioned and ordered by military, police, armed groups or other parties in conflict.

Physical Violence

Type of act	Description/Examples	Can be perpetrated by
Physical assault	Beating, punching, kicking, biting, burning, maiming or killing, with or without weapons; often used in combination with other forms of sexual and gender-based violence.	Spouse, intimate partner, family member, friend, acquaintance, stranger, anyone in position of power, members of parties to a conflict.
Trafficking, slavery	Selling and/or trading in human beings for forced sexual activities, forced labour or services, slavery or practices similar to slavery, servitude or removal of organs.	Any person in a position of power or control.

Emotional and Psychological Violence

Type of act	Description/Examples	Can be perpetrated by
Abuse/Humiliation	Non-sexual verbal abuse that is insulting, degrading, demeaning; compelling the victim/survivor to engage in humiliating acts, whether in public or private; denying basic expenses for family survival.	Anyone in a position of power and control; often perpetrated by spouses, intimate partners or family members in a position of authority.
Confinement	Isolating a person from friends/family, restricting movements, deprivation of liberty or obstruction/restriction of the right to free movement.	Anyone in a position of power and control; often perpetrated by spouses, intimate partners or family members in a position of authority.

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Harmful Traditional Practices

Type of act	Description/Examples	Can be perpetrated by
Female genital mutilation (FGM)	Cutting of genital organs for non-medical reasons, usually done at a young age; ranges from partial to total cutting, removal of genitals, stitching whether for cultural or other non-therapeutic reasons; often undergone several times during life-time, i.e., after delivery or if a girl/woman has been victim of sexual assault.	Traditional practitioners, supported, condoned, and assisted by families, religious groups, entire communities and some States.
Early marriage	Arranged marriage under the age of legal consent (sexual intercourse in such relationships constitutes statutory rape, as the girls are not legally competent to agree to such unions).	Parents, community and State.
Forced marriage	Arranged marriage against the victim's/survivor's wishes; often a dowry is paid to the family; when refused, there are violent and/or abusive consequences.	Parent, family members.
Honour killing and maiming	Maiming or murdering a woman or girl as punishment for acts considered inappropriate for her gender that are believed to bring shame on the family or community (e.g., pouring acid on a young woman's face as punishment for bringing shame to the family for attempting to marry someone not chosen by the family), or to preserve the honour of the family (i.e., as a redemption for an offence committed by a male member of the family).	Parent, husband, other family members or members of the community.
Infanticide and/or neglect	Killing, withholding food, and/or neglecting female children because they are considered to be of less value in a society than male children.	Parent, other family members.
Denial of education for girls or women	Removing girls from school, prohibiting or obstructing access of girls and women to basic, technical, professional or scientific knowledge.	Parents, other family members, community, some States.

Socio-Economic Violence

Type of act	Description/Examples	Can be perpetrated by
Discrimination and/or denial of opportunities, services	Exclusion, denial of access to education, health assistance or remunerated employment; denial of property rights.	Family members, society, institutions and organisations, government actors.
Social exclusion/ostracism based on sexual orientation	Denial of access to services, social benefits or exercise and enjoyment of civil, social, economic, cultural and political rights, imposition of criminal penalties, discriminatory practices or physical and psychological harm and tolerance of discriminatory practices, public or private hostility to homosexuals, transsexuals or transvestites.	Family members, society, institutions and organisations, government actors.
Obstructive legislative practice	Denial of access to exercise and enjoy civil, social, economic, cultural and political rights, mainly to women.	Family, community, institutions and State.

GBV INCIDENT REPORTING FORM

Date of this report:_____   **Date of the incident:** _____

Place or location of the incident:_____

Reference:_____

Name of Staff Member filing the incident report:_____

Nature of Incident—please tick: *(See: Determining Gender Based Violence occurrence for a short description of the categories)*

- ❑ **Sexual assault**
- ❑ **Rape**
- ❑ **Attempted rape**
- ❑ **Child sexual abuse**
- ❑ **Incest**
- ❑ **Sexual Exploitation**
- ❑ **Forced prostitution**
- ❑ **Sexual harassment**
- ❑ **Female genital mutilation**
- ❑ **Early marriage**
- ❑ **Forced marriage**
- ❑ **Physical assault/abuse**

- ❑ **Economic abuse**
- ❑ **Confinement**
- ❑ **Trafficking, slavery**
- ❑ **Discrimination and / or denial of opportunities/services**
- ❑ **Denial of education for girls**
- ❑ **Honour killing and abuse**
- ❑ **Infanticide and/or neglect**
- ❑ **Structural discrimination**
- ❑ **Other**

Please, provide additional details about the incident:_____

_____

_____

_____

_____

Have the incident been reported and/or referred to others? Whom?_____

Follow up required:…

CONSENT FOR RELEASE OF INFORMATION

This entire form should be read to the client/survivor. It should be clearly explained to the survivor that s/he can chose any or none of the options listed.

I, _____ give my permission for [name of agency]
        (print client/survivor name)

to share information about the incident I have reported in the Incident Report Form (IRF) and about my current needs. I understand that permission is needed so I can receive the best possible protection, care and assistance. I understand that the information will be treated with confidentiality and respect, and shared only as needed to provide the assistance I need and request.

I agree that information can be released to the following:

Tick all that apply

☐   Community Services Agency (Name)_____

☐   Health Centre (Name)_____

☐   UNHCR Protection Officer (Name)_____

☐   Police

☐   Camp or block leader (Specify name (s)_____

☐   Others (Please specify)_____

_____

Signature or thumbprint _____

Staff signature or thumbprint_____

Date _____

SAMPLE — DRAFT

for adaptation by GBV interagency teams in specific settings

MANUAL OF INTERAGENCY PROCEDURES & PRACTICES:

Support to Refugee Communities for Prevention & Response to GBV in [*name of field office or suboffice area*]

[*country*]

Developed in collaboration:

[*list all NGOs, IOs, government ministries, and so forth involved in the development of this manual in the setting*]

First Draft for review and discussion: [*date*]
Final First Version: [*date*]
Review/Revisions: [*dates in future when revisions are made*]

INTRODUCTION

Prevention and response to gender-based violence (GBV) requires a cooperative team effort from many groups and organizations. The procedures that follow were developed by representatives from the organizations [*listed on the cover*], in a collaborative effort to establish clear systems, roles, and responsibilities for each individual, group, agency, and organization involved in the prevention of and response to GBV affecting the refugee camps and refugee affected areas in the region of [*country*].

These procedures can also serve as teaching tools for anyone involved in prevention and response efforts. International and national staff rotate in and out of a country. This manual has been developed to ensure that the procedures and systems remain in place within the organizations even after individuals have left the region.

DEFINITION OF GENDER-BASED VIOLENCE*

GBV is physical, mental, or social abuse (including sexual violence) that is attempted or threatened, with some type of force (such as violence, threats, coercion, manipulation, deception, cultural expectations, weapons, or economic circumstances) and is directed against a person because of his or her gender or gender roles and expectations in a society or culture. In circumstances of GBV, a person has no choice to refuse or pursue other options without severe social, physical, or psychological consequences. Forms of GBV include sexual violence, sexual abuse, sexual harassment, sexual exploitation, early or forced marriage, discrimination, denial (such as education, food, freedom), and female genital mutilation. Not all forms of GBV are considered criminal acts in all countries.

GUIDING PRINCIPLES

All actors agree to the following principles as guides for their behavior, intervention, and assistance. All actors agree to arrange appropriate training and refresher training for all staff, as well as accountability measures for staff to use these guiding principles in their work.

Confidentiality

At all times, the confidentiality of the survivor(s) and their families will be respected. This means that information will be shared only with others who need to know in order to provide assistance and intervention, as requested and agreed to by the survivor. All written information with identifying details will be maintained in secure, locked files. If any reports or statistics are to be made public, only one responsible officer in the organization will have the authority to release such information and any identifying information (e.g., name, address) will be removed.

Respect

The actions and responses of all actors will be guided by respect for the wishes, the rights, and the dignity of the survivor. For example, actors will—

■ Conduct interviews in private settings;

■ Conduct interviews and examinations by staff of the same sex as the survivor (e.g., woman survivor to woman interviewer) unless no other staff is available;

■ Be a good listener;

■ Maintain a nonjudgmental manner concerning the survivor and her or his behavior;

■ Be patient; when possible, do not press for more information if the survivor is not ready to speak about the incident;

■ Ask only relevant questions;

■ Do not discuss the survivor's prior sexual history;

■ Avoid asking the survivor to repeat the story in multiple interviews;

■ Do not laugh or show any disrespect for the survivor and her or his culture, family, or situation.

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*Summarized from definitions in UNHCR guidelines and the United Nations Declaration on the Elimination of Violence Against Women.

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Security and Safety

All actors will ensure the safety of the survivor, at all times. Remember that the survivor may be frightened and need assurance that she or he is safe. In all cases, ensure that the survivor is not placed at risk of further harm by the assailant. If necessary, ask for assistance from camp security, police, field officers, protection officers, or others.

Maintain awareness of the safety and security of people who are helping the survivor, such as family, friends, community service or GBV workers, and health care workers.

INITIAL REPORTS

The survivor has the freedom and the right to report an incident to anyone, for example, to—

- Leaders in the community (e.g., camp committee, block or zone leaders, religious leaders, women's group leaders);

- UNHCR, health, community services, GBV, or other NGO staff;

- Police or security in and around the camp;

- Anyone whom the survivor believes can be of assistance.

The person who receives the initial report will attend to the survivor's needs and problems as identified by the survivor. The person will consider appropriate referrals including health care, counseling, security, and legal needs and will escort the survivor to the health center, women's center, UNHCR, and/or police.

ROLES AND RESPONSIBILITIES

The following general descriptions are of roles and responsibilities in GBV prevention and response. Each organization should have detailed protocols, procedures, and policies that provide more specific guidance to staff and volunteers. All actors agree to abide by the guidelines and recommended standards for prevention and response to GBV. They are described in books and other materials, published and provided by UNHCR.

Each organization or group is responsible for ensuring appropriate training for staff and volunteers so that they are able to perform their roles and responsibilities properly.

Refugee Community

The refugee community leads the efforts to respond to and prevent GBV. Many refugee groups and organizations are involved in prevention and awareness raising among refugees in order to encourage changes in attitudes and behavior (e.g., religious, youth, women's, and men's groups, and school programs). The refugee community responds to GBV incidents by providing emotional support and referrals for survivors and by holding perpetrators accountable for their actions.

Within the refugee community, the following two groups have specific responsibilities in GBV response.

Camp Committee

- Sets the example for the community for attitude and behavior by supporting and protecting survivors and ensuring appropriate and fair consequences for the perpetrator;

- Hears and adjudicates GBV cases only as authorized; refers certain types [*to be established and agreed in* individual *country setting*] of GBV cases to the police and protection officer in compliance with national law;

- Respects the human rights of all parties when applying traditional law and judgment.

Women's Groups

Through a network of trained volunteers, the women's organization receives reports from survivors (at the women's center or through community members) and provides emotional support, referrals, and advocacy. The group is also responsible for ensuring around-the-clock availability of these services.

Lead Organization [*specify*]

The [*lead organization*] supports the refugee community by leading the coordination of all GBV activities in each camp; it—

- Facilitates the establishment of safe and confidential space in women's centers for survivors of GBV to report and seek help;

- May provide counseling, assistance, and advocacy for survivors [*if the country has a special GBV program*];

- Facilitates community-based prevention activities, including awareness raising and the establishment of men's groups to prevent GBV;

- Acts as the clearinghouse for all multisectoral data concerning GBV cases;

- Collects, compiles, and distributes reports of incident data, case outcomes, and anecdotal information about GBV occurring in the camps.

Psychosocial Programs

Such programs include community services, psychological counseling services, socialization, skill training, and income-generation programs. They provide direct psychosocial support and social reintegration for survivors and also serve a preventive function by targeting and assisting the most vulnerable refugees.

Health Post or Health Center

This health facility is responsible for medical examination, treatment, follow-up care, emotional support, and referrals. Health staff also provide medical documentation of injuries, which is required for legal proceedings.

UNHCR Protection

The protection officer oversees coordination of all GBV activity related to security and protection. He or she monitors the progress of all legal cases in the police and court system; provides support, advice, and assistance to refugee victims, witnesses, and the accused if he or she is a refugee; provides training with refugee camp committees to build their capacity to respond to GBV cases appropriately and in compliance with human rights standards; and provides training and information for refugees about relevant national and international laws.

UNHCR Health or Reproductive Health

The health coordinator provides training, resource materials, support, and assistance to health implementing partners; oversees and supports effective and efficient referral systems between different levels of health care; monitors health data (including data on GBV cases seen at the health facilities), treatments provided, and health outcomes; and participates in awareness-raising and prevention activities.

UNHCR Field Officers/Assistants

Field officers and assistants monitor issues and problems in the community; assist with security issues; provide administrative solutions to GBV issues; and participate in awareness-raising activities in the camps.

UNHCR Community Services

The community services officer and assistants provide training, resource materials, support, and assistance to psychosocial implementing partners; oversee coordination and development of all psychosocial response and prevention activities; and participate in awareness-raising and prevention activities.

Police/Security Officers

The police respond to reports of GBV crimes in accordance with national laws and policies and uphold the guiding principles established by the interagency GBV team.

Judicial System

The national court system prosecutes GBV crimes in accordance with national laws and policies, with minimal delays, and upholds the guiding principles established by the interagency team.

RESPONSE: REPORTING AND REFERRAL SYSTEM

Survivor makes initial report of incident to anyone.

(Community leaders and/or security may or may not be involved.)

[_____] refers and escorts survivor to women's center or health post or survivor refers herself/himself.

(The first organization to receive the survivor should refer her/him to the other organization.)

WOMEN'S CENTER

- Provide counseling, assure safety.
- Refer to health center.
- Complete Incident Report Form, with a copy to UNHCR Protection in a sealed envelope.
- Inform survivor of available assistance options; refer survivor for services and advocate as needed.

HEALTH POST/CENTER

- Provide medical exam and treatment.
- Document.
- Refer to women's center.

If survivor wants to pursue police action
OR
If survivor is a minor child
OR
If there are immediate safety and security risks

Then either the women's center or the health post refers and escorts survivor to police
(or family or friend can escort survivor).

POLICE

- Police take statement and give survivor the medical evidence form.
- Survivor and escort take form to health post for completion.
- Survivor returns completed form to police. (Women's center or GBV staff assist with form to/from police and health post.)
- Police conduct investigation, arrest alleged assailant, and file charges with court.

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COMMUNITY

■ Promote community support and acceptance of survivor.

■ Assist survivor (and often assailant) to re-integrate into community.

PSYCHOSOCIAL PROGRAMS

■ May provide material support, such as clothing, food, NFI in extreme cases.

■ Monitor survivor's social functioning; provide counseling and assistance.

■ Encourage participation in socialization and self-support/income-generation activities.

HEALTH POST

■ Provide follow-up medical care and treatment, as needed.

UNHCR (PROTECTION, FIELD, COMMUNITY SERVICES, HEALTH)

■ Follow up and assist with administrative solutions, as needed (e.g., relocation to another camp, resettlement, separation/issue of new ration cards, new housing plot).

■ Protection will monitor status of legal proceedings; advocate as needed; provide legal advice to survivor and witnesses; and provide transportation and assistance to refugees at court.

POLICE / SECURITY

■ Monitor security issues; maintain awareness of safety of survivor, witnesses, and those who are assisting the survivor. Intervene and assist as needed.

JUDICIARY

■ Conduct legal proceedings, hearings, trial, and sentencing with minimum delays.

MONITORING AND EVALUATION OF RESPONSE ACTION AND OUTCOMES

WEEKLY CAMP-LEVEL GBV ADVISORY BOARD MEETINGS

■ Review compiled incident data and case outcomes (nonidentifying information).

■ Review, discuss, clarify, and strengthen roles and responsibilities as well as coordination.

■ Identify training needs and arrange training as needed.

GBV PROGRAM (OR LEAD AGENCY)

■ Compile incident data and case outcomes from all camps into one monthly report (nonidentifying information).

MONTHLY REGIONAL-LEVEL GBV INTERAGENCY COORDINATION MEETING

■ Review compiled report of incident data and case outcomes from all camps.

■ Review, discuss, clarify, and strengthen roles and responsibilities.

■ Identify, discuss, and resolve problems; review and analyze successes.

■ Identify training needs and arrange training as needed.

■ Review and revise referral and coordination systems as needed.

NATIONAL-LEVEL GBV INTERAGENCY COORDINATION MEETING

■ Review GBV incidents reported and case outcomes from field/sub-offices.

■ Review and discuss problems identified in field programs.

■ Support field level GBV action by solving problems, providing policy-level guidance, advocating for funds, recommending action, and so forth.

PREVENTION

Prevention activities include monitoring incidents and outcomes, raising awareness, and encouraging changes in attitudes and behavior.

All Actors

Maintain understanding of the types and extent of GBV occurring; the causes and contributing factors of GBV; and the attitudes, knowledge, and behavior of the community and staff of organizations that assist the community, by monitoring and analyzing data from all reported incidents and by sharing anecdotal information and observations from refugees and staff.

Identify problems and risks and continuously develop, implement, and review strategies for prevention and methods to improve response.

Participate in awareness-raising activities, training, and community education aimed at encouraging the reporting of GBV and at changing knowledge, attitudes, and behavior about gender and GBV.

Refugee Community, Psychosocial, and Health NGOs

Coordinate schedules and conduct awareness-raising activities, training, and community education aimed at encouraging the reporting of GBV and at changing knowledge, attitudes, and behavior about gender and GBV.

UNHCR Protection, Health, Security

Conduct and/or participate in training for the health, security, and legal justice sectors (including refugee camp committees) with the goal of strengthening response action and promoting changes in knowledge, attitude, and behavior about gender and GBV.

COORDINATION, MONITORING, AND EVALUATION

Regular meetings and written reports are necessary to have information sharing, coordination, and feedback among all GBV actors.

Coordination Meetings

Camp-Level GBV Advisory Board Meeting

Hold regularly scheduled meetings [*biweekly, weekly, or monthly, as agreed*] in each refugee camp. Participants include all representative GBV actors: health, community services/psychosocial programs, GBV [*if there is a separate program*], UNHCR, police/security, refugee leaders and groups. This meeting is a forum to share nonidentifying incident information, discuss and resolve specific issues in GBV response, coordinate activities, and strengthen prevention. In each camp, there will be one GBV focal point who schedules this meeting and ensures distribution of minutes.

Regional-Level GBV Coordination Meeting

Hold monthly meetings for GBV focal points in health organizations, community services/psychosocial programs, UNHCR (all four key sectors), and the host government's security and court authorities. This meeting includes the distribution and review of reported GBV case data (including outcomes), discussion and resolution of issues, coordination of activities, and general program development in both prevention and response. All actors share nonidentifying information about GBV incidents, follow-up, case outcomes, trends, and causes and contributing factors. Strategies are developed to strengthen and improve prevention and response.

To maximize regular attendance and participation, keep the meeting agenda brief and focused. The lead agency convenes and facilitates the meeting and ensures distribution of minutes.

[*Regional divisions must be established; most countries consider these regional-level meetings to be at the Sub-Office level.*]

National-Level GBV Coordination Meetings

UNHCR protection and the lead GBV agency organize regular (usually every other month) coordination meetings with leaders from all organizations involved in GBV prevention and response from all regions of the country. This meeting includes coordination of activities, identification and resolution of problems, and ongoing program devel-

opment. Participants discuss compiled incident data and case outcomes, analyze trends, and establish policy-level support for field-level recommendations and actions.

Outcome Indicators and Reports

Each sector (health, psychosocial, security, and justice) develops and monitors its own specific indicators for prevention and response to GBV, collecting and analyzing data as needed for proper monitoring and program management.

The lead agency compiles monthly GBV statistics from Incident Report Forms. UNHCR protection, field, and police/security provide additional information about case outcomes so that this information can be included in the monthly data summary. Copies of this report are provided to all focal points (camp level and regional level) monthly at coordination meetings and are sent to the national-level coordination group members.

GLOSSARY

This glossary defines the terms used to categorize GBV cases in a social services context. They are the terms used by community services, health, and GBV staff for program reports within NGOs and UNHCR. Legal definitions and criminal charges used by the police, judiciary, and other government authorities are not included here.

Perpetrator or assailant. The alleged attacker.

Survivor. The victim of the GBV incident or crime.

Incident. The GBV event.

Case. Court case; sometimes used by UNHCR to refer to a survivor.

Actor. A staff member of any organization or a community member involved in prevention of and response to GBV.

Minor or child. A person under age 18.

Categories of GBV

[*Insert your terms and definitions here. The RHRC GBV Tools Manual (publication pending) includes specific terms and definitions for use world wide in all settings serving displaced populations. It is recommended that each country program review those terms and include them here.*]

Non-GBV Cases

Some cases of violence that are not gender based come to GBV workers. It is tempting to call these cases GBV because these people may be at-risk for GBV. These cases should not be categorised as GBV cases, but might be counted separately when describing the program's actions and activities in reports, particularly for the area of prevention. Examples—

■ Child abuse (physical or psychological abuse that is not gender based);

■ Family disputes, such as arguments over ration cards or nonfood items;

■ Domestic arguments and problems (e.g., polygamy-related problems, children with behavior problems);

■ Reproductive health problems, such as impotency, infertility, STIs, unwanted pregnancy.

AGREEMENT AND SIGNATURES

We, the undersigned, as representatives of our respective organizations, agree to abide by the procedures and guidelines contained in this document. We also agree that copies of this document will be provided to all incoming staff in our organizations who will have roles and responsibilities in GBV prevention and response in this setting. This will help ensure that the procedures will continue beyond the contract term of any individual staff member.

_____   _____   _____

[Organization Name]   Date   Signature

_____   _____   _____

[Organization Name]   Date   Signature

_____   _____   _____

[Organization Name]   Date   Signature

_____   _____   _____

[Organization Name]   Date   Signature

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[Organization Name]   Date   Signature

_____   _____   _____

[Organization Name]   Date   Signature

_____   _____   _____

[Organization Name]   Date   Signature

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8 | Camp Security

The army helps securing an IDP camp in Burundi. Photo: William Mikkelsen, NRC

Chapter 8: Camp Security

Introduction

The personal security of refugees and internally displaced persons (IDPs) living in camps is an essential element of international protection. Unless the fundamental rights of camp residents as human beings – to life, liberty and security of person – are safeguarded, other rights and benefits guaranteed by international instruments and legal principles, or by national law, are of little use.

However, threats to personal security are not unique to displaced persons living in camps, but are manifestations of the problems of violence, abuse of power and intolerance that afflict all human societies. In the case of refugees and IDPs, these threats are often aggravated by the displaced person's own vulnerability as an uprooted foreigner or national citizen, usually with few resources, often without documentation, who does not enjoy the protection of his or her government. The traditional structures of family, clan and community have often been disrupted. Already forced to flee violence or human rights abuses in their own country or place of origin, many face further danger en route to a place of asylum or sanctuary.

Moreover, refugees and IDPs are often perceived not only as victims of conflict (and thereby deserving refuge), but also as a potential threat to security themselves, and as source of internal and trans-national conflict. This perception of refugees and IDPs is exacerbated by the fact that among large-scale displaced populations, there are sometimes armed elements, mercenaries and combatants as well as ordinary migrants simply in search of a better life. The protracted nature of many situations of displacement has often led to «compassion fatigue» within host populations and ads to the obstacles to protection experienced by refugees and IDPs.

Where refugee and IDP questions are increasingly conflated with questions of security, it is important to recall that refugees and IDPs are themselves victims of human rights violations.

Camps and Security

The security aspects of a refugee/IDP camp must be considered already during negotiation of the camp location. Camps located too close to international borders or areas of internal civil conflict may be vulnerable to military attacks. Likewise, infiltration by militant groups within a bona fide refugee or IDP population can also provoke attacks upon the camps. Moreover, the capacity, design and physical layout of the camp will impact on the security of the camp residents. (Common facilities such as latrines, water taps etc. should for instance be situated in central areas in order to prevent attacks, violations and abuse.) In addition, the state authorities sometimes fail, or are unable or unwilling to exercise their overall responsibility for the security of civilians living in a camp, or to take adequate measures to ensure the respect for the civilian and humanitarian character of the camp. Furthermore, conflicts amongst different groups within the camp and/or the local population, common crime and banditry are additional factors that may contribute to overall insecurity. These problems may be compounded by the deployment of poorly paid and undisciplined police and security forces. *(See chapters 2: Camp Setup and 5: Protection)*

Stakeholders in Security

State/Local Authorities

Unquestionably, the state has the primary responsibility for protecting IDP, refugee and host communities, and ensuring public order and security from internal and external threats. Preventative and corrective action is in the hands of the authorities and should be taken resolutely. Criminal attacks and banditry against IDPs and refugees should be addressed by civil authorities and security forces of the country. In many situations, however, resource limitations, political, economic and social instability as well as conflicting priorities and agendas may render this task extremely difficult. Modern history has shown that the levels of engagement by the state and degrees of burden-sharing support have varied widely.

When necessary and if possible, pressure may be brought on authorities in order for them to meet their responsibilities in this regard. Sometimes this alone will prove insufficient in providing adequate security for the refugee or IDP population. In such a situation, camp management teams may have to seek complementary forms of support and resources to uphold law, order and security in and around the camp.

Camp Residents

While the primary responsibility for ensuring refugee and IDP security lies with the state, it is just as important to underline the responsibilities of the refugees and IDPs themselves. Refugees and IDPs are liable for acts of violence, whether perpetrated upon fellow displaced, under the laws of the host country. Article 2 of the 1951 Convention states that: «Every refugee has duties to the country in which he finds himself, which require in particular that he conforms to its laws and regulations as well as to measures taken for the maintenance of law and order.» In particular, they should be instructed to refrain from military or other activities likely to jeopardize the safety of the refugee community or the host country, while they enjoy asylum.

Camp residents should be involved to the greatest extent possible in decision-making relating to the management and security of camps. Ideally, this should begin when the camp is first established and constructed with the help of the camp population itself, thus instilling a sense of vested interest and belonging. Caution must be exercised, however, to ensure that particular groups do not exercise inappropriate control. Similarly, it is important that camps do not become «islands» – areas outside of the control of the state – which can lead to a lack of accountability in relation to security management matters.

Moreover, it is essential that a democratic system of by-laws is encouraged, developed and promoted by the elected camp representation. These by-laws would establish rules and conduct which are to be followed and abided by the population. Input from UNHCR and the local law enforcement authorities regarding the review of these by-laws would be essential. It is assumed that the camp representation would have an executive committee supported by a number of sub-committees (food, health, WATSAN, etc), of which one could be a *grievance committee.* Such a committee might hold weekly hearings on infractions of the by-laws. It should be agreed from the beginning that penalties should take the form of community service and not cash payments, detention or degrading acts. All other infractions above the level of severity handled by the by-laws and the grievance committee should be directed to the local police authorities.

UNHCR

Security is one element of protection, which, together with material assistance, should be considered complementary parts of a single humanitarian operation. When UNHCR, in agreement with the authorities of a country, has taken on the responsibility to run an emergency operation, a registration exercise should be conducted at the earliest possible stage. Registration is a key tool in the protection of the displaced, in particular groups at risk, such as children and women *(see chapter 4: Registration and Data Collection).* Once immediate protection is secured, arrangements must be made to monitor the situation and ensure continuing respect of the rights of the refugees. When UNHCR as lead agency for an operation designates another organisation, local or international, to undertake camp management, they will report all protection issues of concern to the UNHCR protection officer(s). All agencies and NGOs involved in the camp should have a security contingency plan. To facilitate this, a close working relationship should be established between the camp manager and the UNHCR field safety adviser.

As a leading agency with implementing partners in refugee camp management roles, UNHCR should provide for adequate communications in case of emergency. This can take the form of both VHF and HF radio systems (base and mobile) to communicate not only essential information for security and emergency situations, but also for general coordination purposes.

Camp Management Agencies/NGOs

The camp management agency has obvious responsibilities to ensure that every effort is made to provide an environment as risk free as possible in what will invariably be difficult circumstances. In any given environment, the threats faced by the camp population will differ. The most likely and common types of incidents are outlined in one of the tools attached. The combination of potential threats will dictate the best course of action by camp management agencies to safeguard against them.

From their position, the camp management agency is often best placed to identify potential threats from outside the camp, such as infiltration by fighting forces, recruitment by force, and theft or extortion of food and non-food aid by these groups. Threats should be analysed and reported to the protection agency/officer, the UNHCR field security advisor and/or the appropriate local authorities/police. An essential tool for the camp management agency is the *incident report,* which allows quick documentation of security situations. It should be filled out, copied and forwarded to the appropriate bodies (usually UNHCR/protection, the field security adviser or the local police) as soon as possible after the occurrence of events. Any time-loss may have dire consequences for victims. As well, the camp management agency should always try to carefully triangulate sensitive information. Doing so will help distinguishing between inaccurate and valuable information.

The camp management agency must assume responsibility both for its own staff and for the camp population. The basis of staff security needs to be an analysis of the threshold of acceptable risk. The risks faced by staff in their work must be weighed up against the benefits that their work brings. Should the risks (and possible consequences of those risks transpiring) outweigh the benefits of the work undertaken, the camp management agency should review the conditions under which it is expecting its staff to operate. This calculation and assessment should be constantly reviewed as situations change and tensions build and diminish.

Security planning should provide staff with adequate training and resources to react effectively to threats as they arise, and in particular to protect themselves in the event of security incidents occurring. This will often mean withdrawing from situations that put staff at risk, such as a riot during a distribution. Prior planning as to how this may be done is essential. Stores and supplies should be pre-located for emergency situations, and training and briefings of all staff regularly undertaken in order that all staff members are fully aware of plans and provisions in place. Carrying out practical training exercises is also good practise and should focus on the most likely security scenarios that may be faced in any given location.

Local Community

Security issues can often involve, originate from or affect the local population outside the camp. Often this can stem from a simple lack of trust, transparency and information. Local leaders and authority figures should therefore be consulted and advised on all security measures in order to lessen the likelihood of the above factors playing a detrimental role in the security of the camp. Conflicts between camp and host communities are often avoidable through simple low level dialogue and diplomacy, and such efforts should be undertaken as a pre-emptive measure. The camp management agency plays a key role in coordinating these dialogues and should seek the establishment of signed agreements between the host and camp populations delineating issues of importance to both. For example, the use of available natural resources (for shelter or fuel) can often quickly become a volatile issue. This issue should be tackled at the establishment of the camp. *(See also chapter 16: Peace-building and Reconciliation)*

Responsibilities of Camp Management Team

The state authorities retain the primary responsibility of ensuring the security of those residing in a camp. This may be achieved through the deployment of a dedicated police or security contingent in and around the camp, although it may be that the existing local police or security forces are able to assume this responsibility. On a few occasions, camp security has been achieved in cooperation with international peace-keeping forces. The camp management team, nevertheless, has an obligation to support and build a culture of safety and security in the camp, and to monitor what is going on in and around the camp. This can best be done in close cooperation with the camp residents through their leaders/representatives and the various camp committees, the various designated agencies in the camp as well as the local authorities and community. It is vital to always highlight the security aspects of a camp setting – in the interest of the camp residents and the humanitarian personnel working there.

Kosovo-Albanian refugees are crossing a Macedonian railway accompanied by local police. Refugees and internally displaced persons are not only perceived as victims of conflict, but often also as a threat to security themselves.
Foto: UNHCR

- *Focus on security:* The camp management team must always keep the security of the camp at the top of their agenda in their contact with the authorities and other relevant actors.

- *Potential threats from outside:* The camp management team has a key role in identifying potential threats from outside, such as infiltration by fighting forces, recruitment by force and theft or extortion of food and non-food aid by these groups. These threats should be analysed and reported to the protection agency/officer, the UNHCR field security advisor and/or the appropriate local authorities/police. An incident report is an essential tool for quick documentation of such security situations.

- *Security contingency plan:* The establishment and follow-up of a plan for the security and, if necessary, the evacuation of the staff is the main responsibility of the camp management team. The staff must be trained and, on a regular basis, be updated on the security plan.

- *Democratically elected committees:* Establishment of democratically elected leadership committees should be promoted. Among these committees should be a representative grievance committee *(see chapter 3: Community Participation for an example of a grievance committee).* Women should be represented in such committees, ideally by 50 %. See also «Stakeholders» in this chapter.

- *System of by-laws:* A democratic system of by-laws should be created and enforced by the elected camp representation. The camp residents must be informed about and understand the camp rules, the rights and obligations. In this way expectations are made very clear.

- *Training* on civic education and security: From the very beginning, camp populations should be given orientation or training on civic education and security.

- *«Neighbourhood watch» systems:* This type of unarmed patrols can be put in place to discourage vandalism and theft of property at night. But such teams must be exercised with caution in order to avoid abuse. The teams should be properly trained, for instance by UNHCR field security advisor, and might even receive a monthly stipend. (Example from Buduburam Refugee Camp in Ghana – see box below).

- *Mediation efforts:* In cases of internal conflicts among the camp residents, the team should initially encourage mediation by the community, often through traditional conflict resolution methods. If this fails, the team should request the authorities/police of the country concerned to resolve the conflict.

- *Regular meetings with local community:* In situations that may give rise to tension and conflict between the displaced population and the local community, regular meetings with their respective representatives should be encouraged.

- *Abuse of alcohol and drugs:* Abuse of alcohol and/or drugs is linked to boredom, depression and stress, and can result in violent behaviour within the context of a family or their community. Measures should be taken to prevent such abuse.

- *Temporary withdrawal of staff:* In situations of armed conflict or tensions erupting into violence, temporary withdrawal of staff may be necessary.

- *Liaison with host government:* Liaison/coordination should be made with host government for participation of military escorts, where applicable, during movements/shifting during camp consolidation.

- *Stand-by emergency vehicle:* If available, a vehicle should serve as a stand-by emergency vehicle. Quite often, emergencies occur at night and on weekends when camp management staff may not be present.

- *Cross-border meetings:* The team should participate in cross-border meetings to prepare for a return in safety and dignity for the camp population at camp closure.

Neighbourhood Watch Team
(Example from Buduburam Refugee Camp in Ghana)

The limited capacity of the local police in Buduburam coupled with a relative congestion of the camp had resulted in increased incidents of crime, including several armed robberies and assaults. Throughout Greater Accra, Buduburam was becoming known as «hotbed» of criminal activity. In response, camp residents initiated the Neighbourhood Watch Team to patrol the camp at night and enhance the capacity of the police. UNHCR saw this as an invaluable opportunity to assist the camp with security issues, combat a growing negative reputation and support refugee action. From the very outset of the initiative, the camp management team and the police greatly encouraged it.

There are 200 volunteer members of the Neighbourhood Watch Team, both male and female. The involvement of female volunteers in the watch team and their effort to raise female specific security concerns is a most appreciated feature of the watch team. The training of team members on gender roles and incidence of gender-based violence helps to define and consolidate the role of women in the watch team. The team is guided by a statute (attached as a tool to this chapter), defining the roles and responsibilities of each member and of the organisation as a whole. This statute was accepted by the Ghanaian Police Service, which screened and trained the Neighbourhood Watch Team members. To further support the initiative, UNHCR provided overalls, raincoats, torches, whistles, wooden batons and boots to all members. UNHCR also provided training on the prevention of, and response to, gender-based violence.

Information provided by the Surge Protection Project (more info at http://www.theirc.org)

Incident Reporting Form (IRC)
See Toolkit chapter 5

Gender-Based Violence Incident Reporting Form
See Toolkit chapter 7

Types of Crime and Possible Responses
This list has been developed by the Camp Management Project. It provides a non-exhaustive overview of potential crimes and concerns that a camp management team will have to deal with in the daily work in a camp, and suggests some ways that the team can respond to them.

Checklist for Setup of a Security Contingency Plan
This checklist has been developed by the Camp Management Project and brings up some essential questions – and recommendations – to consider when setting up a security contingency plan, a main responsibility of the camp management team.

Statute of the Buduburam Neighbourhood Watch Team (Surge Protection Project, IRC)
The Neighbourhood Watch Team initiative was designed and implemented by a surge deployment member in close cooperation with the camp management team and camp residents in Buduburam Refugee Camp in Ghana in 2003. This statute can serve as an example for ToR for camp residents' own watch teams.

Essential reading and references

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– **ODI/Koenraad Van Brabant. 2000.** *Operational security management in violent environments.* **Good practice review 8. Humanitarian practice network/Overseas development institute, London.**

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– **UNHCR. 1991.** *Guidelines on the Protection of Refugee Women.* **Geneva, UNHCR.**

– **UNHCR. 2001.** *The High Commissioner's Five Commitments to Refugee Women.* **Geneva**

– **UNOCHA. 1998.** *The Guiding Principles on Internal Displacement.* **Geneva**

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Types of Crime and Possible Responses

Crime/Concern	Potential Response
Minor Crime within Camp Community • Petty theft • Physical assault • Minor domestic violence • Corporal punishment • Drunkenness • Drug abuse • Gambling • Vandalism • Civil dispute • Modest exploitative and abusive behaviour from any authority (incl. UN agencies and NGOs) towards refugees	• Implement community support strategies • Encourage discussions on a code of conduct by and for the residents of the camp • Strengthen refugee self-management and self-coping strategies • Implement refugee community conflict-resolution mechanisms as well as peaceful co-existence and peace-building projects • Apply and/or enhance community policing mechanisms • Increase UNHCR and NGO partner presence • Strengthen protection monitoring, analysis and response mechanisms
Minor Crime between Camp Residents and Host Community • Petty theft • Physical assault • Domestic violence • Corporal punishment • Drunkenness • Drug abuse • Gambling • Vandalism • Property dispute • Forced marriage • Environmental crime/overuse of natural resources • Civil dispute • Modest exploitative and abusive behaviour from authorities towards refugees and host communities	• Implement community support strategies • Strengthen refugee/host population networks and working group cooperation • Implement refugee/host community conflict-resolution mechanisms as well as peaceful co-existence and peace-building projects • Enhance programmes that encourage local integration • Apply and/or enhance community policing mechanisms • Strengthen protection monitoring, analysis and response mechanisms • Consider/implement QIP projects which also benefit host community

Serious Crime within Camp Community	
Serious Crime within Camp Community • Child abuse • Rape and sexual assault • Robbery (armed or otherwise) • Arson • Rioting • Looting • Fraud • Forgery and counterfeiting • Aggravated assault and battery • Murder and/or non-negligent manslaughter • Forced prostitution • Forced marriage (as opposed to agreed arranged marriage) • Smuggling • Human trafficking • Drug trafficking • Weapons (carrying, etc.) • Insubordination to undermine camp operations	• Lobby for an increase in arrest and detention of perpetrators as well as referral to local courts for prosecution • Consider establishing human security officer (HSO) positions • Demand increased support from local authorities/national government • Improve standards of humanitarian assistance • Strengthen protection capacity • Strengthen community services • Strengthen refugee self-management and self-coping mechanisms • Implement refugee community conflict-resolution mechanisms as well as peaceful co-existence and peace-building projects • Apply and/or enhance community policing mechanisms • Increase UNHCR and NGO partner presence • Strengthen protection monitoring, analysis and response mechanisms
Serious Violations of Humanitarian and Human Rights within and/or between Camp Residents and Host Communities • Rape (targeted, serial, organised) • Exploitation of men, women, boys and girls • Withholding of humanitarian assistance • Extortion • Enslavement • Torture • War crimes	• Deployment of UNCIVPOL or regional police body • Removal of perpetrators and referral to national human rights commission, international criminal courts • Improve standards of humanitarian assistance • Strengthen protection capacity • Strengthen community services • Strengthen refugee self-management and self-coping mechanisms • Implement refugee community conflict-resolution mechanisms as well as peaceful co-existence and peace-building projects • Apply and/or enhance community policing mechanisms • Increase UNHCR and NGO partner presence • Strengthen protection monitoring, analysis and response mechanisms • Consider QIP projects which also benefit host community • Train (capacitate) police/ local authorities • Increase arrest and detention of perpetrators as well as referral to local courts for prosecution • Consider establishing human security officer (HSO) positions

Militarisation of Camps	
• Armed elements residing in camp • Open display of arms and weapons • Intimidation and/or coercion • Diversion of relief supplies for military activities • Combatants using camp as military base • Imposition of taxes on and collection of resources from refugees by armed entities • Forced conscription and training • Abduction and/or hostage taking • Attacks from external sources (armed) • Mutilation and murder	• Enhance capacities of local security services • Strengthen protection capacity • Strengthen community services • Strengthen refugee self-management and self-coping strategies • Implement refugee community conflict-resolution mechanisms as well as peaceful co-existence and peace-building projects • Improve standards of humanitarian assistance • Apply and/or enhance community policing mechanisms • Increase UNHCR and NGO partner presence • Strengthen protection monitoring, analysis and response mechanisms • Increase arrest and detention of perpetrators as well as referral to local courts for prosecution • Consider establishing Human Security Officer (HSO) positions • Deployment of UNCIVPOL or regional police body • Removal of perpetrators and referral to national human rights commission, international criminal courts • Deployment of DPKO or regional military force • Separation of combatants/armed elements • Establishment of internment camps

Checklist for Setup of a Security Contingency Plan

The establishment and follow-up of such a plan is the main responsibility of the camp management team. Checklist of essential questions to take into consideration before writing a security contingency plan:

- Establish whether police presence in the camp is a possibility (24 hours basis recommended). A secure facility for detainment is necessary with or without a round-the-clock police presence.
- Be aware of the amount of resources may be needed to maintain security.
- What are the warning signs of oncoming violence?
- If violence occurs, what arrangements are there to inform others, UNHCR, Government Security Forces, Camp Management Agency headquarters?
- Alternative mechanisms may be needed when police have been part of the problem.
- Are there any reporting requirements to national security authorities?
- Are there any mechanisms to activate, which might help to defuse the violence?
- What steps have been taken in terms of physical security measures for staff?
    - o Security plan?
    - o Staff briefing, ways to get in contact with relevant persons?
    - o Warning equipment (whistles, sirens, horns, signals?)
    - o Escape routes, distance between offices and gates?
    - o Protection of offices (door locks, window protection)?
    - o Available means of communication (satellite phones, radios)?
    - o Registration of staff on arrival and departure?
    - o Locking of filing cabinets?
    - o What arrangements are there for helping staff to bear the stress?
    - o Who decides when to evacuate, how to proceed?
    - o Available means of transportation to relocate to a safe area?

Recommendations:
- Where accepted by camp population police presence should be ensured in all camps (police considered as a neutral body),
- Police quarters (office and accommodation) to be built in camps.
- In the event government doesn't have necessary resources, support should be given (through UN agency?).
- Voluntary securities to be organised in camps, incentive in kind or money to be given to them.
- Encourage close collaboration between police forces and volunteer securities.
- Training of voluntary securities on Code of Conduct, gender issues, etc. to be organised on a regular basis. Capacity building of volunteer securities to be encouraged.
- Respect Code of Conduct in security implementation (presence of armed personnel in camp).
- If resources allow, provision of security material is important.
- If the camp has a main entrance along a road, a checkpoint should be established to monitor the cargoes of trucks that enter and leave. This measure can go far to discourage trafficking in food air, arms or people. The checkpoint should also be closed in the evening hours until sunrise or an agreed time.

Statute of the Buduburam Neighborhood Watch Team

Introduction

Having been blessed by the Almighty God since we fled our native land Liberia, as a consequence of the horrible and dehumanized-armed conflict amongst Liberia's warring factions.

Having witnessed and experienced some of the worst atrocities ever committed against fellow human beings.

Having been accorded humanitarian services and hospitality by the Government and friendly people of Ghana, in collaboration with the United Nations High Commissioner for Refugees (UNHCR) and other humanitarian agencies in Buduburam camp a home to approximately twenty two thousands (22 000) Liberian refugees, located in Gomoa District, Central Region of Ghana.

Being cognizant of the need to reinforce security in our community in order to prevent or minimize the reoccurrence of crimes like burglary, rape, armed robbery.

While acknowledging the ultimate responsibility of the hast government to provide security in our camp.

We hereby resolved to organize ourselves as a non-governmental, non-political, and non-profitable organization, to be known as the "Buduburam Neighborhood Watch Team" to voluntarily assist the host government look after the security in our camp and of our community".

Article One: Aims and Objectives

The aim of the Neighborhood Watch Team is to enhance the security in the camp through community mobilization. The Neighborhood Watch Team operates through a scheme of volunteers to night surveillance.

The specific objectives of the Neighborhood Watch Team are:

a) to monitor movements on camp during the night or the curfew hours (the necessity and time of the curfew is decided by the camp police and camp management concurrently):
b) to register and report movements as well as events disturbing public order in the camp;
c) to alert and seek assistance of the police and/or the camp management in all events endangering the safety of camp residents or their property;
d) To ensure that the necessary movements during night/curfew (such as new arrivals) occur without disturbances to the public order in the camp, and render appropriate assistance and advice to persons soliciting help during curfew hours/nights.

Article Two: Discipline and courtesy

Members of the Neighborhood Watch Team shall render courtesy, discipline and respect to all persons at all time;

Members of the Neighborhood Watch Team shall strictly adhere to the civilian character of their stay in Ghana and the civilian character of their residence in a refugee camp;

Members of the Neighborhood Watch Team shall refrain from:

Spreading rumours, lies and misinformation; Drinking on or before duty; Smoking in uniform; Dancing in uniform; Sleeping on duty; Eating on duty in two; Gambling; Fighting; Using profane language; Prostitution; Partaking in Ghanaian politics; Partaking in chieftaincy politics; Receiving bribe; Extortion; Absence without leave.

Those members who break the above rules shall be disciplined by counselling, suspension and/or expulsion from the Team, depending of the gravity of the misconduct.

For any illegal action or conduct, members of the Team shall remain subject to national law enforcement procedures and agencies.

Article Three: Membership

Membership in the Buduburam Neighborhood Watch Team is open to any volunteer who resides on the camp as refugee. Hence for now membership shall be closed to two hundred (200) volunteers including both males and females;

The Ghanaian police shall screen each member of the Neighborhood Watch Team Individuals with known criminal records will not be eligible for membership in the Neighborhood Watch Team.

Article Four: Organizational structure

The Executive Committee shall lead the Neighborhood Watch Team:

The Executive Committee shall consist of six executive members, including the Head of the team, the Deputy Head of the Team, the Operations Coordinator, the Investigation Coordinator, the Patrol Coordinator and the Advisor.

The Executive Committee is the highest discussion and decision making body of the Neighborhood Watch Team.

The Extended leadership:
The extended leadership of the Neighborhood Watch Team will include all zonal Neighborhood Watch Team leaders as well as the representative of the women auxiliary.

The Operatives:
Each zone shall contain seventeen (17) gallant men or women (zonal team leader and deputy inclusive)
Hence eleven (11) zones shall be earmarked for the Neighborhood Watch Team activities.

Article Five: Roles and Responsibilities:

Head of the Neighborhood Watch Team:
The Head of the Neighborhood Watch Team is the overall leader of the Neighborhood Watch Team. He shall ensure the functioning of the Neighborhood Watch Team in accordance with the mandate as set henceforth. The Team Leader shall also ensure that the Neighborhood Watch Team operates efficiently and effectively and that the members are professional in the discharge of their duties. The Team Leader shall also make sure that those members who violate the rules of Neighborhood Watch Team hereby set are properly disciplined. The Team Leader shall report to the Security Coordinator of the Liberian Welfare Council.

Deputy Head of the Neighborhood Watch Team:

The Deputy Team Leader is the second in command of the Neighborhood Watch Team. He shall ensure that the executive committee of the Neighborhood Watch Team is functional and that the members exhibit high moral and disciplinary conducts at all times. He shall chair the meetings of the Neighborhood Watch Team and make appropriate recommendations to the Head of the Neighborhood Watch Team for implementation on disciplinary matters. He shall mediate in all conflicts between the members of the Neighborhood Watch Team and shall inform the executive committee on all such matters. The Deputy Head shall report to the Head of the Neighborhood Watch Team.

Operations Coordinator

The Operations Coordinator is the immediate supervisor of all the zonal team leaders. He shall ensure smooth functioning of the Neighborhood Watch Team as concerns operations' methods. He shall review reports from the zonal team leaders on a daily basis and shall forward the same to the office of the Team Leader. He shall personally check on the working habits of the members of the Neighborhood Watch Team in various zones and ensure that they operate efficiently and effectively with high respect for the right of other refugees.

Investigation coordinator:

The Investigation coordinator shall ensure continuous gathering of information related to the security of the camp residents and their property.

Patrol Coordinator:

The Patrol Coordinator shall ensure smooth functioning of the night patrol. The patrol shall include one operative from each camp zone. The patrol shall meet at the main entry of the camp. The patrol shall be the first to respond to the emergency calls of the zonal Neighborhood Watch Teams.

Advisor:

The Advisor shall assist the daily management of the office of the Head of the Neighborhood Watch Team with regards to communication, logistics and coordination. He shall ensure that written reports and communications of the Neighborhood Watch Team are prepared as set henceforth.

Head of Female Auxiliary:

The Head of the Female Auxiliary will be a member of the extended leadership of the Neighborhood Watch Team. She shall represent the interests, concerns and opinions of the female members of the team. She shall also provide guidance on special needs of refugee women as concerns security on the camp as well as propose measures to address those needs.

Article Six: Appointments of Leadership

a) The office of the Camp Manager upon nomination and in collaboration with the management of the Liberian Welfare Council shall appoint the six executive members.

b) All other appointments shall be made concurrently by the Security Coordinator of the Liberian Welfare Council and the Head of the Neighborhood Watch Team, upon nomination by the extended leadership of the Neighborhood Watch Team.

Article Seven: Meetings

a) All members of the Neighborhood Watch Team are obliged to attend all called meetings and general musters at all times;

b) All meetings shall be conducted with a well-planned agenda;

c) Hence it is obligatory that all executive members and staff attend all executive committee meetings and sessions. When necessary zonal superintendents and zonal commanders shall be asked to attend.

Article Eight: Support of UNHCR, other humanitarian organizations and the Government of Ghana

a) The Neighborhood Watch Team will gather support for their activities from UNHCR, other humanitarian organizations and the Government of Ghana;

b) All goods conferred to individual members of the team in their functional capacity will be used in accordance with the aims of the Neighborhood Watch Team and will remain the property of the Buduburam community, administered primarily by the Neighborhood Watch Team and secondarily by the Liberian Welfare Council.

Article Nine: Role of women guardians

a) The Neighborhood Watch Team acknowledges the gender-specific security concerns of refugee women in Buduburam camp and the fundamental role of female guardians in addressing those concerns;

b) The Neighborhood Watch Team is committed to involvement of female guardians in it's ranks, leadership and decision-making processes;

Article Ten: Reporting

Members of the Neighborhood Watch Team shall notify the camp administrator and/or the camp police of any immediate threat to the security of the camp residents and their property disclosed in the course of their duty.

The Neighborhood Watch Team shall render periodic written reports to the Security coordinator of the Liberian Welfare Council.

When the regular lines of reporting (through the Welfare Council) hinder the adequate response, the Head of the Neighborhood Watch Team may decide to report directly to the camp manager, police or/and UNHCR on matters of immediate urgency.

January 27, 2003

9 Distribution of Food and Non-Food Items

A girl in Wilson Camp in Liberia finishing her meal. Food is a commodity that is easily tradable and can be misused by camp residents as well as aid workers and fighting forces unless properly managed. Photo: Toril Skjetne, NRC

Chapter 9. Distribution of Food and Non-Food Items

Introduction

Ensuring access of camp residents to food and proper nutrition is one of the first priorities in any camp setting, particularly in emergency settings. Not only do displaced people have very little time and limited possibilities to take adequate amounts of food with them, they have often, prior to their departure, been living in situations where they have been unable to meet their basic needs for food. Many refugees and displaced families therefore arrive in camps already suffering from malnutrition.

In the camp, the nutritional welfare of residents becomes closely linked with other camp sectors. Water, sanitation, health, shelter and protection are all aspects of food security. Making sure that the different agencies responsible for these services fully understand the interrelation between health, food and nutrition is one of the key responsibilities of the camp management agency. The underlying causes of malnutrition are often a combination of interrelated factors. In addition to an actual shortage of food, poor sanitation, a lack of available portable water, caring practices and insufficient health services are all significant factors contributing to the population's overall nutritional status and health. *(Regarding non-food items (NFIs), see page 177, second part of chapter)*

Conceptual Framework

In both refugee and IDP situations, the World Food Programme (WFP) is one of the major food suppliers/food pipeline agencies (FPA), but several other non-UN agencies take this responsibility as well (e.g. NGOs and ECHO). In the camp, a food distribution partner (most often an NGO) is the one in charge of distribution of food provided by the food pipeline agency. Food is often one of the most controversial aspects of camp management. It is not uncommon that the food provided is of insufficient quantity and quality, and the rations may be composed of items unfamiliar to the displaced population. Camp residents may not be familiar with how to prepare certain donated food items or may not receive, or have access to, condiments that improve the taste of the ones they have available. Food is a commodity that is easily traded and can be a source for misuse both by camp residents, humanitarian aid workers and fighting forces. Recent reports from West Africa have linked food assistance to the sexual exploitation of women and children in camp settings. Consequently, a proper and timely monitoring of food aid as well as an explanation to all camp residents of their entitlements, both in quantity and variety (e.g. ration composition), is an essential responsibility of the food distribution partner in close cooperation with the camp management team. The displaced community needs also to be sensitized on supplementary feeding/increased size of food rations for the more vulnerable to avoid stigmatisation or exclusion.

> **Food distribution, who to work with?**
> - Food pipeline agency (FPA)/World Food Programme (WFP)/any other FPA
> - Food distribution partner (normally NGOs)
> - Camp residents
> - For refugee operations, WFP and UNHCR and food distribution partners are governed by the joint MoU articles (July 2002) (see Reference tools).

A clear knowledge of the minimum standards in food requirements will help the camp management agency in the event that it is required to distribute, or facilitate ordering of, commodities. Ideally, the camp management team should not be responsible for food distribution, but should strive to find another NGO or agency to take over primary responsibility for this task. Separating camp management and food distribution duties is important to avoid concentration of power in the hands of one agency.

In the early stages of an emergency, an initial planning figure of 2100 kcals per person per day is used for average energy requirements[1]. This figure is later adjusted to suit local conditions, taking into account the population's actual nutritional requirements and its ability to access food. Their requirements of micronutrients are also considered.

When deciding on types and quantities of different ration items, one should take into account factors such as nutritional value, food preferences, the acceptability of available food commodities, ease of use, fuel availability, milling, and the cost and potential resale value of items. Once the composition of the food basket has been agreed, the total food aid requirements may be calculated.

The main part of the ration usually consists of a familiar cereal (for instance maize, rice or sorghum), pulses/legumes (such as beans, peas, lentils) and fats (often vegetable oil, maybe edible fat). In addition, if cereal is given as grain, and not fortified flour, one should add micronutrients to the diet to avoid deficiencies. Protein should make 10-12% of the ration energy (but less than 15%); fat should provide at least 17% of the energy.

Examples of Daily Rations for Food-Aid Reliant Populations
(from WFP Emergency Field Operations Pocketbook)

Maize meal/rice/bulgur wheat*	400	420	350	420
Beans	60	50	100	60
Vegetable oil	25	25	25	30
Canned fish/meat	-	20	-	30
Fortified blended food	50	40	50	
Sugar	15	-	20	20
Salt	5	5	5	5
Total (g/day)	555	560	550	565
NUTRITIONAL VALUE OF THE ABOVE RATIONS				
Energy (kcal)	2,113	2,106	2,087	2,092
Protein (g and % kcal)	58 g/11%	60 g/11%	72 g/14%	45 g/9%
Fat (g and %)	43 g/18%	47 g/20%	43 g/18%	38 g/16%

* If maize is given as grain, it is necessary to consider loss during milling, incl. possible payments in food made by camp residents for the milling, i.e. need to increase ration size. Nutrient values calculated for maize meal. For other cereals, fat in particular will be less.

Food rations based on the minimum caloric intake of 2100 kcal/person/day will require an average 560 grams per person per day, for 10,000 people this will give:
- daily – 5,6 mt
- weekly – 39,2 mt
- monthly (30 days) – 168 mt

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1. The Sphere Project. Humanitarian Charter and Minimum Standards in Disaster Response. 2004 Edition, p. 138.

The objective of food interventions is primarily to meet the basic right to food for all persons within the camp community and to decrease the mortality and morbidity resulting from malnutrition. Thus, the objectives of food interventions could be summarised as:

- To ensure a minimum food ration of 2100 kcal/person/day containing the basic macronutrients content to all camp residents that are entitled to food rations. Further, the necessary micronutrients (e.g. vitamins and minerals) must be available (either from gardens in the camp, trade with host populations or through e.g. fortification of rations or direct distribution).

- To reduce the prevalence of malnutrition and mortality from malnutrition by the treatment of acutely malnourished individuals and the prevention of malnutrition in other groups at risk among the camp residents.

Selective Feeding Programmes

Selective feeding programmes (e.g. therapeutic/supplementary feeding programmes) are additional programmes to reach the more vulnerable and severely malnourished in emergency situations. Selective feeding programmes are often provided by others (e.g. MSF and UNICEF) than the food distribution partner.

- *Supplementary feeding programmes (SFPs)* are programmes that provide food supplements in addition to the regular ration supply to the more vulnerable such as pregnant women and lactating mothers and moderately malnourished adults and children.

- *Therapeutic feeding programmes (TFPs)* focus on the severely malnourished among the population and involve a combination of both medical and nutritional treatment. TFPs can be either curative or blanket preventive.

People Living with HIV/AIDS (PLWHA)

People living with HIV/AIDS may face greater risk of malnutrition, because of a number of factors. These include reduced food intake due to appetite loss or difficulties in eating; poor absorption of nutrients due to diarrhea; parasites or damage to intestinal cells; changes in metabolism, chronic infections and illness, and stress and stigma associated with HIV/AIDS. There is evidence that the energy requirements of PLWHA increase according to the stage of the infection. Micronutrients are particularly important in preserving immune functions/the immune system and promoting survival. PLWHA need to ensure that they keep as well nourished and healthy as possible to delay the onset of AIDS. Milling and fortification of food aid or provision of fortified, blended food are possible strategies for improving their access to an adequate diet and in some situations it may be appropriate to increase the overall size of any food ration.

Warehousing

(This section is relevant for camps that have their own warehouse. In many situations of displacement, the food distribution partner locates a common warehouse outside the camp. When food is stored temporarily in the camp, the food distribution partner is responsible.)

The location of a camp warehouse (either for food or non-food items) will depend on the space available in the camp. Where there is sufficient space, there may be advantages in locating the distribution centre and warehouse in a central site. Where space is more limited, it may be advantageous to locate the warehouse and distribution centre closer to the camp administrative services for security reasons. Attention must be paid to the impact of delivery trucks travelling through populated areas of the camp. Noise, dust, and danger to children and pedestrians are just a few of the considerations to keep in mind when locating the camp warehouse. *(See chapter 2: Camp Setup and Care and Maintenance; 5: Protection).* For refugee camps, a MoU between WFP and UNHCR of July 2002 describes the location of extended delivery points (EDP) and final distribution points (FDP) for food *(see reference tools).*

Planning must be made for proper floor space for food and non-food items to be stored through all seasons. For short-term storage (one–three days), tarpaulins can be used. For long-term storage pallets should be used.

Responsibilities of Camp Management Team

Data Collection/Registration

The first responsibility of the camp management team in food assistance is the management of a computerized central database containing all relevant information about the camp residents. This demographic information is important for verifying that each registered beneficiary is receiving his or her proper food ration from WFP/the food pipeline agency/food supplier. In a refugee situation, database management is coordinated with the UNHCR. (*See also UNHCR/SCF's recommendations in document mentioned in footnote)*[2]

The possession of a ration card is of vital importance to any refugee or displaced person entitled to food and non-food assistance. Being on the «master-list» and thus receiving food and non-food items accordingly, is dependent upon the possession of a ration card. Ration cards are valuable and therefore likely to induce fraud, misuse, duplication and theft. Although addressing misuse is the responsibility of the food distribution partner and, in refugee situations, of UNHCR, camp management agencies have a supportive role in monitoring and reporting instances of abuse or suspicion of abuse.

▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- **Record-keeping:** It is crucial to keep updated records of births and deaths, departures and arrivals within the camp population. Because food rations are based on family size (i.e. individual rations), these changes directly affect the level of assistance provided to camp residents. Records should be accurately stored at a central level for easy verification or sharing with the food pipeline agency. Food is normally not distributed to children under 6. There should be equal rations to everybody else.

- **Fraud prevention:** It is vital to develop a unique numbering system for ration cards. Liaison should be made with the food distribution partner and food provider on ways to eliminate fraud and easily trace the manipulation of/trade with rations. One suggestion is to link the coding system to when camp residents arrived into the camp or where they are residing.

- **Individual registration:** It is important to ensure proper individual registration and documentation of women, in particular female-headed households, and unaccompanied children. *(See chapters 4: Registration and 5: Protection).* Registration and provision of a ration card in the person's own name is the only efficient way to ensure that the individual's access to distribution of food and non-food items is protected. Food is calculated per individual. Distribution is often carried out on a household level. Single person's households are in most situations asked to organise into household units for distribution purposes.

Monitoring, Reporting and Information Sharing

Food assessments, delivery, transportation, storage and distribution are among the key responsibilities of the food pipeline agency, UNHCR and the food distribution partner. Assessing a population's nutritional status is made in the early stages of an emergency and carried out by experienced nutritionists. All these activities should have a gender-sensitive HIV/AIDS perspective. In a care and maintenance situation, the camp manager has a contributing role in monitoring and reporting any discrepancies and changes in the nutritional status of (some groups among) the camp residents.

▷▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Familiarity with the mandate of the FPA:* It is vital to know the mandate of the food pipeline agency (FPA)/food supplier and the food distribution partner in the camp.

- *Knowledge of the food basket:* A camp manager must be fully informed on the exact quantity and variety of the food basket for the camp residents.

- *Knowledge of the MoU:* It is important to read a copy of the relevant Memorandum of Understanding (MoU) that usually exists between the food distribution partner and the FPA/food supplier (e.g. UNHCR and WFP) and that defines the cooperation and roles in the provision of food aid.

- *Food-related complaints:* The camp management team should organise a way to listen to complaints about food and food quality expressed by camp residents, and coordinate with the food committee on this issue. These complaints should be documented and reported to the food distribution partner, the food supplier and/or UNHCR.

- *Identification and monitoring of improper handling:* The food distribution partner is responsible for proper storage and handling of food in their care until handed over to the camp residents. Potential health problems may arise as a result of improper handling, storage and distribution of food. If food is infected by insects, it should be fumigated and the food distribution partner and/or food supplier should take care of it. If one suspects that food is unfit for human consumption, the food distribution agency needs to contact the food supplier (e.g. WFP) to consent on the procedures. Normally a laboratory test is required before one proceeds with either destroying the food on the spot in an agreed manner, or returns it to the food supplier (FPA). These procedures should also be outlined in the MoU between them.

- *Establishment of a food committee:* It is imperative to help to establish food committee(s) in the camp (requires a stable environment). All groups should be represented within this committee(s), including women, men, youth, disabled and elderly persons and HIV/AIDS-affected households/their representatives (if feasible). All issues related to the rations and distribution should be discussed here and brought to the food pipeline agency's attention. A camp manager should liaise frequently with this committee, 50 % involvement of women should be the goal.

- *Establishment of reporting channels:* It is essential to ensure proper reporting mechanisms to inform the food distribution partner of the possible discrepancies that exist between the distribution and the actual sharing of food. Food practices are very much culturally determined and often difficult to influence. In displaced situations, the most vulnerable could be disproportionately affected as a result of altered sharing methods and family distribution.

- *Coordination with other service providers:* It is important to share and disseminate information on existing food discrepancies or unequal access in distribution of food with other responsible agencies. There should be liaison with the food distribution partner on this matter.

- **Community sensitisation on rights and obligations regarding cards:** The team must always make sure that the camp residents are informed and sensitised on their right to keep their own ration card in their possession. No humanitarian worker has the right to take the ration card from a person. But the camp residents equally have obligations; safe keeping of the ration card, the obligation to report forgery etc. It is necessary to help the camp community understand that misuse and fraud of cards and food should be handled by, and is the responsibility of, the food distribution partner.

- **Channel for lost ration cards:** A channel must be established for reporting lost ration cards to the food distribution partner. Liaison with the food distribution partner on this matter is essential.

- **Impartiality:** Ration cards are valuable items, and dealing with ration cards could therefore provoke sensitive reactions. Impartiality must be ensured at all times when dealing with (potential) misuse and fraud. Suspicions and instances of misuse and fraud must be reported immediately to the food distribution partner, and the food supplier should be kept updated.

Food supplies distributed in Jembe Camp in Sierra Leone. Proper nutrition is a priority in any camp setting. Photo: Roald Høvring, NRC

Distribution Systems

The household is the basic unit of all targeted distribution systems. While it is not always necessary to deliver the entire ration to family representatives, it is important to have a clear understanding of the social structure of the population and involve members of the camp (both men and women) in designing the distribution system. In many countries women assume most of the responsibilities for food within their households. Attention should be paid to the situation of vulnerable persons, like elderly and disabled persons and HIV/AIDS-affected individuals/households.

▷▷▷▷ ▶ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Information to camp residents on the food basket:* Camp residents must be fully informed on what food items they should receive, how much, when and how. This task is normally done by the food distribution partner. The information should be communicated to the camp residents directly, rather than through their leaders. As it is more difficult to reach some people than others, the camp management team must ensure that the food distribution partner and the team use a dissemination strategy that will reach all different groups and individuals, including the vulnerable.

- *Decrease of irregularities in distribution cycle:* Irregularities can undermine the confidence of the camp management team amongst the camp residents. The camp managers must both be perceived as impartial and open and transparent with camp residents, so that they do not feel the need to circumvent the distribution systems established.

- *Safe access to and exit from distribution points:* It is vital to ensure that distribution sites are easily accessible and open. Particular attention should be given to aspects such as the distance to the distribution sites and the safety aspects of the roads leading to these sites. The sites and the roads should be well lit.

- *Separate queue for vulnerable persons:* The camp management team should provide a special queue for the more vulnerable people, and serve this queue first. Priority for this queue should be given to all of those not being able to stand in line for some time due to age, disability, illness, pregnancy etc. Well-instructed crowd controllers should be able to identify these persons and guide them to the separate queue. Liaison should be made with the food distribution partner and the UNHCR protection officer on this matter.

- *Delivery systems for vulnerable persons:* It is vital to help disabled, elderly and chronically ill persons bring food items to their homes by organising a delivery system that utilises a participatory model. It is important to liaise with the food distribution partner or a protection officer/a community services officer on this matter.

- *Community involvement:* The community should participate equally in monitoring and distribution of food and non-food items. The various groups to include are men, women and children.

- *Women's involvement:* Due to the special position women often have in food collection, preparation and distribution, it is vital to ensure that women equally participate at all levels in the organisation, monitoring and distribution of food.

Complementary Community Projects

Vegetable Gardens/Small Livestock Breeding

The basic ration provided by WFP or other FPA is not sufficient to cover all needs as regards micronutrients (vitamins and minerals) over an extended period. In addition, the normal ration distributed does not allow for much variation in the diet, and the camp residents can experience a loss of appetite. Micronutrient requirements can be taken care of by adding fortified foods to the ration, in particular for vulnerable groups such as children under five, pregnant/lactating women and HIV/AIDS-affected households. The best, however, is if the displaced are allowed to add to their diet by growing some of their own food. In addition to improved nutrition, this will give them meaningful activities. Even if it is not possible to obtain sufficient plots for cultivation of a larger quantity of staples, one should encourage vegetable gardens which can be put up for instance around the dwellings, as well as small livestock breeding (chicken etc).

Nutritional education can also be useful, not least because mothers (parents) may become uncertain on how to properly feed their children in these very unfamiliar circumstances without access to for instance wild foods, fish, milk or a market the way they may be used to.

If the camp residents are to receive a commodity which is unfamiliar to them, sensitisation is essential, i.e. they need to know what the commodity is, how to prepare it and how to consume it. Sometimes when unknown commodities are not suitably introduced, it is not uncommon that rumours arise that, for example, the food is poisoned, or that the food will make men or women sterile.

Income-Generating Projects

In addition to grow staples or vegetables or breed small animals for consumption, these products can also be sold if there is access to a market nearby, or the camp is big enough to support such services. Other income generating projects may include supplying the necessary raw material to for instance skilled craftsmen/-women, or to teach people how to make things for selling. *(See also chapter 12: Enhancing Livelihood Strategies)*

Non-Food Items (NFIs)

In situations of displacement, there is always loss of personal property. Very often people flee with little more than the clothes they are wearing. In addition to food support therefore, camp residents are in need of certain non-food items for their survival. Commodities such as blankets, sleeping mats and plastic sheeting keep people warm and protect them against cold and difficult weather and environmental conditions. Kitchen sets including pans, plates and spoons are essential items for every family to be able to prepare and eat their food. Soap and washing powder are necessary to ensure personal hygiene, while jerry cans are provided to collect drinking water and to keep it safe from contamination. After these basic needs are covered, further steps for the distribution of non-life saving commodities should be taken.

> ### Non-food items, who should be involved?
> - The organisation(s) providing and distributing the NFIs
> - The camp management
> - Camp residents

Non-life saving supplies include school kits such as notebooks and pens and agricultural tools and seeds. These types of items are often distributed at a much later stage once the emergency phase is over and will support people to enhance their diets and promote educational and recreational activities.

Non-food items vary according to culture and context and should fit the needs and cultural background of the population as much as possible. The non-food items packages differ from provider to provider, and the assortment has changed over time and between agencies. Sanitary towels or women's hygiene items are standard parts of NFI packages in many locations. In regions where malaria is prevalent, impregnated mosquito nets have been added to the list of necessary items.

NFIs are often calculated per household. NFIs should preferably be distributed to women, this is of particular importance in polygamous societies. Sometimes, non-food items are distributed packed together in a kit. The package is provided upon arrival into the camp and conducted on a first come – first served basis relevant to the date of arrival of the head of the refugee family. A non-food items package is also frequently provided for returnees and displaced persons repatriating to their areas of origin.

Responsibilities of Camp Management Team regarding NFIs

Distribution of NFIs takes place within the camp upon people's arrival or later depending on availability of NFIs. Therefore, whether the camp management is responsible for the distribution of non-food items or not, there is a number of key responsibilities to facilitate a fair distribution.

▷▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- ***Information to camp residents on entitlements:*** The team should ensure that the camp residents are well informed on the quantity and variety of the items they should receive, how much, when and how. This information should be communicated to them directly, rather than through their leaders. A dissemination strategy must be used that will reach all different groups and individuals, including the vulnerable.

- ***Record-keeping of NFIs:*** It is important to develop an effective record-keeping database of all items distributed and left in storage. There are often many NFI providers and distributors, therefore it is important that the camp management team has a complete record of all NFI distributions. Records must be monitored after a distribution to see how commodities have been utilised, and to identify uncovered needs.

- ***Safe access to, and exit from, distribution points:*** It is vital to consider the safety aspects of the roads leading to the distribution sites. The sites must be easily accessible, open and secure. It is important to have appropriate levels of staff on hand to deal with problems and questions. Crowd controllers should also be identified to monitor a smooth distribution and to avoid that people jump the queue.

- ***Women's involvement:*** It is crucial to promote the involvement of women in the organisation and distribution of non-food items. At least 50% of those involved should be women.

- **Separate queue for vulnerable people:** Like for the food distribution, priority for this queue should be given to all of those not being able to stand in line for some time due to age, disability, illness, pregnancy etc. Crowd controllers should be able to identify those vulnerable persons.

- **Safe storage:** Suitable and secure storage facilities should exist within the camp.

- **NFI-related complaints:** Like for the food rations, camp residents should have the opportunity to bring forward complaints related to the NFI package distribution. A system must be organised in coordination with the food committee, and the complaints must be documented and reported to the NFI distributor, the NFI supplier and, if relevant, to UNHCR in refugee camps.

- **Economical fuel consumption and ecological stoves:** It is essential to encourage economical fuel consumption and ecological stoves (where applicable) that use less wood and cook food more fuel-efficiently. There are different agencies than can be interested in supplying these if there is an implementing partner that takes responsibility for introducing them to the camp residents. Sometimes WFP can include these stoves in their budgets.

Chechen internally displaced persons receiving supplies. Non-food items like blankets, sleeping mats and kitchen utensils also compose part of the basic commodities required for camp life. Photo: Roald Høvring, NRC.

Food Distribution Monitoring Checklist
This checklist is a monitoring form to evaluate various aspects of the distribution process. Though far from exhaustive, it is a helpful tool for both camp managers and the food distributor. It covers such areas as hygiene, staff organisation, organisation of the distribution site, name verification and vulnerable persons.

Non-Food Items Distribution Report
This form is a simple balance sheet to be used for record keeping purposes by the agency responsible for NFI distribution and storage of NFIs, often the camp management agency. When used properly and updated, this balance sheet should easily highlight any discrepancies between items distributed and the actual number of households served.

NFI Post Distribution Monitoring Form (adapted from CARE, Sierra Leone)
This two-page monitoring form is a valuable tool to assess the overall use of the NFI package by the camp residents (whether items were sold or exchanged). It evaluates the camp residents' perception of the quality of the items and their usefulness. This form is likely to be used by the agency delivering the NFI package as conducted by CARE in Sierra Leone. However, camp management agencies often play an important role in NFI distribution and dealing with issues and complaints related to the NFI packages. Depending on the context, the camp manager could take a lead role in exercising the NFI post distribution monitoring. The team could liaise with the various camp committees (in particular the food committee) on conducting this assessment.

Possible Constraints in Delivering Food to Displaced People. Field-tested Strategies & Responses (WFP)
This document displays different types of quite common (but often unknown) constraints in food delivery, such access to camp residents, over-registration, extortion and coercion, sexual exploitation and more. For each type of constraint, a strategy to minimize the problem is provided. All these response strategies on how to deal with certain constraints have been field tested by WFP. Possible risks and limitations for each strategy are provided as well. Camp managers have a clear role to play in the response actions described and should be familiar with the many possible problems related to food assistance and distribution.

Reference Tools

NGO Code of Conduct on Food Aid and Food Security. (www.aidworkers.net)
This code of conduct (four pages) was adopted in 1995 by a large number of NGOs, all members of the Liaison Committee of Development NGOs to the European Union. In this code of conduct, food security («access at all times, by all people, to enough food to lead active, healthy lives») is defined and explained and the many related responsibilities of non-governmental agencies displayed.

Memorandum of Understanding between UNHCR and WFP (July 2002)
The MOU sets out the objectives and establishes the division of responsibility between UNHCR, WFP and implementing partners on food distribution and how to address food security in refugee settings.

Guidelines on food and nutrition (UNHCR, UNICEF, WFP and WHO)
UNHCR, UNICEF, WFP and WHO have jointly developed these guidelines as a practical tool for assessing, estimating and monitoring the food and nutrition needs of populations in emergencies. The guidelines are aimed at field staff involved in planning and delivering a basic general food ration for emergency-affected populations, but can be useful to know for camp managers.

Essential reading and references

– **UNHCR. 1997.** *Commodity Distribution: A Practical Guide for Field Staff.* **Geneva, UNHCR**

– **CARE International, Sierra Leone. 1997.** *A Guide to Commodity Management During Emergencies,* **CARE, Sierra Leone**

– **UNHCR. 2000.** *Handbook for Emergencies. (Chapter 15 on Food and Nutrition).* **Geneva, UNHCR**

– **UNHCR. 2000.** *Health, Food and Nutrition Toolkit: Tools and Reference Materials to Manage and Evaluate Health, Food and Nutrition Programs.* **Geneva**

– **Médecins Sans Frontières (MSF). 1995.** *Nutrition Guidelines*

– **The Sphere Project. 2004**. *Humanitarian Charter and Minimum Standards in Disaster Response.* **London, Oxfam Publishing**

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

– **Oxfam:** *Integrating and Mainstreaming HIV/AIDS in Emergencies*

– **International Rescue Committee. 2003.** *Protecting the Future: HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

- www.refugeecamp.org
- www.wfp.org
- www.aidworkers.net
- www.sphereproject.org
- www.oxfam.org.uk
- www.theirc.org

Food Distribution Monitoring Checklist

The Organization of the Distribution Area
- Are people waiting in an orderly manner in line?
- Is the food being handled properly? Are bags open or is food spilled on the ground?
- Is the distribution area properly sheltered?
- Is the distribution area kept clean?
- Is there enough security provided to ensure an orderly distribution?
- Are there enough crowd-controllers present?
- Is the area clearly defined by rope or plastic?

Distribution Process and name Verification
- Is the ration card verified to check the holder's identity and to check whether the holder is on the beneficiary list?
- Is the ration card punched or otherwise marked upon entry of the distribution site/upon receiving food?
- Does the agency use a computerized beneficiary list?
- Do all food distribution staff wear gloves (and observing additional hygienic rules)?
- Do all beneficiaries sign upon having received their ration?
- Have family sizes increased during food distribution?
- Are loudspeakers used to call out the names of the beneficiaries?

Distribution Equity & Vulnerable Beneficiaries
- Is there a separate line for easy access for the more vulnerable persons?
- Are staff involved to assist the more vulnerable persons in receiving their ration?
- Are staff monitoring the line for the more vulnerable persons?
- Are persons who are not on the list given food? Is any action undertaken to sort out why they are not on the list?
- Does everybody receive the same agreed upon food ration?

If Scoops are being used
- Are standard scoops used?
- Are all scoops precise and marked (to show the exact quantity)?
- Are the same scoops used for different food items?
- If scoops change in between distributions while food ration remains the same, is this clearly explained to the beneficiaries?

Information sharing on the Distribution

- Are all beneficiaries well-informed on the distribution day, on the quality and the food items they are to receive?
- Are all beneficiaries well informed on the quantity of food contained per scoop?
- Are beneficiaries properly informed on changes in food rations?
- How and when is this information disseminated?
- Any different approached used to properly inform the more vulnerable persons/persons in special situations (minors/deaf persons/elderly persons etc.)?
- Are the standards of accountability displayed by the implementing partner?

Timeliness of Distribution

- Did the distribution start on time?
- Did the implementing partner arrive on time?
- Was food offloaded and handled in a proper and safe way?
- Was a WFP, UNHCR or implementing partner on the ground throughout the distribution process?

Non-food items distribution Report

Camp: Section: Region:

Community/ Section/ Block	NFI Commodity Type & #	Number of NFI kits Received	Number of NFI kits Distributed	Balance *	Number of Heads of Households Served

Name and Signature of Distributing Officer: Date:

Name and Signature of Supervisor: Date:

Name and Signature of Camp Manager: Date:
(if different from above)

* Explain any discrepancies:

NFI Post Distribution Monitoring Form

Camp:
Distribution Site:
Distribution Date:
Name of Household as shown on distribution list:
_____

Beneficiary Questionnaire

1. Is the household head present for the interview?
Yes ☐
No ☐
If No, Please explain where he/she is:
………………………………………………………………………………………..
………………………………………………………………………………………..

2. How many persons live in this household?………………..

Please Specify:

Age	M	F
0-5		
6-17		
18-50		
50 +		

3. Did your family receive an NFI package?
Yes ☐
No ☐ If No, explain why not?
………………………………………………………………………………………..
………………………………………………………………………………………..

4. Which items did you receive and what did you do with them?

Items	Received	How many	Kept for own use	Sold	Exchanged	Other Use	Describe Quality
Plastic sheeting							
Kitchen Set							
Mat							
Blanket							
Jerry can/ Bucket							
Soap							
Sanitary Towels							
Lantern							
……….							
……….							

Describe Quality: G = Good   R = Reasonable   P = Poor

On the Items Sold or Exchanged:

5. Describe the revenue of each sold item:

……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..

6. What were the items exchanged for? Please specify <u>beneficiaries' motivations</u> for exchange:

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……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
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7. Please specify other use of Items:

……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..

8. On the Quality of the Items:
When the quality of one or more items is describes as «poor», please specify

……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
……………………………………………………………………………………………..
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9. Interviewers' Comments:

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……………………………………………………………………………………………..
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10. Interviewers' Observations

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……………………………………………………………………………………………..
……………………………………………………………………………………………..

Name of Interviewer:………………………………………….Date:……………………..

Possible Constraints in Delivering Food to Displaced People. Field-tested Strategies & Responses.

Type of constraints	Strategies – field tested by WFP to Minimizing the constraints	Risks/Limitations
• **Access:** To people, locations – meaning freedom of movement and engaging discussion	• Sensitize forces to relevant humanitarian principles • Provide rebels with an Aide Memoire on obligations under International Law (commitments) • Establish mutual respect and trust with the local authorities • Consult communities for best way to access them • Involve communities & peace building committees in negotiation • Propose «Beneficiary Protocol» signed by all parties • Involve donors in negotiating with the government • Get consent prior distribution • Encourage international commercial sector to support access negotiations	• Difficult to know who is in charge & their characteristics • Do authorities perceive WFP/IDPs as neutral? • May be giving legitimacy to a rebel group.
• **Over-registration:** Of the powerful by creating fake beneficiaries and/or villages; inflating family sizes and; creating displaced groups.	• Explain distribution principles • Verification exercise: registration of clearly identifiable target households (elderly, malnourished, IDPs, handicapped, ethnic minorities) • Increase number of monitors • When distributing, ask beneficiary to name entire family members – check if same as on the tally sheet	• Difficult to register mobile populations; movement increased at times of insecurity • Local leaders under high pressure from their relatives, military authorities, the more powerful
• **Exclusion of beneficiaries:** displaced, socially & politically marginalized groups (returnees). Not allowing these groups to register.	• Register women's names on the ration card • Organize «registration committees» with IP, authorities and beneficiaries • Switch to self-targeting activities (FFW – only if small case load) • Involve community elders in the registration process • Target assistance • Distribute to smallest units & directly to malnourished • Double rations to populations with high malnutrition rates • Distribute of a less desirable food (children food too)	• Local authorities manipulate the distribution (true beneficiaries will not show up for distributions)
• **Manipulation:** incorrect information & translation maintaining malnourished groups to attract resources; playing agencies against one another.	• Inform population of their entitlements • Distribution of cooked food (extreme cases only) • Distribute close to the displaced' neighbourhood	• See point above • Local leaders are under high pressure from military authorities, the more powerful and relatives

• **Food distributions conducted by abusive leaders:** to increase and/or maintain their control over population.	• Sign protocol with local population to allow distribution to returnees • Register to clearly defined target groups (<5, pregnant & lactating women) • Ensure independent monitoring • Change translators • Agencies to divide areas of responsibility & coordinate food basket/distribution intervals	• Same as above
• **Theft** • **Looting** • **Attack** • **Pillage** • **Diversion** • **Disruption of distributions** • **Leakages** • **Misappropriation** • **Post-distribution taxation**	• Inform local population on their food entitlements • Distribute children's food (e.g. CSB) or stamp biscuits as «women» food • Direct distribution to households or through community • Provide take home rations • Create groups to distribute rations directly to vulnerable • Establish complaint mechanisms for recipients • Consult beneficiaries on carrying a food distribution • Establish good relations at local level • Do not store or distribute large quantities • Decentralize distribution to avoid population concentration • Obtain commercial agreement from government to pay for lost or stolen rations while in transit	• See above in addition: • Local authorities will often have to feed troops; pay local administration; provide security.
• **Sexual violence**	• Presence of staff (international or local) during & after distribution • Distribute smaller quantities more frequently • Switch to less attractive commodities • Inform either well in advance or not at all on distribution date • Provide cooked food in a fenced-off area • Increase self-targeting activities • Educate women to walk in groups • Propose «Beneficiary Protocol» signed by all parties • Clear route by cutting grass on the route • Set up neighbourhood watches	• Attackers not well supervised & did not receive clear directives from superiors regarding duties
• **Coercion/extortion:** Forcing WFP and/or the IP to do something against their will by issuing threats.	• Talk with your IP, and take corrective measure like: • Re-assign local staff to other areas • Discussing with local authorities (see above) • Not distribute until environment is conducive	• See points mentioned above

Provided by WFP Sierra Leone, taken from the WFP Food Distribution Guidelines Manual 2003.

10 | Water and Sanitation

Chechen women at the water pump. The early provision of adequate sanitation and safe drinking water is crucial to the prevention of illnesses and epidemics among the camp residents. Photo: UNHCR

Chapter 10: Water and Sanitation (WATSAN)

Introduction

Adequate water and sanitation (WATSAN) facilities are among the vital services that need to be addressed from the earliest stages of a camp. The early provision of safe drinking water and proper sanitation is crucial in preventing illnesses and epidemics directly linked to poor sanitation, such as diarrhoeal diseases and cholera. Since safeguarding water quality, ensuring standards of hygiene and safe disposal of human excreta, wastewater and garbage are very much interrelated and linked to people's health and well-being, they are often dealt with together. The agency responsible for water is therefore almost always responsible for sanitation. Although the camp manager's responsibilities vary depending on whether s/he also is the WATSAN provider or not, the objective of any WATSAN intervention should be the same:

«To promote a safe environment for the displaced community by reducing and controlling the occurrence of faecal-oral and other environmentally related diseases.»

This objective can be achieved only if several types of activities are implemented simultaneously. One without the other will probably not have the desired impact on health. The availability of sufficient latrines will have an effect on people's health and well-being. However, if there is no water available to wash hands after defecating, diseases can still be transmitted to others by shaking hands and preparing food. In addition, health promotion will only be effective when the elementary hygiene rules are fully understood. Therefore, water, sanitation and hygiene activities cannot be dealt with independently and should preferably be provided by the same agency. Their responsibilities include:

- **Water:** To ensure sufficient water that is safe to drink and easily accessible. Providing storage and collection vessels could also form a part of this component.

- **Sanitation:** To ensure safe excreta disposal by providing toilets and safe, solid waste disposal by providing garbage pits. Sanitation also includes the control of vectors such as rats or other rodents/vectors, flies and mosquitoes.

- **Hygiene promotion:** To make people aware of how diseases are transmitted and how they can be avoided. Refugees and internally displaced persons from rural areas might be used to unsafe practices such as open defecation. These practices could be disastrous in a camp setting where many people live in a small space. Therefore, to provide the hardware, i.e. water and sanitation facilities alone, is not sufficient but needs to be complemented by systematic and effective hygiene promotion.

Responsibilities of Camp Management Team

Monitoring, Reporting and Information Sharing

Even when the camp management agency is not the agency responsible for water and sanitation, its supporting role while being present in the camp is crucial. Bearing in mind that water and sanitation services are paramount to the communities' well-being, monitoring and timely reporting of problems affecting these services are among the crucial responsibilities of the camp management team.

- *Familiarisation with the responsible agency's mandate:* The team needs to know what the agency has planned for. It is vital that both the camp management team and the agency responsible for WATSAN understand the different roles and responsibilities.

- *Vector inspection:* The team must frequently inspect the various campsites for disease-carrying vectors such as mosquitoes, tsetse- and houseflies, rats and cockroaches. Priority should be given to communal sites, such as markets, schools, etc.

- *Latrine inspection:* Regular inspections of latrines for cleanliness, smell and presence of flies must be planned for.

- *Open defecation inspection:* It is necessary to frequently inspect the camp and camp surroundings to assess whether open defecation is being practiced.

- *Queue inspection:* It is important to regularly inspect the queues at the water points. Excessive queues or signs of water stress (shouting, fighting, no crowd control) indicate that there may be problems with the water availability.

- *Coordination with related service providers:* The team should frequently liaise with the agency responsible for health services to assess the impact of water and sanitation interventions. Procedures for coordination with the education sector (hygiene promotion, WATSAN facilities in schools) as well as social services (access for vulnerable groups) should also be implemented.

Sensitisation and Community Involvement

Involvement of the community is vital for water and sanitation interventions to be successful. To ensure participation, the community must understand and subscribe to the rationale behind certain services. In order to promote this understanding, sensitisation on health and hygiene in relation to these services is essential. Although a number of these activities are largely a responsibility of the WATSAN provider, the camp manager, in close collaboration with the leadership committees, has a significant contribution to make. In all of the sensitisation initiatives, the camp manager should always liaise with the agency responsible for hygiene promotion.

▷▷▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Traditional sanitation practices:* The camp management team must be familiar with the traditional sanitation practices of the displaced community. Certain cultural taboos might affect the use of sanitation facilities.

- *Establishment of cleaning arrangements:* In collaboration with the service provider and the various community committees, the team should promote the establishment of cleaning arrangements of all communal latrine and washroom facilities on a daily basis.

The community should be sensitised on:

- *... disease-carrying vectors:* It is important to sensitise the population on the dangers of disease-carrying insects and rodents (vectors) within the camp.

- *... reporting presence of vectors:* The population must be informed and understand the need for reporting the presence and/or increase of vectors in the camp.

- *... prevention of contamination:* It is essential to liaise with the WATSAN provider on this issue. With respect to water contamination, the focus should not only be on wrong practices, but also on the sufficient availability of proper water containers or jerry cans with cover.

- *... applying personal hygiene:* The team should promote hand washing before cooking and eating.

- *... educating children on hygiene rules:* It is vital to promote understanding among adults for educating and monitoring their children on elementary hygiene rules and how to apply them.

- *... reporting defects of service delivery:* Wells and pumps, which do not function properly, or damaged latrines, should be reported to the camp management team and the WATSAN provider immediately.

Hygiene sensitisation should at *all* times involve children. Children are more vulnerable to diseases and least knowledgeable on the elementary hygiene rules. Diarrhea is still the most common, and among the most dangerous, threats to the life and well-being of children under five.

Camp residents help preparing school latrines in Ashgaro camp in Pakistan. Community involvement is a crucial part of any WATSAN programme. Photo: Tove Fisher, NRC

Protection Aspects of Water and Sanitation

Protection considerations related to water and sanitation should have a gender-sensitive HIV/AIDS perspective.

▷▷▷ ▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Safe access to facilities:** The team must ensure that the location of washing facilities and latrines guarantee safe and easy access and sufficient privacy for all, but in particular for women and girls, during day and night. These facilities must be well lit. *(See chapters 2: Camp Setup; 5: Protection).* Although most mapping will take place during the planning stages, the camp management team will have a responsibility in assigning the location for the construction of additional facilities when needed.

- **Safety aspects for small children:** The team must ensure that the construction and use of pit latrines always consider the safety aspects for the smallest children.

- **Competition over local resources:** It is important to be alert on possible competition for local water resources between host communities and the camp residents. Competition and improper use or different practices with regard to the water source could lead to conflict situations.

- **Type and size of water containers:** Additionally, types and sizes of water containers must be considered; they should be safe in order to prevent contamination (proper cover) and convenient to carry for women and children.

- **Location of water/sanitation facilities:** It is necessary to liaise with the WATSAN provider to ensure that water and sanitation facilities are constructed close to other key services within the camp. The availability of water and latrines close to the camp school could prevent unnecessary dropout of pupils at an early stage.

- **Vulnerable groups:** In case of an emergency, water sources may be limited. In such a situation, the most vulnerable should always have priority in receiving their share. For the non-vulnerable, a fair and equal distribution of water must be ensured.

In most refugee or IDP situations, women and children have the primary responsibility of collecting water. This should at all times be considered when providing water or addressing problems related to the water source(s) or its location. Women and women's committees within the displaced community should therefore always be consulted when dealing with water interventions.

House Visit Checklist & Report Form (provided by IRC, Sierra Leone)

Water, sanitation and hygiene are strongly interrelated and should therefore preferably be provided by the same agency. Basic hygiene in camp settings is crucial for promoting proper use of water sources, of latrines and for improving food preparation techniques. Sensitisation on hygiene thus promotes a safer and healthier environment for the camp population. Therefore, (irrespective of whether the camp management agency is the WATSAN provider or not) the camp management team should at all times be strongly involved in hygiene promotion. This house visit checklist is a useful instrument, which assesses the level of basic hygiene practiced by the head of household and his/her family. It is both a questionnaire and a monitoring form, which provides information on:

1. Water storage and collection
2. Basic personal hygiene
3. Latrine use
4. Malaria and vector control
5. Related health issues

Water and Sanitation By-Laws (IRC, Sierra Leone)

These by-laws (slightly adapted) are commonly applied in refugee camps in Sierra Leone. Though related to the Sierra Leonean context, they could provide a good sample to develop WATSAN by-laws in different contexts. The by-laws are developed by the WATSAN provider and the camp management agency and set rules to promote proper and hygienic use of the various water, washing and sanitation facilities, prevent illicit waste disposal and open defecation and thus aim to reduce water contamination. Persons violating these rules are subjected to the camps' grievance committee, and the type of punishment (community work and levy fines) will be determined by the grievance committee and the community leaders in collaboration with the camp management agency.

WATSAN Report Form: Sample (from NCA)

This tool contains two samples of a WATSAN monthly report form: one model report form and one uncompleted report form. Through such reports, the camp management team can obtain information on daily WATSAN operations, inspections and problems. In most cases, the WATSAN agency will provide these reports, which then may look like the model report form attached here. In situations where no WATSAN agency has been appointed, or no other WATSAN report is available, the uncompleted WATSAN report form may be downloaded and used for this purpose.

Essential reading and references

– **Davis J., Lambert R., on behalf of Red R. 2002.** *Engineering in Emer*gencies. **London, Intermediate Technology Development Group (ITDG)**

– **Watt S., Wood W. 1977.** *Hand Dug Wells and Their Construction.* **London. Intermediate Technology Development Group (ITDG)**

– **Jordan Jr, T.D., 1980.** *Handbook of Gravity-Flow Water Systems for Small Communities.* **London. Intermediate Technology Development Group (ITDG)**

– **The Sphere Project. 2004.** *Humanitarian Charter and Minimum Standards in Disaster* **Response. London, Oxfam Publishing**

– **UNHCR. 2000.** *Handbook for Emergencies. (Chapters 16 & 17, Water & Environmental Sanitation).* **Geneva. UNHCR**

– **UNHCR. 1991.** *Guidelines on the Protection of Refugee Women. Geneva.* **UNHCR**

– **UNHCR. 1994.** *Refugee Children. Guidelines on Protection and Care. (Chapter 5, Health and Nutrition).* **Geneva. UNHCR**

– **UNHCR. 2003.** *Agenda for Protection*

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

- www.sphereproject.org
- www.shelterproject.org
- www.refugeecamp.org
- www.theirc.org
- www.unaids.org
- www.unhcr.ch

HOUSE VISIT CHECKLIST & REPORT

Water & Sanitation By-Laws

1.0   Section I – Definitions
WATSAN Facilities in these by laws are referred to as:

1.1 Water sources, ie hand pumps.

2.2 Latrines, these include community latrines, emergency latrines, bathing stations.

2.3 Compost fences.

2.4 Plate racks.

2.5 Cloth lines.

2.6 Hand washing stations.

2.7 Laundry stations.

2.8 Drainage and general environment.

1.1   Water Sources
a.   No person is allowed to enter into the well fence with shoes.

b.   No person is allowed to enter into the well fence with uncovered hair.

c.   Only one person is allowed within the well fence at a time.

d.   Children under the age of six (6) are not allowed to fetch water from the pump.

e.   No person shall deposit any unwanted materials in the fence or shall hang any form of clothing on the fence.

f.   No animal is allowed within the well fence.

g.   No person shall launder, wash utensils or bathe within the fence.

h.   No person shall cause any damage to the pump or the fence.

i.   The fence shall be closed after use.

1.1   Latrines
a.   No person is allowed to deposit faeces in any other place than in the latrines provided.

b.   No person shall urinate indiscriminately in the environment.

c.   All latrines must be covered when not in use or after use.

d.   No animal is allowed in or close to the latrines.

e.   No person is allowed to use the latrine without cleansing materials such as paper, a piece of clothing or water.

f.   No person shall bathe inside the latrines.

1.1   Compost fences
a.   No person shall defecate in or around the compost fence.

b.   No person shall deposit any garbage close to or in the compost fence.

c.   No person shall cause any damage to the fence.

d.   Any compost fence that is filled shall be covered with soil and a new one shall be provided.

1.1   Plate Racks

a.   Any plate rack so made shall be used for its purpose only

b.   No person shall spread clothing or anything else on the plate rack

c.   No person is allowed to use any plate rack to display and sell items.

d.   Plate racks must be constructed close to the cooking places.

e.   No person is allowed to sit on the plate racks.

1.1   Cloth lines

a.   No person shall spread/dry clothing on the bare floor, grass, roof-top or any other place except the cloths line.

b.   No person shall damage or cause damage to any cloth line.

c.   No cloth line shall be used for any other purpose than hanging clothes.

1.1   Hand washing stations

a.   Only hands shall be washed at those stations.

b.   No person shall wash his/her feet, clothing etc at these stations.

1.1   Laundry stations

a.   All persons shall only launder their clothes at the laundry stations.

b.   No person shall urinate or defecate around the laundry station.

1.1   Drainages and General Environment

a.   No person shall deposit any garbage in the drainages.

b.   No person shall obstruct or cause blockage to the drainage systems.

c.   Every household is responsible for its own environment, adjacent street and the drainage gutter.

Fines and Penalties

Any person violating these by-laws shall be subjected to the Grievance Committee and the Community Leaders who shall deliberate on the violation committed and will take the responsibility to levy fines and determine, in collaboration with the camp management agency, the type of community work assigned to violators of these laws.

'NAME' REFUGEE CAMP
WATSAN DEPARTMENT - MONTHLY REPORT - MAY 2002

Water

The water situation was acceptable during May. The production was over 15 l/h/d for 25 out of 31 days, with average supply at 17.1 l/h/d.

Source	Hours worked	Fuel (l)	Water supplied (m^3)
BH 2	347	625	2500
(for UNHCR)*	24	45	150
Spring 3	392	1952	5350
(for staff, etc)*	93	473	1300
Shallow wells	-	-	2140
	Total (not incl. *)	2577	9990

Main indicators	
Average supply per person	17.1 l/h/d
No. days > 15 l/h/d	25
No. days 10 - 15 l/h/d	6
No. days 5 - 10 l/h/d	0
No. days < 5 l/h/d	0
Litre fuel/m^3 water (exc. * and shallow wells)	0.33

Extraordinary Activities

➢ Completion of water storage tank in block B
➢ Construction of supply and distribution line to new storage tank
➢ Fencing work around water structures
➢ Survey of all tapstands and water availability throughout the camp
➢ Re-installation of two hand pumps at shallow wells

Sanitation

Environmental sanitation and health education activities proceeded as normal

Main Indicators

Population	Families	Pit latrines	Rubbish pits	Showers	Drying racks
18873	3845	3820	3463	3461	3458
%		99.3	90.1	90.0	89.9
% last month		99.1	90.0	89.9	89.8

Extraordinary Activities

➢ Rat-killing campaign involving the refugee community, 6300 rats killed in 3 weeks
➢ Meeting with all WatSan committee members
➢ Continued distribution of latrine slabs
➢ Production of educational video on sanitary health
➢ Field visit by senior staff to Lukole refugee camp (Concern)
➢ First Health Task Force meeting at Camp level

<NAME> REFUGEE CAMP
WATSAN DEPARTMENT – <PERIOD> REPORT - <PERIOD YEAR>

Water

The water situation was good/acceptable/poor during <period>. The production was over 15 l/h/d for <days> out of <days> days, with average supply at <average> l/h/d.

Source	Hours worked	Fuel (l)	Water supplied (m^3)
Source 1			
Source 2			
Source 3			
Source 4			
Source 5			
Source 6			
Consumption hospital			(deduct)
Consumption staff camp			(deduct)
Total distributed			

Main indicators		
Average supply per person		l/h/d
No. days > 15 l/h/d		XX
No. days 10 - 15 l/h/d		XX
No. days 5 - 10 l/h/d		XX
No. days < 5 l/h/d		XX
Litre fuel/m^3 water		

Extraordinary Activities

➢ Construction, rehabilitation, repair, extension of source, storage, network
➢ Surveys, quality controls, etc

Sanitation & hygiene education

Environmental sanitation and health education activities proceeded as normal
Main Indicators

Population	Families	Pit latrines	Rubbish pits	Showers	Drying racks
XX	XX	XX	XX	XX	XX
%		X	X	X	X
% last month		XX	XX	XX	XX

Extraordinary Activities

➢ Construction, rehabilitation, repair activities
➢ Hygiene education activities

11 Education

By now, girls constitute one third of the students in Afghanistan. 11-year old Aliyah Sarwaree has recently returned to Afghanistan from Pakistan, and is attending a school in Kabul. Photo: N. Behring, UNHCR

Chapter 11: Education

Introduction

Every child has a right to receive education. This right applies to any child whether at home, displaced, seeking asylum or being a refugee. Education is vital to all aspects of a child's and adolescent's development and is an essential protection tool, in particular in camp settings. Education promotes long-term empowerment and relevant skills and creates a sense of normality for displaced children and adolescents. Education plays a major role in the prevention of military recruitment, sexual abuse, exploitation and prostitution, and helps children overcome traumatic experiences. Schools are also important sites for mine-risk education, HIV/AIDS awareness, and for the promotion of human rights, tolerance and non-violent conflict resolution.

In camp settings, there are often many obstacles to providing educational activities for children. Sometimes children in exile are denied an education by the host government because it cannot provide adequate coverage for its own population. A lack of infrastructure, inadequate resources and a lack of trained teachers are other common problems. Consequently, the quality of education for children in exile is frequently poor. School materials may be lacking, the hours of school shortened, and primary school may be the only opportunity given at a camp level.

Despite the challenges however, the goal for education programmes is to ensure that as many children as possible have access to schooling. A camp manager has a responsibility to ensure equal access for all children who fall within the school-aged group.

Who to work with?
- Community leaders
- Parents
- Students and youth leaders
- Parents' or community teachers' associations
- Education provider
- UNHCR
- UNICEF
- Ministry of Education

Through motivation and monitoring, the camp management team can help to ensure that all actors work together to overcome the obstacles to displaced children's education.

Even in an emergency, the camp management agency can make educational opportunities available for children by building temporary classrooms to cover for the initial stage. In situations where there is no designated agency especially for education, camp managers can help children resume their education quickly by involving parents in voluntarily organisation of classes. Registration of teachers and classroom assistants can be done as part of camp entrance verification. This may serve as one of the first self-help activities addressed communally by the camp. By prioritising education, the camp manager can make a significant contribution to the children's well-being.

- The priority is to make primary schooling available to all.
- Special account must be taken of the fact that many children already are educationally deprived.
- The educational system should to every possible extent be organised with, and run by, members of the displaced population, with proper support.

Responsibilities of Camp Management Team

Infrastructure and Design

In most camp situations the primary responsibility of the camp management team in regard to education is to construct the basic camp infrastructure. Temporary emergency schools should be built at the same time as reception centres are established, right at the beginning. It is important to keep in mind the actual capacity of the camp so that appropriate teacher-to-student ratios can be maintained in the classrooms. Camps should also have at least one recreational field in the campsite plan. Ideally there should be both an indoor and an outdoor meeting place for extra-curricular activities. Drama and cultural clubs, football and basketball teams are important means to reduce tensions and keep children interested in school. These facilities can either be within the school compound or within a playground area of the camp. Further attention should be given to facilitate education and leisure activities for adolescents/those who have post primary education.

▷▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Familiarisation with the education provider's mandate:** The team needs to know what this agency has planned for. It is vital that both the camp management team and the education provider understand their different roles and responsibilities. It is important to liaise with the relevant agency immediately when the services are below the expected standards.

- **Budgets for high-quality school constructions:** Depending on the situation, these could be i) temporary («plastic»), ii) semi-permanent (concrete floor and permanent roofing) or iii) permanent. If the camp situation is likely to be prolonged, the team should develop a budget for permanent school buildings from the onset of the camp construction (either to improve facilities where camp children can attend school in the host community or within the camp itself).

- **Accumulation of school items:** It is important to accumulate essential school items, such as seating and blackboards if these are not provided through the education provider.

- **Safety aspects of camp facilities:** The team must ensure that washing facilities and latrines are located close to the school premises and that access is safe and easy and guarantees privacy for women and girls. It is necessary to secure separate latrines for boys and girls, and female/male staff respectively. Sufficient lighting is vital. Similar safety aspects must be considered when allocating playgrounds. *(See chapters 5: Protection; 6: Child Protection and 7: Gender-Based Violence).*

Consideration of Gender Issues

On all levels of education, equal participation of displaced boys and girls must be ensured. Also when the camp management agency is not responsible for education, the team could contribute significantly by promoting and increasing the enrolment of girls in schools, and by hiring female teachers and other school staff. A gender-sensitive HIV/AIDS perspective should be emphasised in all aspects of education.

Attentive school children in the Democratic Republic of the Congo. Education should be an integral part of all humanitarian assistance. Photo: Eric Sevrin, NRC

▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- *Enrolment of girls:* The team should assist the education provider in monitoring the enrolment of girls in school. It is important to check on reasons for dropout, and report dropouts immediately. There should be liaison with the education provider/the community services officer on this matter. *(See chapter 6: Child Protection).*

- *Community sensitisation:* The community should be sensitised on the importance of women's and girls' education. It is important to identify role models from within the community who could support in sensitisation activities. The camp management team can help change attitudes and behaviours towards female education. Camp managers should always involve the parents' and teachers' associations.

- *Additional support activities:* To encourage girls to attend and stay in school, catch-up activities specifically for girls need to be considered. Additionally, the team should consider incentives for girls who have done well in school and extra-curricular activities to discourage girls from dropping out.

- **Presence of female staff:** Hiring of female teachers and classroom assistants should be promoted. Having more women around can assist teachers in providing better protection for girls. Also, parents would feel more comfortable with more women around the education facilities.

- **Code of conduct:** Teachers should be briefed on the code of conduct which prohibits sex with children. Discussion of this issue should be included in teacher training.

> For some children and adolescents, gaining access to education is more limited. In particular girls and disabled children face many more difficulties in receiving education. Addressing stigmatization, cultural or social attitudes are crucial when working towards equal educational opportunities for all children.

Community Participation

Even when there is an agency responsible for education, parents and the community as a whole have a large responsibility for the education of their children. The camp management team can help the community invest in their children's education in a number of ways.

▷▷ ▷ ⊳ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Establishment of education committees:** The team should help establish education committees in the camp. Teachers, parents, camp leaders, children/youth, focal agencies for education should all have a chance to share information and understand the educational constraints and goals of the school. It is essential to ensure an equal involvement of women in these committees, and to strive for 50 % participation of women. This is particularly important to effectively promote girls' education. Children and adolescents should be involved, and there should be liaison with the responsible agency/the community services officer on this issue.

- **Teachers' associations:** It is important to help establish a teachers' association where curriculum, goals and enrolment can be discussed. Preferably, a teachers' association comprises community members and teachers from the local community.

- **Host community involvement:** It is essential to liaise with the education provider and the host community representatives on the possibilities of enrolment of local children in camp schools and visa versa. The team needs to have a basic understanding of the host government/ community's curriculum and goals in providing education programming.

- **New topics to be taught:** Relevant and new topics should be taught, such as mine-risk and HIV/AIDS awareness. These topics should be included in the teacher training. It is important to provide teachers with relevant materials (for example as part of education or recreation kits).

- **Discussion forums for education:** It is necessary to create forums for youth leaders, camp elders and parents'/teachers' associations where specific concerns and issues around educational programmes and facilities could be addressed. Organisation of workshops is another good way to disseminate information and discuss and identify education concerns.

Distribution is a good way to make children enthusiastic about school attendance. A camp manager who has got items specifically for children, such as learning materials, clothing or toys, should distribute the items during school hours.

In the Absence of a Designated Agency for Education

Sometimes there will not be an agency responsible for education available. When this is the case, it is important that the camp management agency takes an open approach to addressing and facilitating the various educational needs.

▷▷▶ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- **Logistical support:** The team should facilitate transport for students to attend examinations, and to participate in extra-curricular activities.

- **Community sensitisation:** In the absence of an agency responsible for education, a camp management agency has an even larger responsibility in sensitising the wider camp population on cross-cutting protection aspects of their children's education. The camp manager should ensure that protection issues, in particular related to girls' and women's/disabled children's enrolment, are addressed in the meetings of the educational committees and by the various teachers' associations. It is important to liaise with the protection officer/agency on this matter.

- **Educational grants:** A camp management agency could help camp students gain access to secondary and tertiary education through grants or advocacy. Options should be considered, like secondary schools in host communities located close to the camp, or scholarships in third countries. A camp management agency could prepare information packages that provide information on what opportunities are at hand and how to access them.

- **Voluntary work and incentives:** Implementation of volunteer initiatives in the camp should be harmonised. If parents are providing education (e.g. self-help schools), they should be given incentives that reflect the responsibility of their efforts. It is important to work with agencies in other sectors of camp assistance to set a fair standard to be implemented across all sectors in the camp. *(See chapter 3: Community Participation).*

Camp Management Team's Cooperation with Other Designated Agencies

Health:
- **Combination of services:** The team should work with the agency responsible for medical services or a local clinic to give children information and treatment while at school. It is vital to liaise vaccination activities (campaigns and vaccination days) with the education provider and the teachers' associations (could be combined). This can help prevent and reduce illness, which can lead to dropout.

- **Priority for treatment:** If combination of services is not possible, the team should see whether teachers and students can be given priority at the clinic to limit (as much as possible) their absence from attending classes/teaching.

- **Health education:** Health education programmes should be provided at schools. In this way, children could easily be targeted for health information.

Food distribution:
- **Alternative distribution of rations:** It is important to establish a system for teachers to receive their food rations after school hours, or in ways that will not interfere with their responsibilities at school.

- **School feeding:** School feeding, i.e. serving meals during school hours, should be considered, particularly if children drop out of school because of lack of food.

Water and sanitation:
- **Water and latrine facilities:** These facilities should always be constructed by the school, even for emergency school shelters. To promote better sanitation, semi-permanent schools should receive the best latrines. Especially with a rural population, «promoting» latrines at the camp school can demonstrate the use and importance of latrines.

- **Hygiene promotion:** It is necessary to help establish hygiene education programmes at the schools that incorporate good sanitation practices – including hand-washing. Water must be near toilets. To target children in hygiene promotion is often very difficult but crucial. The use of school premises and playgrounds for this purpose is a very effective way to reach this group. *(See chapter 10: Water and Sanitation).*

Afghan internally displaced children attending a camp school in Pakistan. Even in an emergency, the camp management team can provide basic education, for example by building provisional classrooms and by using parents as teachers. Photo: Amar Bokhari, NRC

Religious institutions:

• **Adjustment of school hours:** The camp management team is recommended to work with religious school principals to have them adjust their school hours so that they are not in competition with government or camp schools. It may take a great deal of sensitisation, but the camp manager is seen as an influential person and can assist in helping both parents and students see why it is important to have a religious as well as standardised government curriculum available to all students.

• **Needs of religious communities:** Attention should be given to needs of various religious communities in the camp.

Toolkit

Educational Assessment Matrix
Essential tool to assess and monitor the boy-girl ratio of pupils; ratio of male-female/qualified-unqualified teachers, the available water and sanitation facilities, ratio of local-displaced children out of school and the status of teachers. This matrix could be used by the camp management team in coordination with the education provider (when available), to monitor changes in ratios and address protection issues such as equal enrolment.

School Site/Environmental Assessment – a Checklist (INEE)
This checklist is taken from The Inter-Agency Network for Education in Emergencies (INEE), and provides helpful background information on school site assessment. It deals with the physical aspects of constructing schools, such as shelter and seating facilities, protection aspects (access/exit/safety) and the use of local materials and standards. The second part of this document is a very helpful checklist in which all issues to consider for the setup of a school are displayed.

Proposed Distribution Formulae (IRC, Sierra Leone)
Displays the proposed type and quantity of school and related materials and facilities. This formulae is used in the Sierra Leonean settings by IRC and will differ from context to context. It could be used as a reference tool to gain ideas on the materials and facilities that could be needed for classes, teachers and school compounds.

Assessment of Teacher/Facilitator Availability and Capacity, including Selection (INEE)
This document is taken from The Inter-Agency Network for Education in Emergencies (INEE), and provides helpful background information for implementation of education programmes. It focuses on identification of educationists (selection and assessment), and what support material and training support they need.

UNESCO Teacher Emergency Package (TEP)
Short presentation of UNESCO's TEP programme.

UNICEF 2000: Emergency kits
Overview of contents in UNICEF's emergency kit that includes education and recreational kits.

UNHCR Primary Education Procurement
Example of UNHCR procurement for primary education. This document gives a good indication of which items are needed in what quantities.

Reference Tools

Minimum Standards for Education in Emergencies (INEE)
These new minimum standards are being developed, expected to be available early 2005 at the INEE website http://www.ineesite.org

Essential reading and references

- **Ressler, Everett M., Joanne Marie Tortorici and Alex Marcelion.** *Children in War: A Guide to the Provision of Services: A Study for UNICEF.* **New York, UNICEF**

- **UNHCR. 1992.** *Guidelines for Educational Assistance to Refugees.* **Geneva, UNHCR.**

- **UNHCR. 1998.** *Organizing Primary Education for Refugee Children in Emergency Situations. Guidelines for Field Managers.* **Geneva, UNHCR, PRSS**

- **UNICEF. 1992.** *Strategies to Promote Girl's Education.* **New York, UNICEF**

- **UNHCR/NGO Partners. 2001.** *Protecting Refugees. A Field Guide for NGOs.* **Geneva, UNHCR & NGO Partners**

- **UNHCR/SCF-UK. 2001.** *Action for the Rights of Children (ARC).* **Joint UNHCR /SCF-UK Project. 2001**

- **UNHCR. 1994.** *Refugee Children. Guidelines on Protection and Care.* **Geneva, UNHCR**

- **UNHCR. 2003.** *Agenda for Protection*

- **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

- **International Rescue Committee. 2003.** *HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

- www.ineesite.org (Inter-Agency Network for Education in Emergencies)
- www.unicef.org
- www.savethechildren.org.uk
- www.unhcr.ch
- www.theirc.org

EDUCATIONAL ASSESSMENT MATRIX

District ____ **Chiefdom** ____

Town/Village ____

Name of School ____

Grade	Pupils		Teachers		
	Boys	Girls	Male	Female	Total
Class 1					
Class 2					
Class 3					
Class 4					
Class 5					
Class 6					
Total					

Status of Children (6-9 yrs) out of school

	Boys	Girls	Total
Displaced			
Refugee			
Local			
Other			
Total			

Status of Children (10-16 yrs) out of school

	Boys	Girls	Total
Displaced			
Refugee			
Local			
Other			
Total			

Status of Unqualified Available Teachers

	Male	Females	Total
Displaced			
Refugee			
Local			
Other			
Total			

Status of Qualified Available Teachers

	Male	Female	Total
Displaced			
Refugee			
Local			
Other			
Total			

Status of Teachers

	Male	Female	Total
# of Volunteers			
# of Trs. On Payroll			
# of Trs:			
Trained/Qualified			
Total			

CTA Functioning

COMMENTS

WATSAN/TYPE

Toilet	
Water Supplies	

INEE
Interagency Network for Education in Emergencies

Assessment, Monitoring and Evaluation, A Checklist

School Site/Environmental Assessment

In a crisis situation, one of the first educational decisions to be made is where educational activities will take place. In situations where there are no buildings, communities often initiate these activities under trees with children sitting on the ground. In these cases, temporary shelter should be provided as quickly as possible to protect the students from sun and rain. Another possibility may be to have students integrate into local schools or use other existing buildings, which may have to be rehabilitated. As a last resort, totally new schools must be built. In all cases, efforts should enable access for the persons with disability. The school should also be well placed to ensure access for minorities and younger children.

Strategies

- ***Ensure schools and educational areas are safe for children***
  In many areas of crisis, schools have been mined or targeted throughout the conflict. Before doing an assessment, it is imperative that the assessment teams check with proper authorities to make sure that the roads to the school and the school itself is safe and cleared of landmines and unexploded ordnances. Following the clearance of these items the area should be marked with string or plastic tape checked for cleared of hazards such as sharp objects.

- ***Assess school spacing and catchments***
  In most cases, schools and educational spaces should be walking distance for students. Typically, this means that communities may have many small primary schools to facilitate younger children walking to school. Older students are able to walk to more centrally located and larger middle/high schools. In areas with large numbers of students and limited facilities the possibility of morning and afternoon shifts should be considered.

- ***Use local standards in the furnishing, rehabilitation, and building of schools and educational areas***
  The construction and furnishing standards should be that of the local area. For example, in may parts of the world mud-walled classrooms with a metal roof or thatched roof is the norm, while in other locally made bricks are standard for construction. Similarly, in some parts of the world students are used to sitting on the floor while in others they sit at desks. Governments often have developed guidelines for school construction and furnishing. These are often idealistic and not based in reality and therefore it is good to use a rural well-supported government school as a model

Checklist

- Are persons with the necessary professional background included on the assessment? Is there a shelter engineer? Someone with experience in water and sanitation? A social worker?

Where no school or building exists

- Where are children presently learning? Under a tree? In which building?
- Who gave authority to use this space? Is this permanent or temporary? Is this in writing?
- Can space be allocated for schooling? And sports areas?
- Are the children protected from the weather? Are they sitting in the rain? In the Sun? Are they cold?
- What are the students sitting on?
- What materials are available to build a school? What is a traditional school built of? Bamboo? Mud?

School building exists

- Is this school safe? Has it been cleared of mines and unexploded ordnances?

- Has the school been damaged during the conflict? Bombed? Burned?

- What type of school is it? Pre-school? Primary? Secondary? What grades are offered at this school?

- When was the school built? Are there floor plans for the school? Has the school ever been damaged? What is the school built of?

- What is the condition of the walls? The floor?

- Number of classrooms? Are there blackboards in every room? Does every classroom have sufficient light? How many students per class are there? Are the classrooms sufficient for the number of students?

- How many floors/levels does the school have?

- How far must children walk to get to this school? Do younger children who live far from the school not attending due to the walking distance?

- Is the building functional? What is the condition of the roof? Are there any areas that are leaking? Are all of the windows intact?

- Is there a staff room? Is there sufficient furniture for the staff? Is there some place to lock school materials? Is there a private room for individual student attention?

- Is there a copying machine?

- Is electricity availability? Do the light fixtures work? Are light bulbs available in the area?

- Do students study or attend classes at night? Are there lanterns available?

- Availability of Water? Is the water safe for drinking? How do you know? Is there a well? When was the last time it was cleaned? Is the water piped? Inside or outside the building? Is the school charged for water?

- Is there a kitchen?

- Are there sanitation facilities? Latrines or indoor toilets? Are they sufficient for both boys and girls? Do teachers have a separate latrine?

- How is the school heated? Wood? Coal? Oil? If stoves, how many exist? How many are needed? Who pays for the fuel? Amount of fuel needed per cold season?

- Is the school fenced? Is there a crossing sign at the relevant roads?

- Are their playing fields? Football? Basketball? Volleyball?

- Is the school accessible for children with disabilities? Are the doors wide enough for children with crutches or in wheelchairs? If there are stairs is there a ramp? Are the toilets wide enough for children with crutches or wheel chairs?

- Do the children use benches, chairs or sit on the floor? Which is traditional? Is the seating sufficient? Is the seating the appropriate size for the children?

Community Contributions

- What work has the community done to make the school functional so far?

- What resources does the community need to rebuild/refurnish the school? Tools? Cement? Paint?

- Are there technicians in the area who can assist with the renovation/refurnishing? Are they available?

- Can the community contribute labor to renovating/refurnishing the school? Labor? Hauling of sand or water?

Click here to download: Proposed distribution formulae

PROPOSED DISTRIBUTION FORMULAE

PRE-SCHOOL

#	ITEM	UNIT	QTY
1	chalk	sticks	10
2	slates	p	1
3	sponge	p	1

CLASS 1

#	ITEM	UNIT	QTY
1	chalk	sticks	5
2	slates	p	1
3	sponge	p	1
4	Exercise books	p	2
6	pencil	p	1
7	pencil sharpener	p	1
8	eraser	p	1

CLASS 2-3

#	ITEM	UNIT	QTY
1	Exercise books (ruled 100 page)	p	3
2	erasers	p	1
3	pencil sharpener	p	1
4	pencils	p	2
5	pens (blue/black)	p	2
6	plastic bag	p	1
7	ruler	p	1

CLASS 4 - 6

#	ITEM	UNIT	QTY
1	Exercise books (squared))	p	1
2	Exercise books (ruled 100 page)	p	4
3	erasers	p	1
4	pencil sharpener	p	1
5	pencils	p	2
6	pens (blue/black)	p	2
7	plastic bag	p	1
8	ruler	p	1

JSS 1 - SSS 3

#	ITEM	UNIT	QTY
1	Exercise books (ruled 100 page)	p	4
2	Exercise books (squared)	p	1
3	erasers	p	1
4	pencil sharpener	p	1
5	pencils	p	2
6	pens (blue/black)	p	2
7	plastic bag	p	1
8	Mathematical set	p	1
9	ruler	p	1

TEACHERS

#	ITEM	UNIT
1	chalk (white - 100 sticks)	box
2	exercisebooks (ruled 100pages)	p
3	eraser	p
4	pencil sharpener	p
5	pencils	p
6	pens (blue/black)	p
7	pens (red)	p
8	plastic bag	p
9	rulers	p

SCHOOLS

#	ITEM	UNIT
1	chalk (colored)	box
2	Duplicating paper	ream
3	Exercise books	p
4	Permanent Markers (assorted)	packet
5	footballs	p
6	manila folders	p
7	paper glue	p
8	pens (blue/black)	p
9	pens (red)	p
10	Vanguards	p
11	ruler (hard plastic)	p
12	School clock	p
13	School bell	p
14	stapler	p
15	stapling pins	packet
16	volleyballs	p
17	volleyball net	p
18	Ledger	p

School Registers - Ministry of Education

SECONDARY SCHOOLS ONLY

#	ITEM	UNIT
1	compass (blackboard)	p
2	set square (blackboard)	p
3	protractor (blackboard)	p
4	ruler (blackboard)	p

Distribution formulae - 1

INEE
Interagency Network for Education in Emergencies

Assesment, Monitoring and Evaluation, A Checklist

Assessment of Teacher/Facilitator Availability and Capacity, including Selection

In order to implement an education program in emergencies it is necessary to have a solid understanding of the technical capacity of a community to implement education programs. Typically, in areas of crisis, trained teachers are often limited or worse those that exist do not have the knowledge and skills to teach or address the needs relevant to children living in a post-conflict environment. Therefore the assessment must first focus on identifying the existing educationists, and what support material and training support they need.

Secondly, the assessment must focus on the needs of the untrained teachers, and where possible linking them to the trained teachers. For both groups, it is necessary to understand their knowledge of good teaching practices and specific educational issues, such as psychosocial support for children, strategies for teaching over-age students, oversized classes, etc. as well as their knowledge of life skills issues such as landmine awareness, health issues, and HIV/AIDS.

Additionally, it is important to view teachers within the context of the condition of the educational system they are in. The following three scenarios should be considered:

*   ***No educational system exists*** (e.g. self-help initiatives by crisis affected populations, refugee camps or repatriation situations immediately following a conflict). Trained teacher/facilitators must be identified and in some cases organized into schools and educational activities. Where there are gaps untrained individuals must be selected and trained.

*   ***Some education capacity system exits*** (e.g. refugee situations where host government has limited capacity in emergency education, post-conflict situations where newly formed Ministries have limited capacity). Emergency education organizations must assist the government to assign teachers, identify gaps and potentially assist in the training of teachers.

*   ***Well-established educational capacity exists*** (e.g. long established refugee programs, refugee flows into peaceful country with a well established educational system and knowledge of emergency education). Emergency education organizations are providing specific topical training for teachers to address crisis related issues or to improve the quality of their classroom performance.

Strategies
*   ***Early identification of trained staff***
    As soon as possible, the number of trained and qualified teachers, school administrators and educationalists should be identified and be compared to the number needed. It is necessary to understand how the previous system worked — the organizational structure and hierarchy of staff, their training, including topics covered, length of program, and levels of certification, e.g. in some areas, primary and secondary teachers are certified differently/diploma vs. degree.

Identification Strategies

- Word of mouth - ask people if they know people who used to work in the schools. To identify untrained educationalists staff it is important to consider sports coaches, mothers, and youth leaders.

- Advertisements - photocopied advertisements covered in plastic sleeves can be posted in public areas. Where available, advertisements may also be placed in newspapers and radio.

- ***Establishment of clear roles and responsibilities to maximize potential and involvement.*** In many emergencies, teachers and administrators may have been self-assigned or assigned by the community. While initially functional, in the long term it is necessary to develop an organizational structure to clarify who is responsible for which tasks and reporting structures. Where qualified staff is unavailable, untrained individuals with relevant experience working with children must be identified and trained.

- ***Assess the psychosocial and physical needs of teachers and facilitators***
  Recognizing the importance of education for children, teachers and facilitators may put their own psychosocial and physical needs on hold, potentially leading to absenteeism, burn-out and resignation. To avoid this strategies must be identified to support teachers/facilitators to have the time and energy to do their jobs. In some cases, special arrangements may be needed for teachers/facilitators to access basic resources such as shelter materials, food and water. Additionally, time should be allocated to allow teachers/facilitators to discuss their experiences. This time for discussion should also be integrated into the assessment process, trainings and programs.

Calculating the number of teachers: Calculating the number of teachers needed is fundamentally based on the number of students. During an emergency are educational statistics are difficult if not impossible to obtain, especially for children. Therefore it is necessary to make an educated guess as to triangulate different pieces of information to determine how many children there are. Possibly strategies include: (1) finding existing national census records, in refugee areas headcount information from UNHCR, or WFP food distribution records (2) conduct a sampling of households within a community (3) using participatory surveys such as bean sort below with community focus groups. As a general figure, school-age children are typically 20-25 % of a population.

Example Participatory Assessment Strategy: In a small focus group, explain that 100 beans represent all of the children in a community. Ask the focus group to divide the beans proportionally into those children who go to school and those who do not. In this case they allocated 30 beans to those children who attend school. The focus group can then be asked to divide these groups further by gender, age, minority, economic classes or refuge/local/IDP status. 100 beans are used so a researchers and focus group members can think in terms of percentages, however this is not statistically accurate.

The number of teachers/facilitators is calculated by dividing the total number of students by an established standard such as 40 students per classroom. There are many other issues that must be taken into consideration such as how many hours per day/week a teacher teaches, the grade level being taught, and the number of class preparations.

Materials	Example	How calculated
Teacher materials	Exercise books, pens, classroom registry chalk, plastic bag or rucksack	Same as calculated number of classrooms.
Teachers incentive	Cash or in-kind payment e.g. food	Number of teachers multiplied by their incentive, multiplied by the length of the program.
Classroom materials	Chalk, blackboards	Same as the number of classrooms. Ideally, a chair and a desk should be provided for the teacher in each classroom.
School furniture	Student desks and teacher furniture	If individual desks, the total number needed will be the same as the number of students. If students sit 2 or 3 per desk, then the total number of students should be divided accordingly.

Protection Note: As educated leaders in a community teachers/facilitators are often targeted during times of crisis therefore it is necessary to consider their protection needs. It is important analyze teacher information in terms of gender, and where necessary ethnicity and political affiliation in relation to the community.

Checklist

Availability

- Who is teaching in the schools now? Who is paying them? Are their volunteers?
- Are there experienced teachers in the community who are not teaching now? If so, why are they not teaching?
- What is the education level of people in the community? Primary? Secondary? Diploma? University?
- Who is running educational and recreational programs for children not in school/youth/adult literacy programs now? What is their training and background?
- What is the availability of educated (primary, secondary, university) people within the community?
- Are teachers/ facilitators absent from their jobs? Why? Are they seeking additional income or resources for themselves and their families? Can anything be done to assist them in these tasks? If in a refugee camp, could the timing of distribution activities be changed to accommodate teachers?

Teaching Capacity General Teaching Skills

- What subjects are the teachers responsible for? What academic background is the teacher supposed to have (minimum qualifications)? Do the teachers have the minimum qualifications to teach? What are their academic backgrounds?
- How many years have they been teaching? What is the minimum level of education and training

required for teachers? How many of the teachers have attained these levels?

- How extensive is the lesson planning and preparation required of the teachers? How much of the curriculum does the teacher have control over and how much is handed to them? Is there any particular form or format suggested for use by teachers?

- What are the strengths and weaknesses of the teachers in the following areas: Writing learning objectives, developing materials, pacing lessons, sequencing ideas and techniques?

- What is the range of teaching techniques understood and practiced by teachers? (Lecture, Question and Answer, Recitation and Drill, Small Group Work, Brainstorming, Role Plays, Drama and Music, Field Trips, Individualized Learning and Student Projects

- What are the accepted rules for discipline? What are the management approaches? What are the teachers' classroom management styles?

- How is student learning assessed?

Psychosocial and Life Skills

- Have teachers received any training on the psychosocial needs of children affected by crisis? If so by whom? When? For how long? Was their any follow up?

- Are there any teachers who have been trained in life skills issues such as HIV/AIDS, drug and alcohol issues, landmines, leadership, and mediation? If so by whom? When? For how long? Was their any follow up?

Training Capacity and Support

- What is the curriculum to be a trained teacher? How many hours are dedicated to what subjects? How long was the training? Are there different levels of certification for different grades? Is there certificate program and a degree program? What grades can they teach? How long does each program take? What are the entrance requirements?

- Are there any teacher trainers in the area? What is their background? How long have they trained teachers?

- Is there a training facility in the area?

- Who conducted teacher training? The government? NGOs? The Teachers Union?

- How frequent was in-service training? What topics did it cover?

Teacher Support

- Were teachers observed teaching? Who does the monitoring? Is there a standardized evaluation form? How was the feedback given?

- Are trained teachers assisting untrained teachers? How is it managed?

- Do the teachers have access to a copy of the curriculum? Do the teachers have access to copies textbooks or reference materials to prepare their lessons? Do teachers have access to exercise books for preparation?

- Are there materials available for evaluating/testing students? Is there a cyclostyle or other type of duplicating equipment in the school?

- Is there a blackboard? Is it large enough and in good condition?

- Does the school provide chalk or must teachers buy it? Record book for grades and attendance?

- Are there any teaching aids available in the school? Maps? Wall charts?

UNESCO Teacher Emergency Package (TEP)

TEP is designed as a quick response, selfsufficient «classroom.»

At **a practical level** it provides all the material needed for a class of students and a teacher (in a single shift) even where buildings do not exist.

The kit contains:
- Forty slates and seven boxes of chalk
- Forty pencils with erasers and eighty exercise books
- Ten blank scrabble sets (for four children per set, to utilise for language and number games)
- Cloth charts with the alphabet, a number chart and a multiplication chart
- A Teacher's Guide with a daily structured lesson plan in literacy and numeracy
- An activity book to accompany the lesson plans
- A set of story books for the teacher to read to the children
- Marker pens for marking the scrabble sets
- White and coloured chalk with a duster
- A tin of chalkboard paint and brush and a tape measure for the teaches to cerate a chalkboard
- A record book, attendance book, pens, extra pencils, erasers and a pencil sharpener

At a **support level** the Teacher's Guide provides the teachers with structured lesson plans in initial literacy and numeracy that enable them to teach even if they are untrained or semi-trained. In addition the teachers undertake training programmes in the use of the kit.

At a **psychological/emotional level** it provides the children with a stability of environment that may otherwise be non-existent. It allows for continuity of schooling in their own language and provides illustrations of their culture through stories, songs and games.

1. Education Kit

Teacher's materials	
Description	Quantity/kit
Bag, hand	1
Pen, ball-point, black	2
Pen, ball-point, red	2
Pen, ball-point, blue	2
Triangle, chalkboard 30/60/90	1
Triangle, chalkboard 45/90	1
Chalk, colours, box/100	3
Chalk, white, box/100	3
Book, exercise, A4, 96p.	2
Clock, wooden	1
Felt-tipped pens	2
Scissors	1
Tape-measure, 5m	1
Paint, chalkboard, black	2
Brush, paint, for chalkboard, 75mm	1
Metal/Plastic box for storage of kit components	1
Posters, laminated, set-3 (alpha, number, multiplication)	1
Compass	1
Ruler in both inches and centimetres	1
Set of plastic covered wooden cubes	1
Register book A5, hardbacked (for marks)	2
Duster	1
Student's materials	
Description	Quantity/kit
Crayon, box/8	40
Eraser, soft	100
Book, exercise, A/5, square, 48p	100
Book, exercise, A/5, ruled, 48p	100
Pencil sharpener	100
Pencil for slates	144
Pencil, HB	144
Bag, carrier	80
Ruler, plastic, 30cm, set/10	10
Scissors, child	40
Slate, student's, A4 (210 x 297 cm)	50

2. Recreational kit

Teacher's materials	
Description	Quantity/kit
Notebooks, A4	3
Pen, ball-point	12
Chalk, powdered, box/3kg	1
Handballs, senior size	2
Handballs, junior size	3
Whistles	2
Inflating + repair kit	2
Tape measure, 5m	1
Slate	2
Chalk, white, box/100	3
Hand bag + lock	1
T-shirt	1
Cap	1
Student's materials	
Description	Quantity/kit
Musical instruments (according to local practice)	
Coloured tabards (to distinguish teams)	20
Skittles	20
Volleyballs	2
Volleyball nets	1
Volleyball pots	
Footballs	2
Balls, small	5
Pickets with flag	6
Metal box with padlock	1

Click here to download: UNHCR Primary Education Procurement

Example:

Total procurements (summary table):

ITEM	UNITS
Desk (double, 120 cm length)	2,000
Stools (chairs)	4,000
Blackboard (1.5 x 1.0 m)	230
Blackboard stand	230
Storage cabinet (1.0 x 0.8 m)	230
Teacher's table (1.0 x 1.5 m)	230
Teacher's chair	230
Teacher's kit (See table below)	330
Student's kit (See table below)	6,000

Contents of Teacher's kit:

ITEM	UNITS
Chalkboard eraser	2 (pcs)
Chalk (white)	10 (bxs)
Pens (black)	6 (pcs)
Pens (blue)	6 (pcs)
Pens (red)	6 (pcs)
Pencils	10 (pcs)
Pencil sharpeners	2 (pcs)
Chalkboard ruler	1 (pcs)
Scissors	3 pair
Maps (world/regional/country)	3 (pcs)
Notebooks	10 (pcs)

Contents of Student's kit:

ITEM	UNITS
Pens (black)	5 (pcs)
Pencils	5 (pcs)
Pencil sharpeners	2 (pcs)
Pencil erasures	2 (pcs)
Rulers	1 (pcs)
Coloured pencils	5 (pcs)
Book bags	1 (pcs)
Notebooks	18 (pcs)

12 Enhancing Livelihood Strategies for Self-Reliance

A mother and her children at their family shop in Jembe Camp in Sierra Leone. Facilitating markets and trade is an important task in enhancing livelihood strategies. Photo: Eduard Compte Verdaguer

Chapter 12: Enhancing Livelihood Strategies for Self-Reliance

Introduction

Livelihoods of displaced persons are precarious. Although many basic necessities are often provided for in camps, rations and non-food items (NFIs) may be inadequate, subject to theft or may not suit local tastes. Displaced persons, like everybody else, try to improve and protect their livelihoods through a whole range of activities. In most camp situations, refugees and internally displaced persons (IDPs) explore and find many ways to contribute to their food and non-food items and often do so without any support. The contribution camp managers could make in improving the populations' overall living standards and self-sufficiency, are ample. The camp manager could identify and invite relevant agencies to provide skills training and income-generating projects based on an analysis of the social and economic context of the refugees and the local population. Even if these activities are not available, a camp manager should ensure a camp environment where positive livelihood strategies can more easily be facilitated.

«Positive» livelihood strategies could involve (garden) cultivation, small livestock breeding, trade, small-scale businesses, handicraft production and wage labour. «Negative» forms of livelihood strategies often involve prostitution, theft or gaining access to free goods through corruption or manipulation. Other negative forms of strategies are related to negative coping strategies which forces people to sell their income assets to be able to access other basic commodities such as food or health care. The strategies people choose depend on culture, capacities, resources, social mechanisms within the community, camp policies and the opportunities made available and promoted.

The promotion of livelihood strategies for self-reliance requires a specific set of skills, and camp managers can contribute to ensure that the responsible agency has the staff with the right competencies to deal with such interventions.

Responsibilities of Camp Management Team

Market Facilitation

Even without the input of a specialised agency, enhancing livelihood strategies in camps should always start with a thorough assessment of needs, resources, capacities, skills and socio-economic and political/legal background. The camp manager should know the the previous and present livelihood strategies of the population, where and how people save money, the local demand for certain goods and services, and the existing economic relations between the camp population and the host community.

Camps are often located in remote areas for a variety of reasons. Local markets are therefore more difficult to access for the camp population. Sometimes mobility and access are even more limited by police, lack of legal status or local government policies. When input from outside markets is constrained, it becomes more difficult for displaced persons to manage a profitable business within the camp. Other aspects to take into consideration are the level of poverty of the local population and the economic development of the refugee/IDP–hosting area.

- *Identification of community needs, capacities and resources:* The team must liaise with the various stakeholders and the displaced community to identify what are the needs of the community, what are the positive coping strategies and what are the skills and resources available to address some of the needs within, and around, the community.

- *Allocation of a central market place:* A central market place should be allocated within the camp where buyers and sellers can meet. It is vital to ensure that access to this market place is easy and safe during day and night, in particular for women and girls. The market as well as the access roads should be well lit during night. If possible, the market should be in a location easily accessible for both camp residents and local population so as to encourage social and economic exchanges, enlarge the market opportunities and the demand for goods and services.

- *Provision of a basic market infrastructure:* This infrastructure should include shelter, nearby latrines and facilities for safe trash disposal.

- *Establishment of a camp market committee:* Establishment of a camp market committee should be promoted. The committee should be responsible for planning, development and management of the market place, including issues related to waste disposal and hygiene (in particular when food is traded). The committee could also provide a forum to discuss business and related issues, both with the displaced and with the host community. The committee should ensure that women are equally represented.

- *Assessment of local opportunities:* The team should liaise with host community representatives, local government, development actors if present, and UNHCR (where appropriate) to assess the local market situation.

- *Promotion of economic relationships:* It is essential to promote economic relationships between the camp community and the local communities. Forums should be organised to bring host community representatives and the camp market committee members together to discuss business opportunities and access to local markets. It is important to clarify the issue of market taxes and set up a standardised and fair system for all.

- *Assessment of the availability of land:* It is recommended to assess the availability of land for small-scale cultivation. There should be liaison with host community representatives and authorities, UNHCR and the displaced community.

- *Consideration of food/cash-for-work type of programmes:* Food/cash-for-work type of programmes should be considered. These programmes could contribute to camp infrastructure or services. However, it should not jeopardize efforts for community mobilisation and ownership, especially in the development of community services such as market, community centres, schools, etc. Ways to involve host communities in these types of programmes should be looked at. Further, they can often be linked with skills development programmes.

Skills Training and Income Generation

Skills training and income-generating programmes are often provided in camps by an agency responsible for professional outside service. The types of training and income-generating programmes vary considerably depending on the camp population, culture and the socio-economic environment. The legal issues in relation to the right to employment, taxations, freedom of movement and access to economic opportunities will also influence the level of income generation. Training and income generation have both short- and long-term benefits. Training enables people to acquire relevant knowledge and to develop skills and expertise in profitable areas. Training has to develop marketable skills. It has been proven that skills that are not applied within the next few months of the training are very quickly lost. Skills training can have a variety of forms such as apprenticeship with qualified refugees or locals, on-the-job training, seminars and workshops or more formal training. Strategies should be put in place to ensure access for women and youth. Income-generating programmes often involve micro finance services or grants and are often accompanied by training in business management. The proper combination of training and grants or financial services facilitates the development of profitable micro businesses on the short term and reduces vulnerability for certain groups. When micro finance services are provided, complementary business training teaches people how to handle credit, how to save, to invest and to repay. To be successful, it is crucial that micro finance services are offered by partners with experience, and on the basis of micro finance best practices[1]. Promoting commercial activities and self-employment could benefit both the displaced and the host community. Certain types of training specifically aim to contribute to the host environment such as forestry programmes or road construction. Training and income-generating activities in camp settings may also help in restoring a sense of normality and is likely to have a positive effect on reducing stress and trauma. Being engaged in training or small-scale businesses could yet be another tool in preventing both forced and voluntary recruitment of people into armed forces.

> Camp residents who have completed the skills training should be given the opportunity to become trainers themselves. Training of trainers is a valuable investment that will benefit the community as a whole on the short and the long term.

In the long run, both provisions could stimulate people to find work related to their skills and experience. Furthermore, skills training, business training and the experiences from income-generating activities facilitate socio-economic reintegration into the country or area of origin. In Africa, specific rural oriented trainings such as gardening and crop cultivation also aim to motivate people to return to a rural livelihood as a response to the increasing urbanisation trend.[2]

The time span of trainings varies according to the type and the context. Within camp settings, the length of trainings is often limited to three to six months in order to enrol as many people as possible within a limited timeframe.

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1. Introduction to Micro finance in conflict-affected communities, ILO-UNHCR training manual, Geneva 2003
2. Manual on Training and Employment Options for Ex-combatants. International Labour Office (ILO). Geneva, 1997

- *Identification of needs for skills training:* The team should liaise with the responsible agencies and the displaced community to identify in which areas of training/income- generating activities there is a need. This can be done through guided discussions with the community. These discussions should identify the market reality and existing and new opportunities corresponding to the community's expertise and cultural values.

- *Equal participation:* It is vital that women participate equally in skills training and income-generating activities. On an on-going basis, it is important to ensure sensitisation on the need for female participation in this type of activities.

- *Development of community based day care centres:* One should initiate and develop day care centres or other alternative child-care arrangements to ensure continuing female participation.

It is vital to focus on vulnerable groups that have the capacity to be or become economically active. Liaison should be done with the responsible agency to organise training or income-generating activities specifically for groups that are more at risk, such as women-headed households, HIV/AIDS-affected individuals/households, youths and disabled persons.

- *Provision of additional schooling:* To be successful, skills training aiming at self-employment should be accompanied by literacy and numeracy as well as business management schooling, which provides people with basic knowledge on conducting feasibility studies, costing, marketing and/or financial administration and book-keeping.

- *Exploration of marketing opportunities and resources:* It is vital to coordinate with the responsible agency when assessing the local demand for commodities and services and the availability of natural resources and raw materials.

The camp management team could stimulate self-reliance through training and income-generating projects. In Sierra Leone, tailoring is a popular part of the vocational training. Photo: Toril Skjetne, NRC

- **Standardisation of approaches:** It is essential to coordinate with the relevant agencies to avoid duplication and to standardise the different approaches on incentives, provision of materials, certification and length of training.

- **Context specific new products:** Opportunities should be explored to develop and utilise new products and technologies – context specific – that could improve construction methodologies or agricultural techniques.

- **Fair selection:** The selection of camp residents must be fair. It is important to support the designated agency in the identification of the appropriate trainees amongst the camp residents.

- **Host community participation:** It is vital to promote the involvement of the host communities in certain training or income-generating programmes, either as trainees or as trainers.

- **Investment in trainers:** It is necessary to liaise with the responsible agency and promote the incorporation of a training-of-trainers programme in the overall skills training programme.

- **Training facilities:** Adequate training booths and storage facilities must be identified and allocated.

- **Safe storage:** The team must ensure a secure storage of tools, equipment and materials.

Toolkit

Assessment Questionnaire Checklist
Even when a service provider is not (immediately) available, promoting and supporting positive livelihood strategies is the concern of any camp manager. A thorough needs assessment is needed. This checklist (courtesy of Action for the Rights of Children (ARC) programmes in Sierra Leone) assists the camp manager in assessing needs, backgrounds/experiences, local (host community) economic activities, local demands and existing (or potential) economic relations between the camp population and the host community.

Sheet for Supervision, Monitoring and Evaluation of Skills Training Instructors
The level of involvement of camp management agencies in promoting livelihood strategies varies widely between agencies and camps. Even when the camp management role is limited to a supportive one, monitoring of the many activities within the camp is among the manager's responsibilities. Training of trainers is a valuable investment on the long and on the short term and should therefore be promoted. Displaced persons who have successfully completed the skills training course should be offered opportunities to become teachers themselves. This evaluation sheet is used to evaluate the newly trained instructors' performance.

Memorandum of Understanding (MoU)
A sample of a MoU between the camp management agency (CMA) and a local skills training provider (STP). In this example, the agreement applies to the equipment, which is purchased by the camp management agency. It also outlines the terms of reference (ToR) for the use of the skills training centre within the camp and applies to the incentives paid to the skills training teachers by the camp management agency.

Essential reading and references

- **International Labour Office (ILO). 1997.** *Manual on Training and Employment Options for Ex-combatants.* ILO, Geneva

- **International Labour Office (ILO). 1992.** *Guidelines for employing disabled workers on road, irrigation and agricultural works.* **ILO, Geneva**

- **ILO – UNHCR training manual, 2003.** *Introduction to micro-finance in conflict-affected communities*

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- **SPHERE Project.** *Updated guidelines that address livelihood strategies* **(2003)**

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- **Inter-Agency Standing Committee (IASC) 2003:** *Guidelines for HIV/AIDS interventions in emergency settings*

- **International Rescue Committee. 2003.** *Protecting the Future. HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

- www.ilo.org
- www.sphereproject.org
- www.unhcr.ch
- www.theirc.org

Assessment questionnaire checklist

1. Refugee/displaced people businesses and skills
- Identify types of capital the displaced community rely upon to secure livelihoods. (e.g. human, financial, physical, natural, and social).
- Identify the existing business skills among the displaced population.
- Identify the types of businesses people are engaged in (e.g. trade, production, services, handicrafts).
- Identify the areas in which the displaced wish to gain knowledge/experience.
- Identify the saving methods people apply.

2. Alternative Livelihood strategies
- Assess the level of security in the camp.
- Identify possible alternative strategies such as prostitution, theft.

3. Camp Market
- Identify where products are being bought and sold.
- Central market in the camp.
- Check for proper roofing of market facilities.
- Check for sufficient space.
- Promote fair allotment of stalls.
- Sufficient latrine and proper waste disposal facilities must be constructed near market place.
- Identify how entrepreneurs in the camp have organized themselves.
- Assess whether a market committee already exists.

4. Local Markets
- Identify local perceptions/attitude towards the displaced population.
- Assess the attitude of the local entrepreneurs and local government official towards the displaced population.
- Assess the ability of refugees/IDPs to travel to local markets. Identify possible obstacles.
- Assess whether local entrepreneurs visit the camps to buy or sell goods. If not, identify what the obstacles are.

5. Labor market
- Assess which types of local employment (day labor)-opportunities are available for camp residents.
- Assess the average wages refugees/IDPs earn locally.
- Compare the average wages for refugees/IDPs with the wage levels among the local community.
- Taking into account food and non-food item subsidies, assess with service providers what an appropriate wage in the camp should be.

6. Agriculture

- Assess with service provider/UNHCR/local authorities whether land is available for agriculture.
- Assess water availability for agriculture.
- Assess the availability & capacity of local markets and camp market to sell crops.
- Identify the type of crops the refugees/IDPs grew in their home countries/areas.
- Identify what crops are traditionally raised in the host environment.

7. Programming

- Identify the types of NGO income generation/skills training/agricultural programs that exist in the camp.
- Identify which programs existed in the past. Identify which programs were successful and which failed and why.
- What are the capacities of the present NGOs that work in the camps and what are their capacities?
- Identify what types of training/income generating programs the refugees/IDPs are requesting.

Supervision, monitoring and evaluation of Skills Training Instructors

Performance Evaluation Sheet

Name of Instructor:…….…….…….…….…….…….…….…….…….…….…..
Class Capacity:…….…….…….…….…….…….…….…….…….…….…….…
Skill Training Area:…….…….…….…….…….…….…….…….…….…….…..

Evaluation is based on observations which are listed below:

	Good	Satisfactory	Need Improvement
Goal and Objectives of Training Explained Clearly			
Lesson Introduction			
Class/Training Organization			
Presentation of Materials and Tools			
Communication with Participants			
Knowledge on Subject Matters			
Safety Approach and Awareness			
Care/Eye Contact with individual Participants			
Lesson Contents			
Participants' level of understanding			
Patience and Flexibility			
Timeliness			
Total Review:			

Additional Remarks on Instructors Performance:
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Evaluator:…….…….…….…….…….…….…….…….…….…….…….…….…….…….…….…….…….…….…….
Date:…….…
Recommendations for Follow-up:…….…….…….…….…….…….…….…….…….…….…….…….…….…….

Source: adapted from Cause C anada/SLOIC joint program, Sierra Leone. With permission

Memorandum of Understanding

-

Camp Management Agency   Skills Training Provider

This letter of understanding is written to establish a written contract between the camp management agency (CMA) and the Skills Training Provider (STP), of the host community and the Refugee/IDP camp; for the supply of training materials and their use at the Skills Training Center at the Refugee/IDP camp. The contract also outlines the terms of reference for the trainers who will receive incentives from the CMA for their work at the center.

The agreement applies to the procurement, use, maintenance, access implementation and final placement of equipment purchased by the CMA for the STP. In addition, trainers at the center who receive incentives at the center are required to cooperate and abide by the standards outlined in this memorandum. Cooperation and agreement with the following procedures, including maintenance of accurate documents by the STP determines the continued relationship between the CMA and the STP. The CMA remains the right to terminate this memorandum of understanding and take back the materials and cease payment of incentives at any given time if the terms of the agreement are not kept.

This agreement applies to equipment purchased by the CMA for use at the Skills Training Center and to the incentive funding of the skills trainers.

Terms applying to tools and equipment:
1. Project tools and equipment remain the property of the CMA until such time said tools and equipment are formally signed over to whichever party the CMA deems the most appropriate.

2. After signing over by the CMA, the project materials will not be sold, distributed or divided until after the closure of the refugee/IDP camp by UNHCR and the government organization, or by mutual agreement with the CMA and the recipients at said times.

3. Project tools and materials are for registered trainers and trainees' use only. No outside commercial applications are permitted.

4. Only officially enrolled participants will be allowed access to the tools and materials donated by the CMA.

5. Request for another agency support of equipment and material inputs are coordinated with the CMA to avoid duplication of services and inputs to the community.

Terms applying to classes, instruction and trainers receiving incentives from the programme:

1. Class content must be appropriate to skills of those enrolled in the programme. Classes will last a minimum of three hours, and be offered five days a week (Monday through Friday) at the Skills Training Center at the refugee/IDP camp. These lessons will begin on June 1 and last three months, ending August 30. Agreements for new classes and a memorandum of understanding will be evaluated at that time.

2. Total enrollment in each class must make up 70% (seventy percent) of beneficiaries from CMA's registered refugee/IDP caseload. Priority for enrollment should be given to single headed households, vulnerable, separated youth, and «at risk» persons.

3. At the end of each week, the sign-in sheets for the training sessions must be handed over to the Community Services Coordinator.

4. Trainers will be responsible for keeping record and ensuring that that the sign-in sheets are filled out completely. If at any point the sign-in sheets are not completely filled out or appear fraudulent, or if upon spot-checking the classes are not taking place, the CMA will refuse payment.

5. Each trainer must agree to carry out with respect to CMA, security concerns, protocols and established policy inclusive of ensuring the safety of the CMA's beneficiaries from exploitative relationships.

Signed for CMA   Signed for the STP

_____   _____

Place   Date

_____   _____

Budding Armenian footballers. Engaging youngsters in constructive activities alleviates boredom, but also addresses protection issues such as delinquency, sexual violence, STDs and drug or alcohol abuse. And it's fun, too!
Photo: Terje Marøy, NRC

Chapter 13: Youths and Recreation

Introduction

Youths and adolescents are at particular risk during displacement because of their dependency and vulnerability. Unlike adults, they are still developing and therefore have different needs and priorities. During displacement, families and communities often have no choice but to abandon their normal methods of socializing and teaching their youths. One of the consequences of displacement for youths and adolescents is the serious disruption of the normal stages of social and psychological development. This disruption in normal development dramatically affects how adolescents make their transition into adulthood; their development of necessary social skills, attitudes and ways of thinking.

Although an age chronology is sometimes used to identify various stages of development, there are often no fixed ages to describe «youth» or «adolescent». Other factors than age also determine who is a child, an adolescent or an adult. Factors such as gender, marital status, traditions or the economic capacities are much more important than age in some societies. Independent of any cultural determinations, adolescents and youths are considered to be under 18 years of age and still have specific needs for guidance and attention. *(See chapter 6: Child Protection for the definition of children).* Making the distinction between children and adolescents is important. Adolescents in camp surroundings may face some of the same problems as children in terms of their development, but many aspects of adolescent life differ much from those of children. The particular needs of youths and adolescents are often overlooked in assistance programmes.

Youths and adolescents living in camps are more vulnerable to:
- forced or voluntary recruitment
- forced labour
- poor access to education
- sexual violence and exploitation
- contracting HIV/AIDS and other sexually transmitted infections (STIs)
- becoming pregnant
- lack of access to reproductive health and other health care
- facing adult-like responsibilities without sufficient support
- crime
- alcohol and drug abuse

There are many advantages in actively involving youths in recreational and other camp activities. In an environment where activities for youngsters are promoted and where this group is actively involved in developing these programmes, adolescents are less likely to become involved in disruptive and negative activities that could affect camp operations or even camp stability. A comprehensive youth programme will reduce idleness, and boredom. It also addresses protection issues such as delinquency, theft, sexual violence, STIs and HIV/AIDS, as well as drug or alcohol abuse. Youth programming can also be a positive basis for interaction with the host community, creating opportunities for peace-building and conflict resolution.

It is for these reasons that youth programming in the camp setting is so important. Programmes that involve and benefit youth often provide necessary developmental activities and support, normally guaranteed by the family and the community. Proper youth programming will provide physical protection and will contribute to the psychosocial development of adolescents.

In developing youth programmes, the following subjects should be considered:

- Reproductive health
- Youth leadership and empowerment
- Conflict resolution
- Literacy and catch-up classes
- Skills training
- Social, cultural and recreational activities and games

Responsibilities of Camp Management Team

Camp Layout and Programming

Camps need free space where children and youth can grow, discover and play. Each camp manager should provide sufficient play and recreational space in the overall campsite design, and development should take place in close collaboration with youth and children representatives. In allocating and developing these sites, all possible aspects related to safety and protection must be a priority. A particular gender-sensitive HIV/AIDS perspective should be kept in mind.

▷▷▶ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Safety aspects of facilities:* The team should ensure that all safety aspects of the playgrounds are considered. This involves assessing access roads, exits and distance to the housing areas. Sites and access roads should be well lit at night. Sports- and playgrounds require sufficient water facilities. Thus drinking water and separate washing and latrine facilities have to be nearby, with a safe access. Sufficient privacy for girls has always to be assessed. *(See chapters 5: Protection; 6: Child Protection; and 7: Gender-Based Violence).*

- *Focus on multipurpose sites:* Recreational spaces or «centres» should provide opportunities for various types of plays and activities.

- *Child-care facilities:* It is important to promote the development of a child day-care centre close to the recreational sites. In particular, unaccompanied adolescent mothers should be encouraged to participate in recreational activities.

- *Site rules:* Rules and norms on site maintenance and proper use must be established. These rules should refer to opening hours, which activities are permitted and when, reservation opportunities as well as maintenance and cleaning arrangements.

- *Equal participation:* All groups should be represented in youth programming. It is important to include disabled adolescents throughout the planning stages and in the various activities. Where needed, activities must be adjusted in such a way that disabled youths can be stimulated to participate.

- *Consideration of age and gender:* The expectations of girls as compared to boys are different in many cultures. In particular, adolescent girls are often kept home to help with domestic activities. An equal involvement of adolescent girls can be achieved by organising female-oriented games. This can be done in liaison with the responsible agency (when available), the community services officer and the various camp committees. In addition, involving the elderly could be a good way to bring different generations together.

- *Community sensitisation:* Activities that encourage the participation of girls must always be paired with community sensitisation on why this is important. There should be liaison with the responsible agency/community services officer on this matter. Safety issues, and possibly also the separation of sexes (in certain cultural contexts), must be carefully considered in promoting female participation and developing sensitisation strategies.

> The camp management team should celebrate significant national holidays of the displaced community, festivals and marches as well as international holidays. This is specifically important for people outside their own country as a way of preserving their own traditions. These celebrations could be linked to various recreational events and games.

Involvement of Youths

Successful youth programmes depend heavily on the involvement of youths and adolescents in all stages of organisation and planning. Their involvement will recognise their needs, and knowledge, and will stimulate a positive interaction with the camp management team. All the different groups among the camp's adolescents should have a voice in designing these programmes.

▷▷▷ ⊳ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Promotion of youth leadership:* The team should work with the youth leadership structures already in place in the camp. If not existent, establishment of a youth committee (run by youths for youths) should be promoted, making sure that this committee is recognised by other committees and the community leadership.

- *Promotion of discussion forums:* In many camp situations, youths express feelings of being ignored. Creating a forum for youth leaders and camp elders where specific youth concerns and issues could be addressed may be a stepping stone in better coordination and cooperation. Workshops are another good way to disseminate information and identify and discuss concerns.

- *Youths as peer educators:* Properly trained peer educators (youths educating other youths) can in an effective way conduct for example HIV/AIDS prevention and care efforts. For many young people, their peers serve as a major source of information on sexual issues. Peer educators are very effective in reaching individuals and groups at particularly high risk.

> All children and youths have the right to play and enjoy recreational activities. Youths should be allowed to choose and coach the sporting activities of their choice. With the proper guidance and leadership training, the youth committee can plan, organise and implement special events or celebrations largely on their own.

Linking with Other Responsible Agencies

- *Harmonisation and coordination of activities:* Where multiple agencies are working with youths, activities should be harmonised and duplication avoided. This is particularly important in relation to education. After-school activities should be coordinated with the agency providing education.

- *Host community involvement:* Involvement of host communities and other camps in recreational and competitive games should be encouraged. Reaching out to host community youth groups is essential for success in organising joint programmes and developing strategies.

- *Facilitation of transportation:* It is important to facilitate and support transportation of people to and from events when competitions are organised outside the camp.

Girls from Alina Camp in Ingushetia performing at the youth club. Photo: Roald Høvring, NRC

Assessment Tool: Questions for semi-structured interviews with adolescents in the gathering areas aged 13-17 years

This questionnaire (adapted from Angola Child Protection Assessment) is a helpful instrument to collect views and ideas from displaced adolescents between 13 and 18 years, in areas of health, protection, hopes, safety, participation etc. This questionnaire is helpful in the earlier stages of a camp setting when knowledge about this particular group is still limited. It aims to identify various issues and needs that must be considered when developing programmes and activities for this particular age group. It could also identify the needs for a youth committee and the terms of reference for youth committee members (re: skills, background, needs etc). The questionnaire, which addresses a few sensitive issues such as drug abuse and prostitution, should be used by people who are properly instructed on its use, documentation, discretion and confidentiality. The camp manager could involve the agency providing education or the social workers within the camp (when available). The community services officer should be involved on how to provide a proper instruction.

Youth Programming in the Refugee Camp Setting – Resources and Best Practices (IRC)

Provides very helpful ideas and resources for promoting youth empowerment in crucial areas such as education, recreation, skills training and camp–host community collaboration. This document has been developed by the IRC/sub-working group on education, recreation and youth in Sierra Leone.

Width and dimensions of football fields, volleyball courts and basketball courts from NRC Youth Pack

These drawings provide correct measurements and layout for designing fields and courts for various ball games, such as football, volleyball and basketball.

Essential reading and references

- **Klein, S. 1999.** *How to Guide «Youth on the Move»: Activities for Refugee Adolescents.* **For International Rescue Committee (IRC), Children in Armed Conflict Program**

- **Advocates for Youth. 1995.** *Life Planning Education: A Youth Development Program.* **Washington**

- **Women's Commission for Refugee Women and Children, Participatory Research Study with Adolescents and Youth in Sierra Leone. 2002.** *Precious Resources: Adolescents in the Reconstruction of Sierra Leone*

- *Life Planning Skills: A Curriculum for Young People in Africa.* **1996. Program for Appropriate Technology in Health (PATH)**

- **Jewkes, R., Cornwall, A.** *Life Skills/Peace Education Curricula Resources: Stepping Stones Reproductive Health Curriculum.* **South Africa, CERSA, Medical Research Council, Planned Parent Association of South Africa (PPASA), adapted by Rachel Jewkes and Andrea Cornwall**

- **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

- **Save the Children-UK. 2002.** *HIV and Conflict: A double emergency*

- www.righttoplay.com
- www.unhcr.ch
- www.unicef.org
- www.womenscommission.org
- www.child-soldiers.org
- www.icrc.org
- www.theirc.org
- www.savethechildren.org.uk

QUESTIONS FOR SEMI-STRUCTURED INTERVIEWS WITH ADOLESCENTS IN THE GATHERING AREAS AGED 13-17 YEARS

A. GENERAL

Respondent is: Boy ☐   Girl   ☐

1. How old are you?
2. Where did you arrive from?
3. Did you arrive with your parents/family members?
4. Could your describe your journey?
5. How long have you been here?
6. Are youth still arriving here? From where have they come?
7. Are youth leaving from here? Where are they going to?
8. Are there any youth acting as household heads for their siblings?

B. REPRESENTATION
1. Are there any youth represented on leadership structures? Is yes, how many and what is there role(s)? If no, how do youth have issues of concern addressed?
2. Are there any youth groups? If yes, how many and what do they do?

C. SECURITY
1. Are there any parts of host community/camp that are unsafe for young people? If yes, where and why?
2. Do you feel safe/unsafe in (parts of) this camp?
3. What are the major areas of concern for young people? Why?
4. Are there landmines in this area?
5. Where are they located?
6. What do they look like?
7. Do you know of any children who have been injured from landmines in the last 12 months? If yes, how many?
8. Do you know what the children were doing at the time they were killed or injured by a landmine?

D. HOPES/ DREAMS
1. If you could wish for 2 things what would they be?
2. What do you dream at night?
3. What would you like to do in the future? How would you like to achieve this?
4. What –if you could- would you like to change in your life right now?

E. PSYCHOSOCIAL
1. Do you know whether there are any youth engaging in risk behaviour including unprotected sex and drug usage? If yes, how many (age and gender)?
2. If youth are taking drugs- What age are they when they begin and what type of drugs do they use?
3. What are some of the problems faced by young people in this community?
4. Who do you/young people go to when they have a problem or concern?
5. What services/ activities exist in the community for young people?
6. What do you like to do to relax? Have fun? (solicit for type of activity and location in the community)
7. If you do something wrong, what do your parents/ foster parents/ guardian do?

F. HEALTH
1. At what age do girls get married? Boys?
2. At what age do girls have their first child?
3. Are there any girls in the community who are not married but have children?
4. Are there any services in the community to support unwed mothers or teen mothers?
5. What are the major health problems for young people?
6. Where do youth go when they are sick?
7. If youth are in school is reproductive health taught? If no, do they receive reproductive health messages (HIV, safe sex, etc.) from somewhere else (clinic, parents, other.)? (please specify)
8. Is rape and sexual abuse common among young people? If yes, please identify prevalence.

G. EDUCATION
1. Do you go to school? If yes, why? What grade? How often? If no, why not?
2. What are reasons for young people not attending school regularly? Are there any obstacles preventing youth attending school?
3. Is there a school nearby?
4. For those attending are there any problems and if so what are they?
5. For the girls- are there any particular problems with teacher or other students at school?
6. Are there any recreational programs at the school? What are they? Do you attend? Why/ why not?

H. RECREATION
1. What activities like games and sports did you do before arriving in the camp?
2. What kind of activities are you and your friends doing in the camp now?
3. What kind of activity would you really like to do within this camp?
4. Do you feel that there are enough opportunities for you and your friends to play/hang out/have fun?
5. Do you have enough free time to do these kind of activities?
6. What do you think should improve for youths like you within this camp?
7. Do you think that you/girls of your age have the same opportunities to enjoy these activities and games?

I. VULNERABILITY

1. Are there any groups of young people who are in particular need? If yes, which ones and why?
2. What issues or problems most affect the youth in this community? (please circle for responses below)
   - being orphaned
   - recruitment into the fighting forces
   - abduction
   - forced labour
   - physical abuse
   - sexual exploitation
   - other_____ (please specify)
3. Do you know of any youth of your age in the camp who have disappeared? (Number/ Gender)
4. If yes, what do you believe was the cause?
5. Where do you think they are now?
6. Are there any youth who have moved to other placed to work? If yes, what type of work?
7. How did they find this work?
8. Did they pay anyone or did they receive any money to find work for themselves?
9. Do you know whether any girls or boys engage in prostitution?
10. Is yes, how many boys? How many girls? What is their average age?
11. Do you think that life in this camp is more difficult for girls of your age? If yes, why?

J. UNACCOMPANIED

1. Are there many unaccompanied youth in the camp? How many (breakdown age/ gender)?
2. Where do they live? Who cares for them?
3. Do any of them live outside the camp?
4. Do you know how they lost their parents/ caretakers?

K. CHILD LABOUR

1. Do you work? If yes, what do you do?
2. What/how much is your profit?
3. Do other youngsters of your age work?
4. What kind of work do they do? Where? How often? For whom? (ask about home responsibilities as well)
5. Why do youth work?
6. How does it benefit the family?
7. What do you and others of your age have to give up to do this work?

L. DISABLED

1. Do you know of any youth in the community with physical and mental disabilities? (How many by age and gender)
2. Where have you seen them?
3. What type of disabilities do they have?
4. Are any of these youth with disabilities attending school or other recreation/ community activities? If yes, which ones. If no, why not?
5. What services are being provided for youth with disabilities? What services are being provided to the families of youth with disabilities?

M. SEPARATED CHILDREN/FOSTER CHILDREN

1. Are there any youth in this community separated from their parent or guardian? If yes, how many (by age and gender)?

2. Where do these youth live? With whom?

3. How did the youth find this place to live?

4. Are there any support networks or groups for the separated children/ children in foster care and the foster families? If yes, type, target group and service provider?

N. CHILDREN IN CONFLICT THE LAW

1. Are there youth in this community who have been in conflict with law? If yes, how many and what age and gender?

2. For what types of crimes have youth been arrested?

International Rescue Committee – Youth Programs

Youth Programming in the Refugee Camp Setting – Resources and Best Practices

Developed as part of Camp Management Toolkit Project
Sub-working Group on Education, Recreation and Youth

In the Women's Commission for Refugee Women and Children (Women's Commission) study entitled Untapped Potential: Adolescents Affected by Armed Conflict – A Review of Programs and Policies[1] the following were identified as particular risks for adolescents affected by armed conflict or in a refugee setting:

- Increased risk of being recruited into military service
- Low attendance rate in school
- Increased incidence of economic exploitation
- Increased incidence of sexual abuse among females
- Higher risk for contracting HIV/AIDS and other STDs, Increased incidence of pregnancy or rape
- Less access to information on reproductive health and other health care
- Less access to opportunities to learn a trade
- Increased adult responsibilities without sufficient support including the responsibility of caring for younger siblings

It is for these reasons that youth programming in the camp setting is more than luxury for youth but a matter of protection. IRC Youth Programs has implemented youth programming in three refugee camps in the south east region of Sierra Leone, West Africa: Gerihun, Gondama, and Jembe. This document is meant to serve as a guide to «best practices» in developing youth programming as well as provide some resource information for doing so. The «best practices» and resources described here take into account all the risks identified above and propose strategies to address and reduce these risks.

Programme approach - youth empowerment

The Women's Commission recognizes youth empowerment, or involving adolescents as active participants in the design, implementation and evaluation of interventions on their behalf, as an approach that is increasingly recognized by decision makers as important to effective programming on the behalf of children and adolescents[2]. The concept of youth empowerment can be operationalized in several ways:

- Promote Youth leadership – Work with the youth leadership structures already in place in the camps (i.e. Youth Executive Committee)

- Form youth working groups, committees or clubs to address the youth identified need areas. Youth will have the responsibility of prioritizing needs and coming up with strategies to address needs assigned to their committee (i.e. Youth Education Club, Youth Skills Training Club, Youth Outreach Committee, Youth Recreation Committee

- De-emphasis or creative use of incentives – Youth programming have been created in the past that have emphasized the use of incentives to get youth to participate or facilitate a particular activity. Incentives are not sustainable. Building the capacity of youth, to plan and implement programming for themselves is sustainable. Service learning (learning and building capacity through service) and community service are can be used as models to instill a sense of ownership and responsibility when addressing youth concerns.

- Promote income generating – Skills training should be seen as a route to self-sustainability. In deciding which skills training activities to offer, a market analysis should be conducted to determine which trades have the potential to generate income. Facilitators should be able to generate income for themselves using the trade. Programme support can be provided for production costs and business management skill building.

Youth Empowerment/Assessment Tool Resource:
∗ Consortium Angola Child Protection Assessment
  - Questions for semi-structured interviews with adolescents to assess their needs
    from their own perspective – see attachment
  - Questions for semi-structured interviews with community and/or youth leadership - see
    attachment

Programme components

Education
- ***Academic Support*** – Using the service-learning model, volunteer tutors can be recruited and trained to provide support for small groups of youth. Benefits for volunteer tutors could include comprehensive training with certificates and an opportunity to apply for a pogramme sponsored scholarship for secondary school.

- ***Monitoring School Attendance*** – In collaboration with local teachers, parent's association or implementing partners in education and the school system, pogramme staff can be assigned to follow up and counsel youth not going to school.

- ***Promote access to senior secondary and tertiary institutions*** – Funding for senior secondary school scholarships can be made available to provide scholarships to senior secondary boarding schools if a local senior secondary school is not available. Distance learning courses are available to help prepare students for the WASCE exam to enter university. Payment of scholarships, courses and exam fees can promote access to higher learning as well as serve as creative incentives for youth involved in serving their community in the camps.

Education Resources:
∗ IRC – Education Classroom Assistant Protection Toolkit Training Manual – currently being developed by Anne Fitzgerald, IRC Consultant (May 2003). This curriculum can be used to train potential youth tutors.

∗ ADEO – A Kenyan INGO that offers distance learning courses for youth to prepare for the WASCE exam; Contact: Mrs. Felida Asaava, Education Coordinator, 10 Swaray Street, Kenema, Sierra Leone

Skills Training
- ***Use Community Expertise and Resources*** – Identify local community members and organizations already skilled or doing skills training. Community members can facilitate and run skills training programming with material support (i.e. tools, equipment, etc). A «Memorandum of Understanding» can be signed between the programme and the organization documenting the material support and providing assistance for income generating projects for facilitators.

Skills Training Resources:
* IRC – Youth Programs sample «Memorandum of Understanding» to be used to contract with community groups to do skills training– see attachment

* ARC International – An INGO with microcredit programming and able to offer business management skills training including how to do market surveys. Microcredit loan pogramme not available to refugee population. Contact: Marcella Willis Microcredit Program Coordinator 16 Riverside Drive, Off Kings Harman Road, Brookfields, Freetown, Sierra Leone

Recreation/Culture
- ***The Right to Play*** – All children and youth have the right to play and enjoy recreational activities. Let youth choose and coach the sporting activities of their choice. With the proper guidance and youth leadership training, the youth recreation committee or club can plan, organize, and implement special events or celebrations.

Recreation Resource:
* «Right to play» formerly known as Olympic Aid – Sub-office to open in Kenema, Sierra Leone, May 2003. This organization can provide youth coach training and provide material support for sports activities. «Conflict Resolution» and «Promoting Good Sportsmanship» curricula are also available.

Life Skills/Peace Education
- ***Workshops and Sensitisation Campaigns*** – There are several curricula that address a number of youth concerns and issues. Workshops and sensitisation campaign are the forum to disseminate this information:

Life Skills/Peace Education Curricula Resources:
* Stepping Stones Reproductive Health Curriculum, published in South Africa by CERSA, Medical Research Council, and Planned Parent Association of South Africa (PPASA), adapted by Rachel Jewkes and Andrea Cornwall

  How to guide «Youth on the Move»: Activities for Refugee Adolescents, developed and written by Sam Klein, consultant for IRC Children in Armed Conflict Programme, June 1999

* Life Planning Education: A Youth Development Programme, developed by Advocates for Youth, Washington, DC USA

* Life Planning Skills: A Curriculum for Young People in Africa, Programme for Appropriate Technology in Health (PATH), December 1996

Collaboration between Camp and Host

- ***Outreach to host community youth groups and leadership*** – Outreach and sensitisation in the host community is essential The host community should be encouraged to participate in all activities planned for camp youth.

Other Resources:

∗ *Precious Resources: Adolescents in the Reconstruction of Sierra Leone,* Women's Commission for Refugee Women and Children, Participatory Research Study with Adolescents and Youth in Sierra Leone, April – July 2002

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1. Women's Commission for Refugee Women and Children. Untapped Potential: Adolescents Affected by Armed Conflict – A Review of Programs and Policies, January, 2000
2. Ibid.

The Field of Play
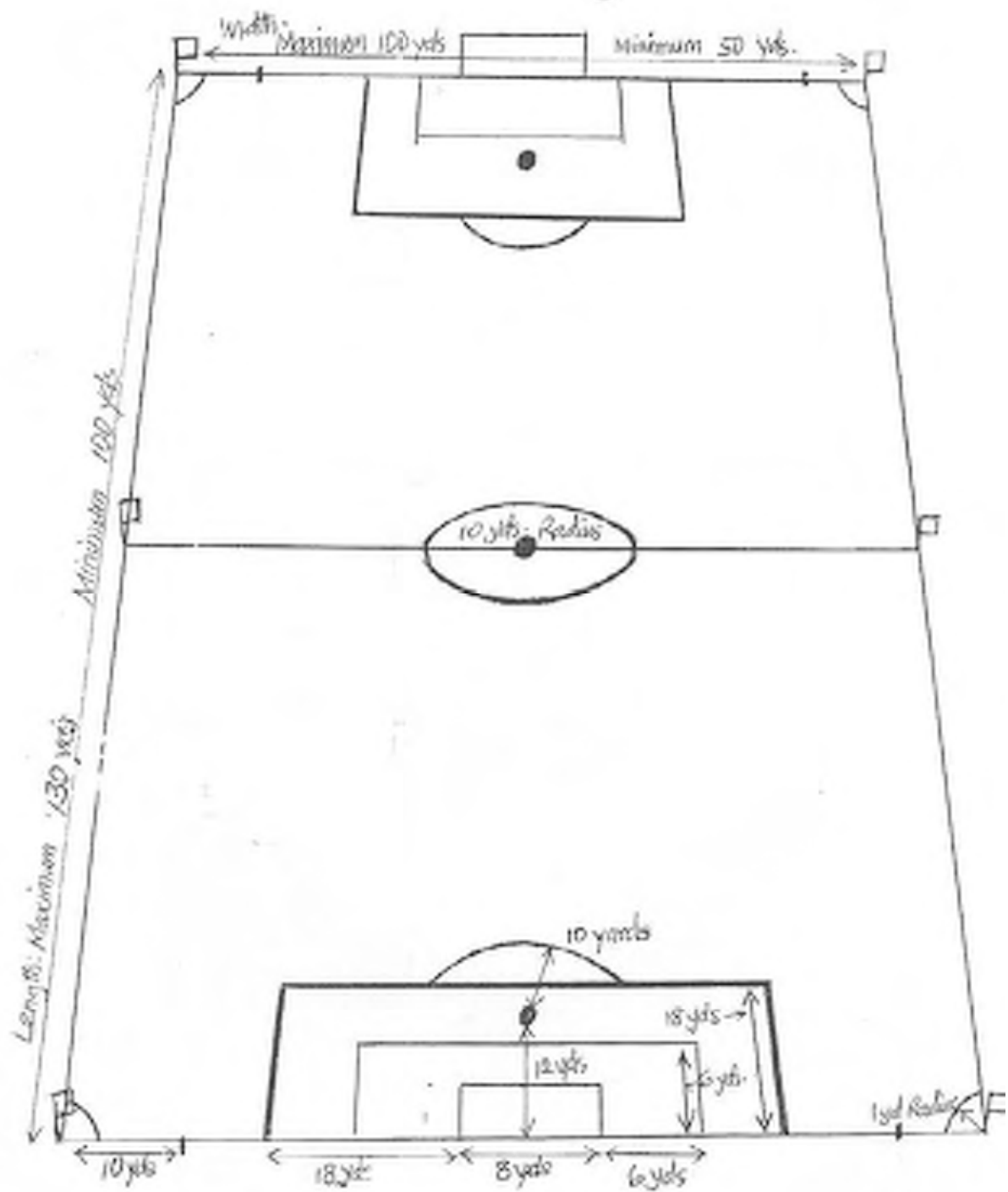
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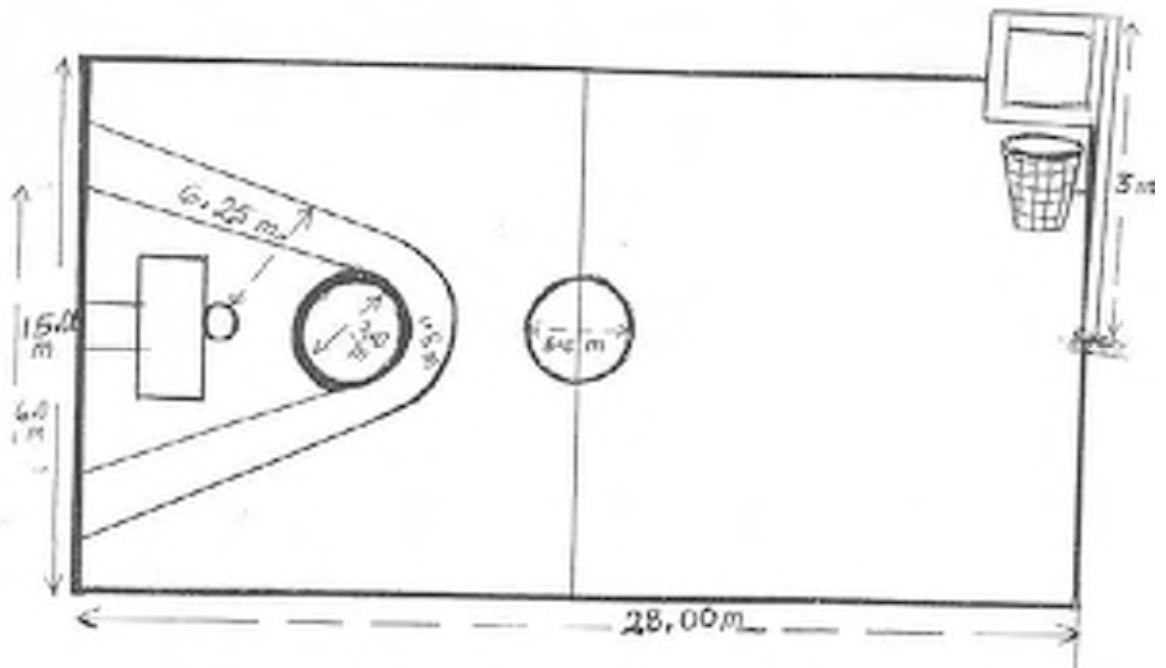
PE. 2.1

A 'New Combe' Court

PE. 1.2

PE. 1.3

A Volley Ball Court
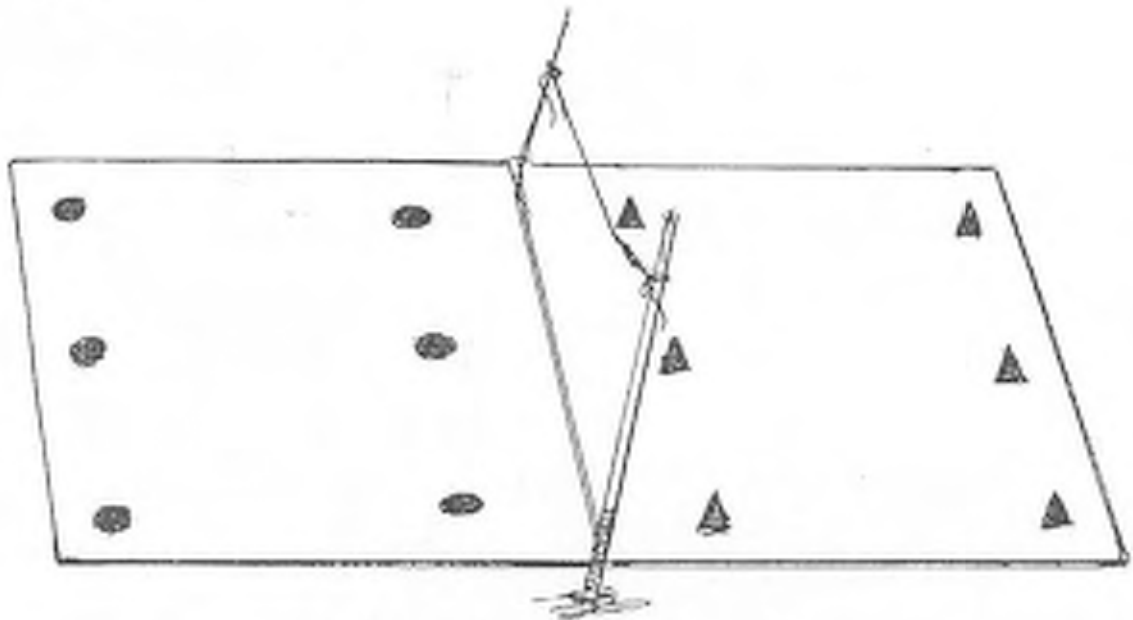
A young Colombian being examined by a MSF doctor. Camp management teams should liaise with health NGOs and local medical staff to ensure access to essential health services for camp residents. Photo: Juan Carlos Tomasi, MSF

Chapter 14: Health Care and Health Education

Introduction

Protecting and promoting health care in a camp setting requires that the camp manager makes certain that all camp residents have access to the essential services of a health care system. WHO defines health as «a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity». When working with refugees, the camp management team should monitor that camp residents have access to the national health services of the host country/ community. Sometimes supplementary health mechanisms must be established specifically for vulnerable populations. As with other aspects of camp management, special efforts are always required to address the unique health needs of women and children.

> **Who to work with?**
> - Health NGOs, hygiene promotion NGOs
> - District medical officers from the local government
> - WHO, UNICEF, UNHCR
> - Camp residents

Irrespective of who provides health services, the health risks unique to a camp setting must be recognised, and appropriate safeguards put in place. Children under five years of age usually constitute 15-20 % of a displaced population and are the group at greatest risk. The special hazards to camp populations are often linked to over-crowding in shelters, poor nutrition, unsafe water, unsanitary environments, injuries, disruption or absence of basic immunisations against vaccine-preventable diseases such as sexually transmitted diseases (STDs), measles, poliomyelitis, whooping cough, tetanus, diphtheria, tuberculosis and hepatitis B. Particular measures for HIV/ AIDS-affected individuals/households are difficult to implement due to risk of stigmatisation and/or isolation of the group concerned. If such measures are introduced, it is necessary to combine them with sensitisation of the camp population.

The unfortunate fact is that no health care infrastructure or medical personnel will adequately protect the health of camp residents if the camp population does not have access to medical services. Camp residents should be assisted to realise their right to health. Camp managers can help residents achieve this right by ensuring that designated agencies implement community-based primary health care services, by promoting communication with the community, monitoring risks and establishing preventive health interventions in the interconnected sectors.

The two most important tasks for a camp management agency are:
1. to ensure that appropriate health care is available to all camp residents
2. to make certain that, from the onset of a refugee/IDP emergency, the dependable health assessments and monitoring mechanisms are put in place by UNHCR or an international health agency.

> Epidemiological surveillance is particularly important in health management for the collection of basic data, identification of disease patterns, determining health risks and defining appropriate actions, and for early warning of epidemic outbreaks. The camp management team should ensure that the health agency is sufficiently prepared, equipped and has plans in place to respond rapidly to the multitude of potential epidemics that can strike a camp.

In post-emergency health programmes for displaced persons (i.e. stable camps installed for a long period of time), medical services should include the following activities:

- Expanded programme of immunisation (EPI) activities and integrated management of childhood illness (IMCI) programme
- Comprehensive reproductive health programmes including antenatal care (ANC), delivery and post-natal care, family planning, sexually transmitted diseases (STDs) and HIV/AIDS prevention and treatment/care
- Tuberculosis (TB) programme in accordance with national policies and guidelines
- Psychosocial and mental health programme including a programme for post-traumatic stress disorders (PTSD) and gender-based violence (GBV)
- Reliable health information system (HIS).

Hygiene Promotion and Health Education

Equally important to health care provision is hygiene promotion and health education for the camp population. It is a good idea to make sure from the start that there is a provision of hygiene promotion/health education programmes within the camp. These programmes should include:

- Community-based hygiene/health promoters
- Reproductive health information/education with a gender-sensitive HIV/AIDS perspective
- Distribution of condoms and sanitary supplies for female residents
- Waste collection and -disposal, individual personal hygiene and vector control
- Campaign promotion for building family latrines (therefore promotion of its regular use)
- Adoption of strategies that mitigate the effect of infections, such as incentives for health education or hygiene promotion. (Each specific case should be studied. Incentives such as food or stipend for work may be necessary).

These programmes should be integrated into the schools' curriculum wherever possible.

Responsibilities of Camp Management Team

Data Collection and Service Delivery Monitoring

When assisting the delivery of health care services to the camp, the first responsibility of the camp management team is to establish a good reporting and data collection system (like in other aspects of the programme coordination). Weekly updates should monitor births, deaths, departures, arrivals and changes in the population demographics, with particular attention towards vulnerable groups, like elderly or handicapped persons, HIV/AIDS-affected households etc. Monitoring activities should not only be limited to health indicators, however: Camp managers should also make sure that the quality of services contributes to the general health of the camp residents.

▷▷ ⊳ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Implementation of health services:** The team must make sure that all health services are implemented in the best interest of the camp residents.

- **Camp residents' access to local clinic:** It is important to monitor the camp population's access to the local clinic, and to make sure that the number of patients is not detrimental to the local quality of care, or creates overload in the clinic.

- **Demographic data etc:** It is essential to provide demographic data and basic information to partner agencies working in the camp (male and female under 5, male and female over 5, total population).

- **Health tracking system:** A health tracking system for the camp must be established. Health information system (HIS) updates, monitoring of deliveries/births, incidents of HIV/AIDS, reporting of deaths and referrals are all-important considerations. It is important to share these results, and be involved in planning for necessary follow-up, with the appropriate health agency and or the UNHCR health co-ordinator.

- **Main causes of mortality:** The team should know the main causes of mortality (and morbidity percentage), and be involved in the efforts to combat these causes.

- **Equal access to health services for camp/host community:** It is vital that host communities and the displaced population have equal access to health services.

- **Respect for national policies etc:** In health clinics, it is important to guarantee that services respect national policies, guidelines and protocols both for camp residents and host communities.

- **Availability of preventive and curative services:** Adequate preventive and curative service delivery must be available. This involves monitoring and assessing the access and availability of services: the types of service provided, the service schedule, the presence of trained health personnel on site and staff on call for emergencies. It also involves monitoring and assessing the performance of services: the antenatal care, the immunisation card system and the number of consultations and referrals etc.

Health checks at a camp clinic in Liberia. Children under five years of age usually constitute 15-20 percent of a displaced population, and are the group at greatest health risk. Photo: Toril Skjetne, NRC

Complementary Health Care Related Activities

Health care is not about just medical services. For the camp management team, complementary health care service includes cleaning around the camp, making sure that food storage at central and household level is hygienic and that the water delivery, both quantity and quality, is sufficient. It also includes the installation and proper use of sanitation services (including the proper use of latrines), proper waste collection and management, and establishment of regular malaria and vector control programmes.

▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Hygiene education and promotion campaigns:* The team must monitor the hygiene education and promotion campaigns that take place. A regular programme should provide information to the camp at least once monthly.

- *Supply of soap etc:* A regular supply of soap and sanitary supplies for female residents should be coordinated.

- *Reproductive health:* It is essential to sponsor reproductive health classes in the camp, promoting regular condom distributions.

Referrals and Severe Medical Cases

In addition to good health care services at camp level, the quality of the more serious medical treatments must be ensured. When camp residents are referred to hospital, the camp manager should ensure that they get the same care and consideration as the local population.

▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- *Monitoring of medical services etc:* The team must monitor the medical services, laboratory performances, medical information and communication and follow-up treatment offered to referral patients.

- *Check-out system:* It is important to establish a «check-out» system for when camp residents leave the camp for medical reasons. Their medical condition should be monitored through follow-up visits to area hospitals in severe cases.

- *Standby vehicle and driver etc:* It is recommended to identify a standby vehicle and driver during working hours, non-working hours, nights and weekends. A plan should be developed for the different responsibilities between the different actors to ensure co-ordination and effectiveness.

Further Health Related Issues

Like in other sectors, establishing responsibilities with the camp population and sharing the responsibility for the overall health of the camp can create a better camp environment. Further suggestions for improving health related activities include:

▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Check-in system:** If possible, all visitors in the camp should check in with the camp management team, which should keep a record that can minimise risk of harmful action such as uncontrolled delivery of drugs. Tracking this information can also help to prevent ill-considered risks such as visits during epidemics.

- **Health sectoral committee:** A health sectoral committee should be established, comprising the Ministry of Health and stakeholders having expertise to monitor health issues in the camp.

- **Institutional capacity and responsibility:** It is vital to build institutional capacity and responsibility towards delivery of health services in displacement situations. This is aided by ensuring that implementing partners are as transparent as possible in their implementation of health education and services.

Toolkit

Table with «Common Health Problems» (UNHCR)
This table shows the most common diseases among displaced populations, the major contributing factors to these diseases and measures to prevent them.

Checklist for STD/AIDS Programs in Refugee Settings
Adapted from chapter 5 of «Reproductive Health in Refugee Situations, An Inter-Agency Field Manual» (1999).

Monitoring of HIV/AIDS Prevention and Care Activities in Refugee Settings
This table is part of «Refugees and AIDS. What should the humanitarian community do?» produced by Women's Commission for Refugee Women and Children under the auspices of The Inter-Agency Working Group on Reproductive Health in Refugee Situations.

Reference Tool

Refugees and AIDS. What should the humanitarian community do?
Very practical guide for aid workers who work in camp settings for displaced persons. It provides clear and accessible information on transmission, prevention, interventions in different phases of a displaced situation and guiding principles. Attached is a concise training manual for communicating HIV/AIDS education to young people. The guide is produced by the Reproductive Health for Refugees Consortium (RHRC), and is available for download at www.rhrc.org

Essential reading and references

– **UNHCR. 2000.** *Handbook for Emergencies. (Chapter 14: Health, p. 154–183).* **Geneva**

– **MSF.** *Refugee Health: An Approach to Emergency Situations. MSF (Chapters 6: Health Care in the Emergency Phase, 7: Control of Communicable Diseases and Epidemics, 8: Public Health Surveillance, p. 124–205).* **Public Health Surveillance**

– **The Sphere Project. 2004.** *Humanitarian Charter and Minimum Standards in Disaster Response (Chapter 5: Minimum Standards in Health Services).* **Geneva**

– **UNICEF.** *Help for Emergency Situations. (Part 3 – chapter 9: Health, p. 79–89 and part 5 – chapter 8: Human Resources and Management for Health Care in Emergencies, p. 267 – 322*

– **MMWR (Morbidity & Mortality Weekly Report).** *Famine-Affected, Refugee, and Displaced Populations: Recommendations for Public Health Issues,* **CDC Atlanta: July 24, 1992/Vol. 41/No. RR-13**

– **UNHCR/UNFPA/WHO. 1999.** *Reproductive Health in Refugee Situations.* **An Inter-Agency Field Manual**

– **WHO/OMS.** *Rapid Health Assessment Protocols for Emergencies.* **Geneva, WHO/OMS**

– **WHO/OMS.** *Tuberculosis Control in Refugee Situations, an Inter-Agency Field Manual*

– **H.E.L.P.:** *Cours de santé publique pour la gestion de l'assistance humanitaire* **(Dr. P. Perrin, CICR, 1999)**

– **Cuny, F. C. 1999.** *Famine, Conflict and Response: A Basic Guide.* **Kumarian Press**

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings* (available at http://www.unaids.org)

- www.unhcr.ch
- www.unaids.org
- www.who.ch (World Health Organization)
- www.cdc.gov
- www.msf.org (Médecins Sans Frontières)
- www.sphereproject.org
- www.idpproject.org

Click here to download: Table with Common Health Problems

DISEASE	MAJOR CONTRIBUTING FACTORS	PREVENTIVE MEASURES
Diarrhoeal diseases	Overcrowding Contamination of water and food Lack of Hygiene	• adequate living space • public health education • distribution of soap • good personal and food hygiene • safe water supply and sanitation
Measles	Overcrowding Low vaccination coverage	• minimum living space standards as defined in chapter on site planning immunization of children with distribution of vitamin A. Immunization from 6 months up to 15 years (rather than the more usual 5 years) is recommended because of the increased risks from living conditions
Acute respiratory infections	Poor housing Lack of blankets and clothing Smoke in living area	• minimum living space standards and proper shelter, adequate clothing, sufficient blankets
Malaria	New environment with a strain to which the refugees are not immune Stagnant water which becomes a breeding area for mosquitos	• destroying mosquito breeding places, larvae and adult mosquitos by spraying. However the success of vector control is dependent on particular mosquito habits and local experts must be consulted • provision of mosquito nets • drug prophylaxis (e.g. pregnant women and young children according to national protocols)
Meningococall meningitis	Overcrowding in areas where disease is endemic (often has local seasonal pattern)	• minimum living space standards • immunization only after expert advice when surveys suggest necessity
Tuberculosis	Overcrowding Malnutrition High HIV prevalence	• minimum living space standards (but where it is endemic it will remain a problem) • immunization
Typhoid	Overcrowding Poor personal hygiene Contaminated water supply Inadequate sanitation	• minimum living space standards • safe water, proper sanitation • good personal, food and public hygiene and public health education WHO does not recommend vaccination as it offers only low, short-term individual protection and little or no protection against the spread of the disease
Worms especially hookworms	Overcrowding Poor sanitation	• minimum living space standards • proper sanitation • wearing shoes • good personal hygiene
Scabies	Overcrowding Poor personal hygiene	• minimum living space standards • enough water and soap for washing

Xerophthalmia Vitamin A deficiency	Inadequate diet Following acute prolonged infections, measles and diarrhoea	• adequate dietary intake of vitamin A. If not available, provide vitamin A fortified food. If this is not possible, vitamin A supplements • immunization against measles. Systematic prophylaxis for children, every 4-6 months
Anaemia	Malaria, hookworm, poor absorption or insufficient intake of iron and folate	• prevention/treatment of contributory disease • correction of diet including food fortification
Tetanus	Injuries to unimmunized population Poor obstetrical practice causes neo-natal tetanus	• good first aid • immunization of pregnant women and subsequent general immunization within EPI • training of midwives and clean ligatures scissors, razors etc.
Hepatitis	Lack of hygiene Contamination of food and water	• safe water supply • effective sanitation • safe blood transfusions
STD's/HIV	Loss of social organization Poor transfusion practices Lack of information	• test syphilis during pregnancy • test all blood before transfusion • ensure adherence to universal precautions • health education • availability of condoms • treat partners

COMMOM HEALTH PROBLEMS
UNHCR Emergency Handbook
Table 3, page 370.

Checklist for STD/HIV/AIDS Programs in Refugee Settings

Adapted from Chapter Five, Sexually Transmitted Diseases Including HIV/AIDS of the field manual entitled Reproductive Health in Refugee Situations, An Inter-agency Field Manual (1999).

From MISP

- Guarantee availability of free condoms

- Enforce universal precautions

- Prevention and management of sexual and gender-based violence

- HIV/STD/AIDS situational analysis is undertaken.

- Trained people from refugee community are identified

- Information, education and communication programs are in place

- Universal precautions in health settings are practiced

- Free good-quality condoms are available and accessible

- System of condom distribution is in place

- Safe blood transfusion services are in place, guidelines disseminated, HIV test kits available, staff trained

- Management protocols for STIs are defined and disseminated

- Drugs for STI treatment are on hand

- Staff are trained/retrained on syndromic case management

- System for partner notification and treatment are instituted

- Parent-to-child transmission non-test dependent interventions are in place

- Mother-to-child transmission interventions are in place

- Voluntary counselling and testing (VCT) services are in place (as appropriate)

- Home-based care for people with AIDS is in place

- Counselling and support services for people with HIV/AIDS are in place

Monitoring of HIV/AIDS Prevention and Care Activities in Refugee Settings

Place: _____

Population: _____

Score Guide:
0 = no activities being implemented
1 = small amount of activities
2 = moderate amount of activities
3 = comprehensive activity/program in place

NI = No information available
Y/N = yes or no

Activities/Situation	Current Situation	Plan for Improvement
A. Basic Information		
1. Prevalence of HIV in Country of Asylum		
2. Prevalence of HIV in Country of Origin		
3. Policies on HIV available?		
B. Human Rights Issues		
1. Human rights of PLWAs* in jeopardy?		
2. Confidentiality ensured?		
3. Mandatory testing prohibited?		
C. Prevention of HIV		
1. HIV blood safety (testing for safe blood transfusion)		
2. Universal Precautions		
3. Condom promotion and distribution		
4. HIV/AIDS awareness campaigns		
5. Behavioral change programs		

Activities/Situation	Current Situation	Plan for Improvement
C. Prevention of HIV (continued)		
6. Youth-specific programs		
7. STI case management and partner tracking		
8. HIV/AIDS integrated in school curriculum		
9. Programs for "risk groups"		
10. Voluntary Counseling and Testing		
D. Care of HIV/AIDS		
1. Treatment of opportunistic infections		
2. Home-based care		
3. Counseling and support of people with HIV		
4. Mother-To-Child Transmission		
5. ARV treatments		
E. Monitoring of HIV		
1. Sentinel surveillance (pregnant women)		
2. Surveillance of HIV/AIDS-related mortality		
3. STI incidence (within expected range)		
F. Coordination and Networking		
1. Active member in UN Theme Group		
2. Other networks?		

* PLWA- People Living With AIDS
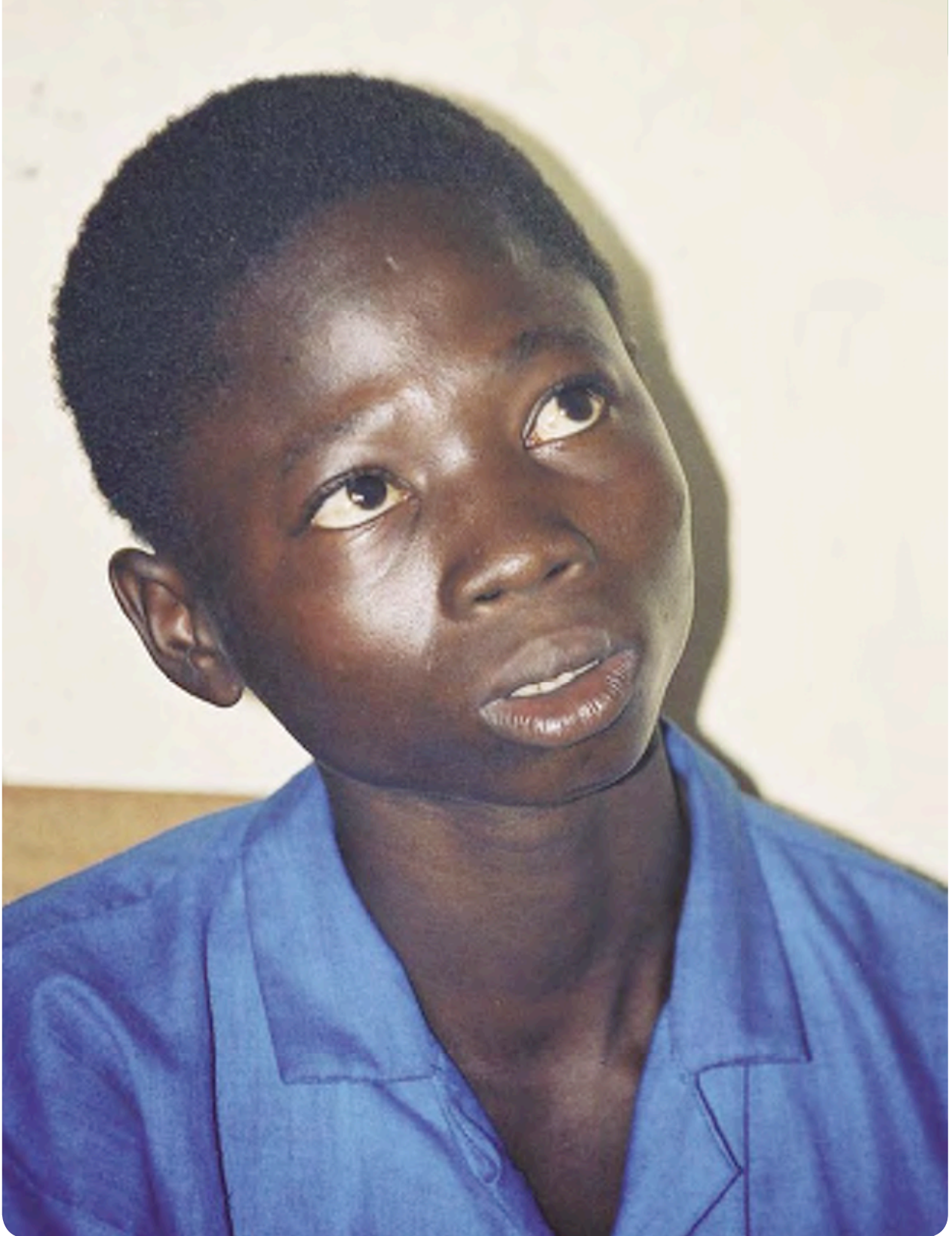
More than 300 000 minors worldwide are recruited as soldiers, often by force. Many of them become traumatised, and have problems reintegrating to normal life. Photo: Toril Skjetne, NRC

Chapter 15: Psychosocial Care

Introduction

Internally displaced and refugee populations have often lost loved ones, family members, possessions and status both before and during flight. Almost by definition, uprooted people show symptoms of stress, anxiety and fear. In addition to the flight and pre-flight experiences, camp life is a stressful situation. Dependency syndromes, competition over resources, limited activities and disrupted family and community structures often have a negative impact on the populations' overall mental health. On top of all this, depending on the conflict and people's level of involvement, a large percentage of people may be traumatised or suffer from *post-traumatic stress disorder* (PTSD). Experiencing violent conflict and war is extremely traumatic. Working constructively with a displaced population – assisting them in achieving their basic needs and promoting their recovery – therefore depend on how these psychosocial issues are addressed.

Mental health services and community support structures are very important in the recovery process after experiencing traumatic events. Although many people show resilience to traumatic experiences, others lack the necessary coping strategies and mechanisms. For others, the experience of trauma is so overwhelming that their functioning and recovery may be severely compromised. In addition to suffering the effects of stress and anxiety, the ability to engage with others, to participate in community life and to deal with authorities can be heavily affected.

Some Key Concepts

Trauma

Trauma is an umbrella term referring to a person's psychological responses to a life threatening or horrifying event. The distress caused by a traumatic event is often divided into three categories: remembering, forgetting and anxiety. After a frightening experience, the person may continue *remembering* the event, have nightmares and flashbacks and feel that it is happening all over again. At the same time, he or she may try to *forget t*he event by avoiding any reminders of the traumatic event. This may involve not talking about what happened and withdrawing socially from people, life or her/himself. Persons having experienced traumatic events may be extremely anxious, easily annoyed and/or aggressive, they may struggle to sleep, have emotional reactions to small frights and may have physical aches and pains. Traumatic experiences cannot simply be forgotten. They need to be «processed», worked through and understood – in order for the memory to become less distressing. Everybody who has been exposed to traumatic experiences needs to process the experience, however not all need professional assistance. In order to identify those needing assistance, the mental health team, in coordination with camp residents committees and leaders, should conduct a needs assessment based upon the symptoms checklist attached in the toolkit. For those requiring assistance, the suitably trained mental health team/psychosocial programme should work with the individuals to restore their coping strategies and help them come to terms with the situation.

Most persons affected by traumatic experiences react physically, emotionally, socially and psychologically in similar ways. They are not sick, weak or «crazy». These persons will usually get better over time.

Psychosocial

The term *psychosocial* refers to the emotional, psychological or social functions of a person. These aspects are frequently interrelated and are therefore linked within programming.

Some Indicators of Trauma

Persons who have gone through traumatic events often respond and behave differently from persons without these experiences. Although all persons respond in their own way to traumatic experiences, there is a number of very common indicators that could be used to understand the behaviour of traumatised people *(see attached tool for more indicators)*:

- *Traumatised persons do not feel safe.*
  The memory of the experience stays with the person for some time, causing feelings of anxiety and insecurity.

- *Traumatised persons feel out of control.*
  A traumatizing event almost always reduces or removes the persons' sense of control over own life.

- *Traumatised persons are preoccupied with their traumatic experiences.*
  Survivors frequently suffer from flashbacks and nightmares and are so preoccupied that they have difficulty focusing on anything else.

- *Traumatised persons often feel worthless, redundant or of limited value.*
  Survivors are frequently left with severe feelings of guilt and shame in attempting to control the event and the memories of the event.

- *Traumatizsd persons feel detached or disconnected.*
  Survivors often have difficulties in expressing positive feelings or putting energy into their relationships with people they are close to.

- *Traumatised persons are vulnerable.*
  Survivors generally do not function the way they did before the event. Trauma affects their ability to respond and cope with simple daily issues.

Women and girls

Violence and sexual violence against women and girls in emergencies are major causes of trauma and psychosocial stress. For survivors of sexual violence, there is a number of cross-cutting issues that need to be considered. The conflicts in Rwanda and Bosnia-Herzegovina during the nineties showed that trauma, the need for psychosocial care and the need for responding to reproductive health needs, sexually transmitted infections (STIs) and HIV/AIDS, are very much interrelated. In addition, survivors of sexual violence are stigmatised in many cultures and therefore often endure in silence their traumatic experiences and the physical and psychosocial consequences.

Responsibilities of Camp Management Team

Although the camp management team is not the specialist who provides counselling or deals with trauma, the team has a major role to play in creating an environment that contributes to reducing stress and anxiety and in which people can feel safe. Psychosocial care and awareness should be reflected in all areas of camp operations. For people living with HIV/AIDS (PLWHAs), psychosocial care and awareness can improve their state of health. The camp manager's responsibilities in this area are therefore a cross-section of the various operational sectors.

▷▷▷ ⊳ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Familiarity with the responsible agency's mandate:** The team needs to be fully informed on the mandate of the agency responsible for psychosocial care. Roles and responsibilities of between camp management and the responsible agency must be understood by all parties. It is recommended to use the agency's guidelines on dealing with traumatised people (if applicable) and the agency's and the UNHCR codes of conduct to monitor services.

- **Codes of conduct for community representatives:** Codes of conduct that guide people's behaviour should apply to all persons in power positions. They are particularly important in a context where trauma, anxiety, frustration and fear exist. Codes of conduct, when properly disseminated, promoted and monitored, will encourage a wider adoption of transparent, respectful and professional standards of behaviour towards camp residents. A camp manager, therefore, must develop and promote standards for all representatives and leadership structures such as the camp executive committee(s) and other decision-making committees. In refugee settings, coordination with UNHCR staff on developing and disseminating a code of conduct with and among the various leadership structures is important. The codes of conduct of UNHCR and an NGO can be found in the toolkit attached to the protection chapter. *(See chapter 5: Protection).*

- **Identification of existing mechanisms:** It is important to identify the local and existing resources for dealing with mental health problems. Some resources can include religious and traditional healers both within the camp and the host community.

Having a sound knowledge of the circumstances and conditions of the displaced/refugee population before and during flight helps the camp management team understand the level of trauma and identify the psychosocial needs.

- **Establishment of committees:** Establishment of committees that represent the various groups among the displaced population can help the camp management team understand the mental health needs of the camp population. In turn, these committees can play a role in sharing information about the identification of other psychosocial needs. *(See chapters 3: Community Participation and 5: Protection).*

- **Vulnerable persons:** It is vital to identify vulnerable persons and their needs throughout the camp's life. Although professionals will be responsible for doing mental health assessments, members of the camp management team have a responsibility in identifying the population's different psychosocial needs during the various stages of their displacement.

- **Responsible agencies:** Look for potential agencies that could complement the various psychosocial needs within the camp. Skills training and psychosocial programmes are frequently forgotten aspects of service provision (as compared to sanitation and infrastructure), but are equally important in camp life. Such activities can, through confidence-building, be instrumental to the traumatised person's process of opening up to talk about what has happened.

- **Coordination with responsible agencies:** Cultural celebrations and games, sports, vocational training and recreational activities are all important tools in reducing trauma and in strengthening community cohesion. It is important to liaise with the various designated agencies to identify and initiate activities for all groups within the camp.

- **Community sensitisation:** The team should sensitise the community on the issues related to trauma, such as stress and anxiety. Although the camp management agency is not a specialist in this field, it is able to increase the community's understanding and respect towards traumatised people among themselves and to reduce stigmatisation. If an agency responsible for psychosocial care is available, the camp manager should liaise on a regular basis with the agency on sensitisation activities.

- **Equal involvement and participation:** Justice is vital for traumatised people. A camp manager can develop a fair distribution of goods and services. Ensuring the equal involvement of women in the organisation and distribution of food and non-food items is an important way to increase justice. A 50% involvement of women should be strived for. *(See chapters 7: GBV and 9: Distribution of Food and Non-Food Items).* Additionally, it is important to always promote equal participation of women in all leadership structures and committees. Again, a 50% involvement of women in all leadership structures should be the goal. *(See chapter 3: Community Participation).*

Giving displaced persons a sense of empowerment and control of own life is crucial to restoring self-esteem and dignity. Photo: Jan-Egil Mosand, NRC

- ***Transparent dissemination of information:*** Refugees/IDPs must be fully informed on all their entitlements, benefits and services being provided for them, keeping in mind that it is more difficult to reach some people than others. It is necessary that people understand the camp rules, rights and obligations. In this way, life in the camp becomes predictable and expectations are made clear. Providing clear and transparent information on all aspects of planning and distribution is necessary to help decrease people's feelings of anxiety, stress and insecurity.

- ***Safe counselling location:*** Where counselling services are available, the camp manager should identify and allocate a proper venue where in-camp counselling can take place. A location that can have safe access, privacy and comfort should be found.

- ***Confidentiality:*** It is crucial to promote confidential and secure storage of personal files of people after counselling by the responsible agency.

- ***Communication channel:*** Listening to and communicating with distressed people is vital to their recovery. A communication channel for people to bring up issues or needs should be established. This channel can be run in a way similar to the protection days organised by UNHCR, where a camp management team member could spend half a day listening to the concerns of camp residents. It could be done in cooperation with the agency responsible for psychosocial care and with the protection officer/community services officer.

- ***Camp rules:*** It is important to be aware that distressed and traumatised people might face difficulties in sleeping. The team should promote a level of quietness within the camp during normal sleeping hours.

- ***No favouritism:*** It is essential to show no specific interest in any particular group, committee or individuals within the community. *(See chapter 3: Community Participation).*

> The camp management team should understand the importance of doing things «with» the community instead of doing things «for» the community. It is important to ensure good communication and receiving and processing feedback.

Effects of Traumatic Experiences – A list of basic symptoms (from National Center for Post-Traumatic Stress Disorder)
This document outlines in brief a list of the most common basic symptoms of traumatic stress. The list is far from exhaustive but provides some good indicators to better understand persons suffering from the effects of traumatic experiences. This sheet is for information purposes only. It is not meant to be used by a camp manager or any non-professional health staff to make any diagnoses. Neither should it function as a substitute for any mental health provider.

Essential reading and references

– **WHO.** *Rapid Assessment of Mental Health Needs of Refugees, Displaced and Other Populations Affected by Conflict and Post Conflict Situations – a Community Orientated Assessment Tool.* **WHO, Geneva, 2000**

– **Petevi, M. 1996.** *Forced Displacement: Refugee Trauma, Protection and Assistance.* **In International Responses to Traumatic Stress. Danieli, Y., Rodney N., Weisaeth, L., (Eds). United Nations Publication. New York**

– **WHO. WHO/UNHCR. 1999.** *Mental Health of Refugees.* **WHO, Geneva**

– **IASC. 2003.** *Guidelines for HIV/AIDS intervention in emergency settings*

– **Women's Commission for Refugee Women and Children.** *Refugees and AIDS. What should the humanitarian community do?*

– **Save the Children UK. 2002.** *HIV and Conflict. A double emergency*

– **Holmes, W./International Rescue Committee. 2003.** *Protecting the Future: HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

• www.ncptsd.org (National Center for PostTraumatic Stress Disorder)
• www.who.int (World Health Organization)
• www.sphereproject.org
• www.refugeecamp.org
• www.unaids.org
• www.womenscommission.org
• www.savethechildren.org.uk

NOTE: This sheet is for information purposes only. It is not to be used by a camp manager or any non-professional health staff to make any diagnoses. Neither should it function as a substitute for any mental health provider.

Effects of Traumatic Experiences
A list of basic symptoms

The main symptoms of trauma often start soon after the traumatic event. The most common basic symptoms of trauma are together named Post Traumatic Stress Disorder (PTSD). The most common and basic symptoms of Post Traumatic Stress Disorder fall under three major categories: ***Re-experience symptoms, Avoidance symptoms and Arousal symptoms.*** The following list of symptoms under these categories is not exhaustive, nor does every person suffering from traumatic experiences deal with these or similar symptoms. The table simply provides a few very common indicators to better understand persons suffering from the effects of traumatic experiences.

Re-experiencing Symptoms	Avoidance Symptoms	Arousal Symptoms
• flashbacks. The person is reliving the experience over and over again. • bad dreams and nightmares. • frequent upsetting thoughts and reminders of the traumatic event. • difficulties of controlling emotions because memories lead to anger and anxiety. • various physical symptoms such as chills, headaches, sweats & trouble breathing	• tries to avoid all thoughts, feelings and sensations that he/she associates with the traumatic experience. • loses interest in things he/she enjoyed doing. • has trouble to feel affection and to get close to people. • feels estranged from him/her self. • feels disconnected from the world around him/her. • «shuts down» emotionally.	• trouble falling or staying asleep. • decreased concentration. • outbursts of anger and increased irritability • an exaggerated startle response. • hypervigilance (always being extremely alert or taking extra precautions while there is no danger present).

Source: National Center for Post Traumatic Stress Disorder; Center for Trauma Recovery.

Activities that focus on relationship building, tolerance and conflict management will have positive impacts far beyond camp life. These Congolese returnee children are learning to tackle both physical and mental challenges. Photo: Eldrid Midttun, NRC

Chapter 16: Peace-building and Reconciliation

Introduction

The majority of refugee and IDP situations are a result of violent conflict and war. Promoting activities within camp settings that specifically focus on community and relationship building, tolerance and conflict management, are investments that have positive impact far beyond present camp life. Peace-building and reconciliation are long-term processes that should therefore be initiated from the earliest stages of the camp existence.

For the promotion of peace-building and reconciliation, there are three main conflict situations that need to be considered:

Conflict Within the Community

Most often, displaced populations have fled general violence, war or situations where human rights were being violated. Displaced persons often suffer from trauma and more than others experience frustration, sadness and anger. Limited access to resources or inconsistency in food/non-food deliveries could easily aggravate already existing emotions and tensions. In protracted refugee situations, large numbers of refugees are confined to camps with limited economic and educational opportunities. These can constitute a serious threat to peace, especially in situations where bona fide refugees are mixed with, and come under the influence of, armed elements. Moreover, displaced populations, if not assisted, may become a new or continuing source of conflict. Inadequate assistance and protection may also result in secondary movements, forcing the displaced to move on to other locations, where they hope protection and better living conditions will be secured.

Conflict Imported from Outside

Fighting forces could be in need of food, manpower and fresh recruits. Camps for displaced persons and refugees, in particular those situated close to the border or conflict areas, are vulnerable to infiltration by fighting forces, recruitment, extortion or theft of food and commodities. In addition, contradicting views and opinions about the conflict and its causes that exist within the displaced community could easily be triggered, thus disrupting the camps' precarious stability.

Conflict with the Host Community

Competition over resources, limited access to local facilities, cultural differences and language barriers could all lead to conflict situations between the displaced and the host community. In most cases, the support of the international community is provided to displaced persons, not to host communities. Programmes that result in more attention being given to displaced persons than to host communities can create tensions between these groups.

Who should be involved?
- Camp population
- Agencies responsible for camp services
- Host communities
- Local authorities
- UNHCR /Protection agency
- Camp security

Peace-building Strategies

There are many ways of promoting peace and reconciliation and of strengthening a community's capacity to deal with conflict. Promoting democratic camp elections, camp theatre, social, music or sports festivals, grievance committees, joint micro-credit schemes and inter-religious meetings are just a few of the many imaginable initiatives. Whether an agency responsible for peace-building programmes is available or not, it is essential that the camp management team has a sound understanding of the community's background, the root and immediate causes of the conflict and the power structures that still exist within the community. For peace strategies to be successful, a number of principles should be considered[1]:

1. Peace-building initiatives should be seen as a long-term commitment.
2. The initiatives should build upon already exiting approaches to conflict resolution. Both the displaced and local communities normally depend on their own strategies and responses.
3. Initiatives should involve persons who share and reflect common values.
4. Peace-building initiatives must never ignore the causes and background of the conflict from which people fled. On the contrary, it should respond to the root causes of the conflict and address unjust relationships and structures.
5. Peace-building initiatives should always be defined according to the community's needs and should always have a participatory approach. Efforts should be made to avoid creating dependency on aid among the refugees.
6. Peace-building initiatives should be integrated in all programmes.
7. External assistance must be carefully monitored so as to identify counter-productive impacts, and to harness political forces, groups and entities in support of peace and long-term reconciliation.
8. The social impact of relief aid on different groups must be examined, as e.g. men and women have different material and social needs.

NRC staff meet with representatives from the Colombian IDP community. Showing neutrality, not favoring the specific interest of any particular group, committee or individuals within the community is extremely important for any camp manager. Photo: Truls Brekke, NRC

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1. Catholic Relief Services, (CRS) 2002.

Traditional and culturally determined gender roles have always put an extra burden on women and their children in both conflict and post-conflict situations. In recent times, women have become more involved in violent conflicts both as fighters and as victims. The targeting of women and girls has now been recognised as a specific war tactic. Peace-building strategies and reconciliation processes should always involve women during all stages and at all levels.

Responsibilities of Camp Management Team

Peace-building and reconciliation processes relate to the numerous different areas within camp settings. Activities should therefore be reflected in all camp programmes. Areas such as security, food and commodity distribution, trauma healing, access to services, leadership structures, involvement and equality are all essential to peace-building initiatives. The responsibilities of a camp manager are therefore numerous.

▷▷ ▷ **KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM**

- **No favouritism:** It is vital to show no specific interest in any particular group, committee or individuals within the community. A camp manager must remain neutral at all times. *(See chapter 3: Community Participation).*

- **Monitoring of «outside influences»:** By being on the ground, the camp management team has a key role to play in identifying (potential) threats from outside such as infiltration by fighting forces, recruitment and theft or extortion of food aid by these fighting forces. The camp manager should always report these threats to the protection agency/protection officer and the appropriate local authorities. *(See chapters 5: Protection and 8: Camp Security).*

- **Background knowledge:** It is necessary to be familiar with the background of the displaced population, with the causes of the conflict and the existing leadership structures. Conflict analysis tools may serve to identify root causes of the conflict.

- **Community leadership elections:** The team should promote the establishment of democratically elected leadership committees. *(See chapters 3 Community Participation; 5 Protection).* It is important to ensure that among these committees, there is a representative grievance committee *(see chapter 3: Community Participation for an example of design of a grievance committee).* A 50 % representation of women in these committees should be the goal.

- **Rights and obligations:** People must understand the camp rules, rights and obligations for all camp residents. In this way, life in the camp becomes predictable, and expectations are made very clear. Therefore, it is vital to always be accurate and transparent in sharing information with the camp residents. Clear and transparent information on all aspects of planning and distribution is needed to help decrease people's feelings of anxiety, stress and insecurity. *(See chapters 3: Community Participation; 5: Protection; 15: Psychosocial Care).*

- **Information to camp residents on entitlements:** Every person within the community should be fully informed on his/her entitlements.

- **Camp laws:** It is essential to develop, establish and promote camp laws and regulations. The team should liaise with the responsible agency/protection agency on this matter. The camp population must be sensitised on the laws and regulations.

- **«Host community liaison officer»:** This person, to be identified and elected from the displaced community, should take the lead in negotiations and conflict resolution activities between camp and host community. Frequent meetings should be organised between host and camp community. *(See chapter 3: Community Participation).*

- **Team-building initiatives and co-existence:** These initiatives could be games, national/ international holidays, music and sports events. Host communities should be involved in these social activities. It is vital to involve all groups within the displaced community. *(See chapter 13: Youths and Recreation).*

- **Traditional conflict resolution methods:** It is essential to be familiar with the approaches to conflict resolution and reconciliation that already exist within the host and displaced communities.

- **Coordination with other responsible agencies:** It is important to liaise with the agencies providing skills training and education to incorporate team/relationship-building approaches within their programmes. Coordination should be made with the agency responsible for education to organise peace education for children.

Toolkit

No tools available as of yet.
Please send your suggestions to the Camp Management Project, c/o NRC at camp@nrc.no

Essential reading and references

– **Carpenter, S.L., Kennedy, W.J.D. 1988.** «Analyzing the Conflict». Chapter 4 in *Managing Public Disputes: A Practical Guide to Handling Conflict and Reaching Agreements.* **San Francisco**

– **Fisher, S:, Jawed, L., Williams, S. 2000.** «Understanding Conflict» and «Tools for Conflict Analysis». Chapters 1 and 2 in *Working with Conflict: Skills and Strategies for Action,* **New York. (Training Material)**

– **Kumar K. (ed). 1997.** *Rebuilding Societies after Civil War – Critical Roles for International Assistance,* **London**

- www.catholicrelief.org (CRS peace-building programmes)
- www.wanep.org (West Africa Network for Peace-building)
- http://ccrweb.ccr.uct.ac.za (Center for Conflict Resolution)
- www.reliefweb.int/training

A camp manager (to the right) in discussion with the community service assistant in Jembe Camp in Sierra Leone. Photo: Nina M. Birkeland

Chapter 17: Responsibilities of Camp Management Team

Introduction

As the previous chapters have shown, the responsibilities of a camp manager go far beyond a supervisory and administrative role. A camp manager has the overall responsibility in both coordinating and providing the necessary services cross-cutting the many different areas of camp operations. And thus, irrespective of the manager's field of expertise, he or she must at least be familiar with all services and operations affecting the displaced as well as the host populations. Apart from technical aspects of administering and coordinating the many agencies working in the camp, the camp manager is probably one of the most crucial players to address disputes and (potential) conflict situations and to promote a harmonious relationship between the humanitarian community, the displaced and the host populations, and the authorities. The ultimate goal of camp management is to meet the fundamental rights of the displaced as outlined in international conventions and standards.

The Camp Management Team

Preferably, the *camp management team* will comprise representatives from the camp management agency, the camp population and representatives from all agencies, national and international, working in the camp. It is the camp management agency however, which should take the leading role in the daily running of the camp. This agency should provide the camp manager, male or female, with the overall responsibility for supervising and coordinating all humanitarian activities. The camp manager should ideally be assisted by one assistant, either from the camp management agency or selected from among the camp population. The assistant camp manager must stand in for the camp manager in his/her absence. The camp management team must further comprise representatives (both male and female) from the camp residents (e.g. elected by the camp committees *(see chapter 3: Community Participation and Camp Committees),* representatives from other agencies working in the camp and other persons than the camp manager from the camp management agency. Considering the specific position of refugee and internally displaced women, they should have a strong voice in the camp management team and be involved in all decision-making processes, so that gender issues are taken into account in all areas. As emphasised earlier, their role is particularly important in the field of distribution of food and non-food items and security and protection.

> Refugee and internally displaced women should be fully represented within the camp management team. To incorporate gender issues into all areas of camp operations, it is crucial that women are seen not just as beneficiaries or camp residents, but have a larger role to play as partners in daily management, planning and decision-making.

Responsibilities of Camp Management Team

Although a number of crucial tasks can be identified as the responsibility of any camp management team, the level of responsibility and involvement depend heavily on many factors. Obviously, the context and nature of the camp and the educational background of its population make a difference, but the agencies' level of experience, expertise and ability to ensure long-term funding is likely to be more significant. It is important that international camp management agencies have a national counterpart from the onset of the camp's existence. When and where possible, each camp should preferably have a government contact point. Strengthening governmental and non-governmental bodies involved in camp management is often a valuable investment.

Although the management structure varies from location to location, some core staff has a key role in the camp management team:
- Camp manager
- Assistant camp manager
- Representatives from all agencies (international and national) with programme activity (endorsed by the authority responsible for the camp, often the camp management agency) in the camp
- Chairman and chairwoman of the camp committee elected by the residents
- Youth representative(s)
- Storekeeper
- Community services officer
- Social workers (health, nutrition, HIV/AIDS)
- Accountant/cashier
- Secretary
- Logistician/procurement
- Data clerk
- Field monitors

Some of the staff for the above mentioned positions should be recruited among the camp residents, or from the host communities.

Coordination Mechanisms of Camp Management Team

The camp management team should meet at least twice a month or as often as is required. During these meetings, the management team will thoroughly review all on-going activities, share information on developments and take decisions and actions in accordance with the camp management guidelines. Issues or needs affecting the well-being of (certain groups among) the population must always be a priority.

Coordination meetings should include, but not be limited to, the following core agenda items:
- Assessment of ongoing activities.
- Identification of humanitarian gaps and prioritisation of outstanding needs.
- Security issues and protection concerns.
- Other issues of concern, relevant to the well-being of (segments of) the camp residents.

- *Registration and documentation:* The team should ensure that an accurate up-to-date record of the camp population is maintained.

- *Monitoring of activities of agencies in the camp:* It is vital to monitor all humanitarian and other activities undertaken by agencies working in the camp.

- *Coordination of all humanitarian activities:* The team should maintain contact with all relevant agencies and actors and ensure that coordination meetings take place frequently. The camp management team needs to take the lead role in the collection and maintenance of relevant data necessary for reporting and other purposes.

- *Intermediary role:* It is necessary to address disputes/issues that cannot be resolved by block/zone leadership at the community level, that are not police/juridical cases.

- *Database maintenance:* It is important to collect and maintain an accurate database for the basic profile of camp demographics of sectoral and humanitarian activities.

- *Dissemination of information:* The team should ensure an accurate and timely dissemination of information to camp residents in relation to roles, rights and responsibilities of both the camp population and the humanitarian agencies.

The camp management team, the community liaison officer and the camp committee have collaborated on the facilitation of a communal market for host population and camp residents at the exit of Jembe Refugee Camp in Sierra Leone. Photo: Nina M. Birkeland, NRC

- **Monitoring and promotion of relevant code of conduct and the camp regulations:** Community representatives and leadership committees should be encouraged to both adhere to, and promote, the standards of behaviour as outlined in the code of conduct. In addition, it is important to ensure that camp regulations are being observed.

- **Prevention of abuse by staff:** The camp management team has a strong responsibility to prevent staff from taking advantage of their position to oppress or abuse the camp residents in any way.

- **Equitable distribution of assistance:** It is vital to ensure that assistance to block/zone residents is equitably distributed in accordance with the norm defined by the donor or contributor.

- **Protection:** The team must ensure protection for the camp residents and the humanitarian workers. *(See chapter 5: Protection, 6: Child Protection, 7: Gender-Based Violence)*

Toolkit

Checklist for Camp Managers. Developed by the Camp Management Project.
This list is not exhaustive, but is meant only as a tool for camp managers

Terms of Reference for Camp Management Team Members (Samples from NRC)
These terms of reference (ToR) are samples from Jembe Refugee Camp in Sierra Leone.
- ToR for camp manager
- ToR for camp assistant
- ToR for community services assistant
- ToR for storekeeper

Organisational Chart of a Camp Management Team
Sample from Jembe Refugee Camp, Sierra Leone. (NRC)

Disposal of the dead protocols (sample from Jembe Refugee Camp, provided by NRC)

Managing & Coordinating IDP Camps in Liberia. Terms of Reference for Lead Agency (UNOCHA)
See tool *chapter 1.*

Essential reading and references

– **Davis J., Lambert R., on behalf of Red R. 2002.** *Engineering in Emergencies.* **London, Intermediate Technology Development Group (ITDG)**

– **The Sphere Project. 2004.** *Humanitarian Charter and Minimum Standards in Disaster Response.* **London, Oxfam Publishing**

– **UNHCR. 2000.** *Handbook for Emergencies.* **Geneva. UNHCR**

– **IASC. 2003.** *Guidelines for HIV/AIDS interventions in emergency settings*

– **International Rescue Committee. 2003.** *Protecting the Future. HIV Prevention, Care and Support Among Displaced and War-Affected Populations*

- www.sphereproject.org
- www.shelterproject.org
- www.refugeecamp.org
- www.theirc.org

Checklist for Camp Managers
(This list is not exhaustive!)

Water

☐ Does the population have access to adequate portable water?

☐ Is water collected from a protected source? Are there seasonal variations? How is it stored?

☐ Is adequate water available for bathing and washing?

☐ What role do women/children play in collection of water?

☐ Are additional measures required to improve availability of portable water, particularly for young children or women?

☐ Is water regularly tested?

☐ Is a water quantity and quality monitoring system implemented?

☐ Are the 4 R's in the water sector implemented: Reduce water consumption, Rainwater harvesting, Recycle water, Restore natural water cycle?

Environmental Sanitation

☐ Does a health education programme accompany the sanitation programme?

☐ Is the site safe from flooding?

☐ Have clinics and schools been supplied with sanitary facilities?

☐ Is the general cleanliness of the camp satisfactory?

☐ Is there adequate drainage around water points (particularly around tap stands and/or washbasins)?

☐ Is the drainage network regularly cleaned?

☐ Is the cemetery located in a place where there is a minimum risk of contamination?

☐ Is soap distribution organised on a regular basis? If not, why not?

☐ Have appropriate measures for solid waste collection, transport and disposal been established?

☐ Have women been consulted and their cultural practices respected in the design and location of latrines?

☐ Have latrines been constructed, located and lighted to ensure their safety and usability by children and their mothers?

☐ Have children been sensitized to and involved in the cleaning and maintenance of sanitary facilities?

☐ Have the children been trained in minimal personal hygiene e.g. washing hands after the use of latrines?

Temporary Shelter and Clothing

☐ Does available shelter provide adequate protection for refugee children and their mothers?

☐ Are the standards of space, privacy and freedom of movement adequate for parents to meet the developmental needs of their children and to raise them with dignity?

Food and Nutrition

☐ Are children receiving adequate quantity and quality of food?

☐ Is food provided culturally and socially acceptable, palatable and digestible?

☐ Have cooking fuel and utensils been made available?

☐ Have nutrition monitoring and surveillances systems been set up?

☐ Is there evidence of any deficiency diseases among children, especially girls, or among pregnant or lactating women?

☐ Is breast-feeding being promoted and the use of bottles discouraged?

☐ Is the use of milk products being monitored and adhered to according to UNHCR policy?

☐ Are appropriate measures being taken to prevent and reduce micronutrient deficiencies?

☐ Is there a need for training of nutrition staff in carrying out necessary interventions?

Health Services

Monitoring:

☐ Is an epidemiological health surveillance system in place?

Emergency interventions:

☐ Have measles immunizations been provided to all children six months (booster at nine months) to five years of age (and if there is evidence of poor vaccination coverage in older children for those up to 12 years of age)?

☐ Is sufficient oral rehydration solution (ORS) available and is oral rehydration therapy (ORT) actively promoted, with the establishment if necessary of ORT centres for early treatment of
☐ dehydration cases?

☐ Is the appropriate vitamin A prophylaxis being provided to protect children from vitamin A deficiency and is a mechanism available for early detection and treatment of vitamin A deficiency?

☐ Is there a contingency plan in case of cholera or a similar kind of highly contagious disease?

☐ Has a site been localized for a cholera treatment centre?

Health services:

☐ Does the displaced population, whether rural or urban, have access to primary health care services which provide for the monitoring of the health of pregnant and lactating women, tetanus toxoid immunization for pregnant women, parent and child health services, basic treatment of common diseases among children, immunization, training of community health workers and traditional birth attendants, an active hygiene and sanitation programme, child spacing services and health education?

☐ Are the health services meeting the health needs of children and adolescents?

☐ Are additional female health professionals/or community health are workers required?

Health education:
- [ ] Are education and other measures being provided to prevent and control diseases of public health importance?
- [ ] Are counter-measures in place to address harmful traditional health practices affecting children and adolescents?
- [ ] Is there a need for training an implementing agency or officials in primary health care?

Prevention and Treatment of Disabilities

Facts:
- [ ] Have the disabled been registered and assisted?
- [ ] What is their age and gender?
- [ ] What are the nature and extent of their disabilities?
- [ ] What are the cultural attitudes toward different disabilities?
- [ ] Are families of disabled persons provided with help to cope with the specific needs of their family member?

Intervention:
- [ ] Are steps being taken to allow each disabled person to reach his/her potential (this is especially important in the case of children)?
- [ ] Are there community-based, family-focused rehabilitation services?
- [ ] Are children with disabilities integrated into the usual services and life of the community, such as schooling?
- [ ] What additional measures are required to ensure the rehabilitation and well-being of displaced persons with disabilities?

Threats to Security

- [ ] What are the security threats to each sector of the camp population (women, children, youth, elderly, etc.)?
- [ ] Have any members of the camp population died? If so, from what causes? What actions might have prevented these deaths?
- [ ] Are any members of the camp population physically or sexually abused, tortured, abducted, recruited for military service or are they victims of any other forms of abuse or exploitations? Is there significant risk of such?
- [ ] Are any members of the camp population in jail, prison, long-term, closed camp confinement or any other form of detention?

Intervention:
- [ ] Have effective steps been taken to prevent further abuse of children?
- [ ] Are effective remedial services available to all victims of abuse?
- [ ] Are national authorities fully aware of threats to personal security within the camp population?
- [ ] Are national law and order systems providing the protection required?
- [ ] What additional measures would strengthen security systems?
- [ ] Is an effective UNHCR presence being maintained in situations where there are threats to refugees' security?
- [ ] What advocacy efforts would enhance the safety and liberty of displaced camp beneficiaries?

☐ Is training being provided for camp leaders, government officials, security personnel, other UN agencies and NGOs on special protection considerations for at risk groups (children, women, those associated with the fighting forces, etc.)?

☐ Are incidents of abuse, military recruitment and detention of the displaced population being monitored and reported?

☐ Is it necessary to change the location of the camp or replace residents or displaced families to protect vulnerable persons from abuse, exploitation or military recruitment?

☐ Can improvements in accommodations or security arrangement enhance families' capacity to provide secure environment for their vulnerable?

☐ Are special accommodations or security arrangements needed for especially vulnerable groups of children, women, elderly or youth?

Evacuation

☐ Are threats to family unity being assessed and remedial assistance provided so as to help families avoid separation?

☐ Are any evacuations occurring? If so, is every effort being made to ensure that children and vulnerable persons are moved with their primary caregiver?

☐ Do effective national systems exist to ensure the protection of vulnerable persons and children from wrongful or harmful evacuations?

☐ Do effective systems exist to ensure that children evacuated outside the protective systems are identified and documented, that their care and well-being are assured and that they have the benefit of family tracing, communication with their family and, when in their best interest, opportunity for reunification?

☐ If the evacuation of a child is seen as necessary, are the proper conditions being observed so as to ensure children's protection and well-being?

Legal Status

Refugee status determination:

☐ Is the status determination of refugees in accordance with international law and practice?

☐ Has the refugee status of unaccompanied children been determined expeditiously?

☐ Is the determination process implemented with full protection of refugee rights and in their best interest?

Birth registration and nationality:

☐ Are refugee/displaced children registered at birth?

☐ Are parents provided with birth certificates?

☐ Do refugees have a nationality?

☐ Are death certificates issued?

Education

Education opportunities:

☐ What primary, post-primary and non-formal education opportunities exist for refugee and displaced children?

☐ What is the quality of the education opportunities available and what measures would enhance the quality?

☐ Is available education relevant to the refugees/displaced persons' experience and needs?

☐ Is the education being taught in the mother tongue of the child, particularly of young children?

Children's comments:
☐ What are the children's comments about their educational opportunities available (and lacking)?

School enrollment:
☐ What proportions of refugee/displaced children are attending school, by age and sex?
☐ Why are the other children not in school, not participating?
☐ What actions might be taken to increase the number of refugee children in school?

Community participation:
☐ Are parents and the refugee community actively involved in the education programmes?

Planning and assessment:
☐ Is an educational planning system in place for the education of refugee/displaced children?
☐ Has a technically qualified educational specialist undertaken an assessment of educational needs and resources, and has an educational plan been developed?
☐ Is an educational assessment system in place to monitor the functioning of refugee/displaced children's education?

Certificates:
☐ Are certificates being made available to validate the academic achievement of children?

Unaccompanied Children

Services:
☐ How many unaccompanied children are there in your camp?
☐ Are services in place to identify, document and assist unaccompanied children?
☐ Have the causes of family separation been identified and counter-measures put in place to protect family unity?

Legal issues:
☐ Have arrangements been made to establish legal guardianship or its equivalent for unaccompanied children?
☐ Are special procedures applicable for unaccompanied children being followed in the determination of their legal (refugee) status?

Child welfare services:
☐ Are adequate child placement services available to assess care needs and facilitate appropriate placement arrangements?
☐ Are the care and placement arrangements for unaccompanied children meeting the needs of the children?

Tracing:
☐ Is an effective and efficient family tracing programme being implemented?

Family reunion:
☐ Are family claims for children being carefully assessed?
☐ Is appropriate social services support being provided to facilitate family reunion and the well-being of the children?

Children's participation:
☐ Are unaccompanied children provided with opportunities to participate in decision and programmes affecting them?

Records:
☐ Are unaccompanied children's records complete, protected and stored in a safe place?

Camp Closure Documentation/Record Keeping

Preparatory activities:
☐ Is family unity being preserved in voluntary repatriation?
☐ Is the camp population actively involved in the voluntary repatriation process?
☐ Is effective information and counselling programmes available for vulnerable concerning repatriation?
☐ Has a focal point been designated for vulnerable persons' concerns?
☐ Are suitable administrative mechanisms in place for effective implementation of the voluntary repatriation programme?
☐ Has a medical screening been done to identify the sick or those in need of special travel arrangements?
☐ Have families of the sick been provided with copies of their medical records and information on how to meet the needs of their illness in their home community/country?
☐ Are the special needs of vulnerable groups (unaccompanied children, elderly, lactating mothers, etc.,) being addressed?

Movement and reintegration:
☐ Do social services exist to assist repatriation of families and children in need?
☐ Will unaccompanied children and vulnerable persons be adequately cared for on the other side of the border?
☐ Has admission of returnee children into schools been ensured?

Responsibilities of Camp Management Team

Staff and training:
☐ Are persons with special skills in the protection and care of refugees/displaced persons in place?
☐ Has responsibility for integrating vulnerable persons' needs into programming and reporting been assigned?
☐ Is awareness and specialised training on protection and care provided to staff?

Standards, policies and operational guidelines:
☐ Have adequate local standards, policies and operational guidelines been established and disseminated to guild interventions on behalf of the displaced population at a camp level?

Assessment and monitoring:
☐ Has comprehensive assessment of the protection and assistance needs of the camp population been carried out?
☐ Is demographic information being collected and updated? Is it stored in a secure location?
☐ Has a baseline database been established on camp welfare for future comparisons?
☐ Are ongoing, community-based assessment and monitoring systems in place to address camp beneficiaries' needs for protection and care?

Implementation:
- ☐ Are existing welfare monitoring and intervention systems based on participatory strategies involving camp residents – including women and children?
- ☐ Have national services been mobilized to protect and assist the camp population?
- ☐ Have all available local, national and international resources and special services been mobilized to benefit the camp population?
- ☐ Is there a system in place for the identification and reunification of unaccompanied minors, separated families?
- ☐ Are additional efforts required to ensure the protection and care of vulnerable persons?

Reporting:
- ☐ Does a sufficient reporting system exist to monitor camp protection and welfare concerns?
- ☐ Are portions of the camp population at particular risk, and are violations being reported to the correct authorities in a confidential manner?

Evaluation:
- ☐ Are regular evaluations of the camp population's needs for protection and welfare carried out? How are these needs reported and followed up?

Monitoring Implementing Partner Activities

- ☐ Are cultural, religious and social preferences of camp families respected in assistance programmes?
- ☐ Are participatory strategies being implemented in the planning and implementation of camp services?
- ☐ Are camp residents able to practice their religion, and do they have the facilities to do so?
- ☐ Do living arrangements enhance and protect cultural, social and religious values?
- ☐ Is the native language used when interacting with the camp residents?
- ☐ Is the economic self-sufficiency of families being promoted as a means of enabling them to live the life they prefer?
- ☐ Are sports events and recreational activities promoted?
- ☐ Is adaptation to the cultural and social values of the host country and/or community being promoted?
- ☐ Are coercive religious and cultural practices by assistance agencies monitored and countered?

Camp Environment

General conditions:
- ☐ Are families living together?
- ☐ Do they have sufficient privacy?
- ☐ What is being done to enable families to live in dignity and provide care and protection for their family?
- ☐ What more can be done?
- ☐ What are the normal activities of the displaced community to assist those who have difficulties?
- ☐ How do the general living arrangements and social organisation of the displaced population affect the protection and care of vulnerable persons?

- ☐ What measures could be implemented to improve the living conditions of vulnerable persons with their caretakers or families?
- ☐ Are there persons among the camp population who could provide regular activities or services that are not currently provided?

Social dynamics of the family:
- ☐ What were the conditions that caused the families to leave their communities/country?
- ☐ What is the nature of hardship and stress that displaced persons face which affect their well-being as to how well they care for themselves, their children, etc.?
- ☐ What measures can be implemented to reduce this hardship?
- ☐ Are camp residents being assisted more than is normally permissible within their cultural framework?
- ☐ Are their opportunities in place for camp residents to discuss and see support for the distressing difficulties that they must deal with now that they are outside their own community?

At risk groups:
- ☐ Are children and vulnerable being provided adequate nurture and care? What measures might be taken to improve the care that they receive?
- ☐ Are there persons who are alone in the camp?
- ☐ Are there persons who are behaving in an aggressive and violent manner?
- ☐ Are children and women provided appropriate opportunities to talk about concerns, ideas and questions they have?
- ☐ Are the needs of unaccompanied children, long-stayers, elderly, disabled persons, and other at risk groups being addressed?
- ☐ Do children have an opportunity to play?

Services
- ☐ Are education and other activities provided so that children are able to participate in predictable and regular developmental enhancing activities?
- ☐ Do camp residents have access to social services and other specialised efforts to help address their difficulties?
- ☐ Are systems in place to identify and assist vulnerable persons who experience psychosocial distress?
- ☐ Do specialised mental health services exist to which children in severe distress might be referred?

Terms of reference for Camp Manager

His/her area of supervision is the Jembe Temporary resettlement in the Bo District, Sierra Leone. He/she will be based in Kenema.

He/she will represent NRC Sierra Leone and more specifically the Rehabilitation and Camp Management Programme. He/she is consequently required to behave in a respectful and professional way. This includes accountability in terms of working relationship with INGOs, donor agency (UNHCR), other UN organizations and governmental authorities (NCRRR, etc.)

Her/his direct supervisor is the NRC Programme Manager. She/He shall report to this person on a very regular basis, as well as to the Senior Programme Officer. She/He is responsible for the management of the Jembe Temporary resettlement, the set up of new activities and the supervision of all the ongoing ones.

Work description:

1. Overall coordination of the activities implemented by NRC and other INGOs and UN organizations in the Jembe temporary resettlement. The following activities will be set up with necessary supervising staff beginning of 2002:
   – Skills activities (carpentry, blacksmithing, etc.),
   – Women activities (sawing, tie& dye, hairdressing, backing, etc.)
   – Peace building activities (sport, dance, drama, etc.)
   – Micro credit activities,
   – HIV/AIDS awareness,
   – Agriculture.

2. In coordination with implementing partners, to develop and follow up the adequate use of reporting and monitoring tools to the donor, NCRRR and OCHA.

3. Update of the Jembe population database in coordination with UNHCR and WFP.

4. To attend all meetings related to the camp management, which includes:
   – Weekly meetings at NCRRR (every Thursday at 04:00 pm at NCRRR in Bo),
   – Weekly meetings organized in the camp with IPs (every Wednesday at 02:00 pm in the camp),
   – All other meetings called and related to the Jembe temporary resettlement.

5. To supervise, in close collaboration with the Technical supervisor, the technical work done in the camp, such as maintenance of the booths, schools, training centre, construction of garbage pits, etc.

6. Financial and budgetary responsibility: to prepare cash requests, to justify on the use of funds, to follow up the budget and expenditures with the Programme Manager.

7. To prepare weekly and quarterly reports to be submitted to the Programme Manager.

8. Monitoring and evaluation of the NRC staff working in the camp.

9. Work closely with donors to ensure that the programme goals are achieved.

10. Establishment of a coordination mechanism with the Jembe communities (organization of meetings every month), to raise issues of concern and to ensure peaceful co-existence at the community level.

11. Ensure equal participation of women in all processes to establish and operate camp committee structure.

12. Inform promptly the Programme Manager (or the Senior Programme Officer) about important facts such as security related, problem with the local authorities, friction inter communities, etc.

13. To forward to the Programme Manager all relevant reports, letters, etc. received at the Jembe and Kenema office level.

14. Cooperate and share information with the other NGOs, local authorities and UN organizations in the area.

15. Taking care of the car (log sheet/fuel, use security equipment) and all the property of NRC in the field.

Qualifications and Experience:
– Advanced computer skills, especially in Word, Excel, Power Point,
– Excellent written English and oral communication skills,
– Good ability to analyse and solve problems or difficult tasks,
– Ability to prioritise needs and carry out several actions simultaneously,
– Strong interpersonal relations,
– Knowledge of operations of local and international NGOs,
– Good academic background or university degree,
– An experience in camp management will be appreciated.

Terms of reference for Camp Assistant

His/her area of supervision is the Jembe Temporary resettlement in the Bo District, Sierra Leone.

He/she will represent NRC Sierra Leone and more specifically the Rehabilitation and Camp Management Programme. He/she is consequently required to behave in a respectful and professional way. This includes accountability in terms of working relationship with INGOs, donor agency (UNHCR), other UN organizations and governemental authorities (NCRRR, etc.)

Her/his direct supervisor is the NRC Camp Manager. She/He shall report to this person on a very regular basis, as well as to the Programme Manager. She/He is responsible for the implementation and supervision of all technical activities in the Jembe Temporary resettlement.

Work description:

1. Implementation and supervision of the technical activities in the camp, such as construction, demolition and maintenance of the booths and the schools, maintenance of the roads, construction of garbage pit, maintenance of NGOs building, etc.
2. Measurement and numbering of booths, plots, by communities, villages, etc.
3. Purchase, after authorization of the camp manager, of all items to maintain the camp (such as bush sticks, nails, planks, etc.).
4. Organization of the NFIs distribution as well as supervision of the distribution (organized by WFP) of food to the returnees.
5. If appointed by the camp manager, he/she should attend meetings in Bo and Kenema (NCRRR, UNHCR, OCHA, etc.).
6. He/she should attend the weekly inter-agency meeting organized in the camp.
7. To cooperate with other camp management teams working in the Bo and Kenema area, in order to share ideas on way to improve camp management, etc.
8. Report orally and in writing to the Camp Manager on all technical activities on going in the camp, their implementation, delays, etc.
9. Inform promptly the Camp Manager (cc Programme Manager) about important events such security related issues, community friction, etc.
10. Cooperate with the all NRC staff working in the camp, especially the Camp Manager.
11. Cooperate and share information with the other NGO's, local authorities and UN organizations in the area.
12. Taking care of the car (log sheet/fuel, use security equipment) and all the property of NRC in the field.

NRC working hours in the camp are from 08:30 am to 4:30 pm, from Monday to Friday.

Agreed by (Name):_____

Signature:_____

Terms of reference for Community Services Assistant

His/her area of supervision is the Jembe Temporary Resettlement Site in the Bo district, Sierra Leone.

He/She will represent NRC Sierra Leone and more specifically all Heads of Activities within Jembe Resettlement Site. He/she will be in charge of dealing with issues and concerns raised by the camp chairman. He will also act as liaison officer for the host community. He/she is consequently required to behave in a respectful and professional way. This includes accountability in terms of working relationships with INGO's, donor agency UNHCR, other UN organisations and governmental authorities (NCRRR, etc).

His/her direct supervisor is the NRC Camp Manager. He/she shall report to this person on a regular basis, as well as to the Assistant Camp manager. He/she is responsible for the management and coordination of the Heads of Activities, with regular assessments of productivity and monitoring students learning.

The activities implemented by NRC in the Jembe Temporary Resettlement are the following:
– Skills training activities, i.e. carpentry, blacksmithing, brick making,
– Agriculture activities,
– Women activities, i.e. sewing, baking, tie&dye, etc.
– Reproductive health & HIV/AIDS awareness,
– Peace building activities, i.e. dance, drama, sport, etc.
– Micro-credit activities.

Work description:
1. Overall coordination of the activities implemented by the Heads of Activities personnel plus supervising staff.
2. Observing programmes of instruction are adhered to within reason.
3. Making sure the programmes are developmental according to ability and experience of students.
4. In coordination with Heads of Activities the skills will be assessed every 2 months. The Community services assistant will distribute assessment sheets to the student, the results of which he/she is to analyse and report back to the Camp Manager.
5. He/she is to coordinate monthly meeting with the Heads of Activities and Camp Manager.
6. To attend all meetings related to camp management – which include:
   • Weekly meetings organised in the camp with the IP's (every Tuesday at 4pm).
   • Monthly meetings with the Heads of Activities.
   • All other meetings called and related to the Jembe Resettlement Site.
7. Supervise the collection of monies in accordance with the income generating procedures, in collaboration with the Head of Income Generating Activities.

Qualifications and experience:
– Good understanding of the English language.
– Good and oral communication skills.
– An empathic nature with the ability to analyse and solve problems or difficult tasks.
– Ability to prioritise needs and carry out several actions simultaneously.

Terms of reference for storekeeper

His/her area of supervision is the Jembe Temporary resettlement in the Bo District, Sierra Leone.

He/she will represent NRC Sierra Leone and more specifically the Rehabilitation and Camp Management Programme. He/she is consequently required to behave in a respectful and professional way. This includes accountability in terms of working relationship with NGOs, donor agency (UNHCR), other UN organizations and governmental authorities (NCRRR, etc.)

Her/his direct supervisor is the NRC Camp Assistant. She/He shall report to this person on a very regular basis, as well as to the Camp Manager. She/He is responsible for the storekeeping of NRC, other NGOs and WFP food and non-food items in the Jembe Temporary resettlement.

Duties and Responsibilities:

1 To organise the stores and facilitate proper accounting for the used store items according to NRC procedures.
2 To ensure proper stacking or storing system to avoid damage, leakage, deterioration, pilfering, etc.
3 Ensure that all goods coming into the store are registered (using the stock cards), including quantity delivered and specification.
4 To carry out issue from the stores through proper procedures, i.e. stores issue request, which should be approved by the relevant responsible officer. Transfer of goods from station to station is made using the following supporting documents: dispatch note, waybill, etc.
5 Verify all waybills, delivery notes, etc during receipt of goods into the stores, i.e. carry out complete physical check item by item against the waybill or delivery note before receiving it into the stores.
6 To prepare monthly statement of consumables. Carry out quarterly physical inventory of the store items, report to Freetown.
7 To collect project materials from other implementing partner (WFP, NGOs or other UN agencies) as would be needed for the proper management of the Jembe camp.
8 Report any discrepancy between the physical and theoretical stock.
9 Cooperate with the all NRC staff working in the camp, especially the Camp Manager.
10 Cooperate and share information with the other NGO's, local authorities and UN organizations in the area.
11 Taking care of the car (log sheet/fuel, use security equipment) and all the property of NRC in the field.
12 Any other duties as assign by management.

NRC working hours in the camp are from 08:30 am to 4:30 pm, from Monday to Friday.

Agreed by (Name):_____

Signature:_____

NRC Camp Management— Jembe Refugee Camp

Camp Manager

Camp Assistant — Community Services Asst.

Storekeeper

Warehouse loader

Groundskeeper/warehouse loader

Infrastructure Supervisor

Infrastructure Workers
25 people

Carpentry & Blacksmithing

Women's Skill Training Activities

Environment
3 persons

Business Skills

SGBV/E

Agriculture

Peace-Building

HIV/AIDS

SGBV/E

Accountant/Cashier

Office Assistant

Data Clerk
(pending interviews)

Office Assistant

Drivers

Jembe Refugee Camp: Disposal of the dead protocols

1. In the event of a death in the camp the next of kin of the deceased and/or the MSF Home Visitors bring it to the attention of the CHO.

2. If the death is verified by the CHO a death certificate is drawn up. The official copy stays with MSF. A formalised certificate is issued to the next of kin along with a burial permit.

3. The next of kin will bring both documents to camp management.

4. 15,000 leones will be paid to the next of kin for funeral service costs such as cloth, soap, scents, and the like.

5. Both the family's copy of the death certificate and the burial permit are stamped as paid by camp management.

6. A blanket for wrapping the corpse is also issued to the next of kin from camp management.

7. A member of camp management's sanitation team accompanies the family and corpse along with the burial permit to the cemetery in Jembe Village.

8. There, a village person appointed as their official sanitation agent verifies the burial permit and allows the funeral to proceed. He also assures the grave is dug to a depth of 6 feet.

9. Afterwards, three gravediggers (appointed by the family) can return to camp management with the next of kin to receive a payment of 1500 leones each for grave digging services.

18 Camp Closure
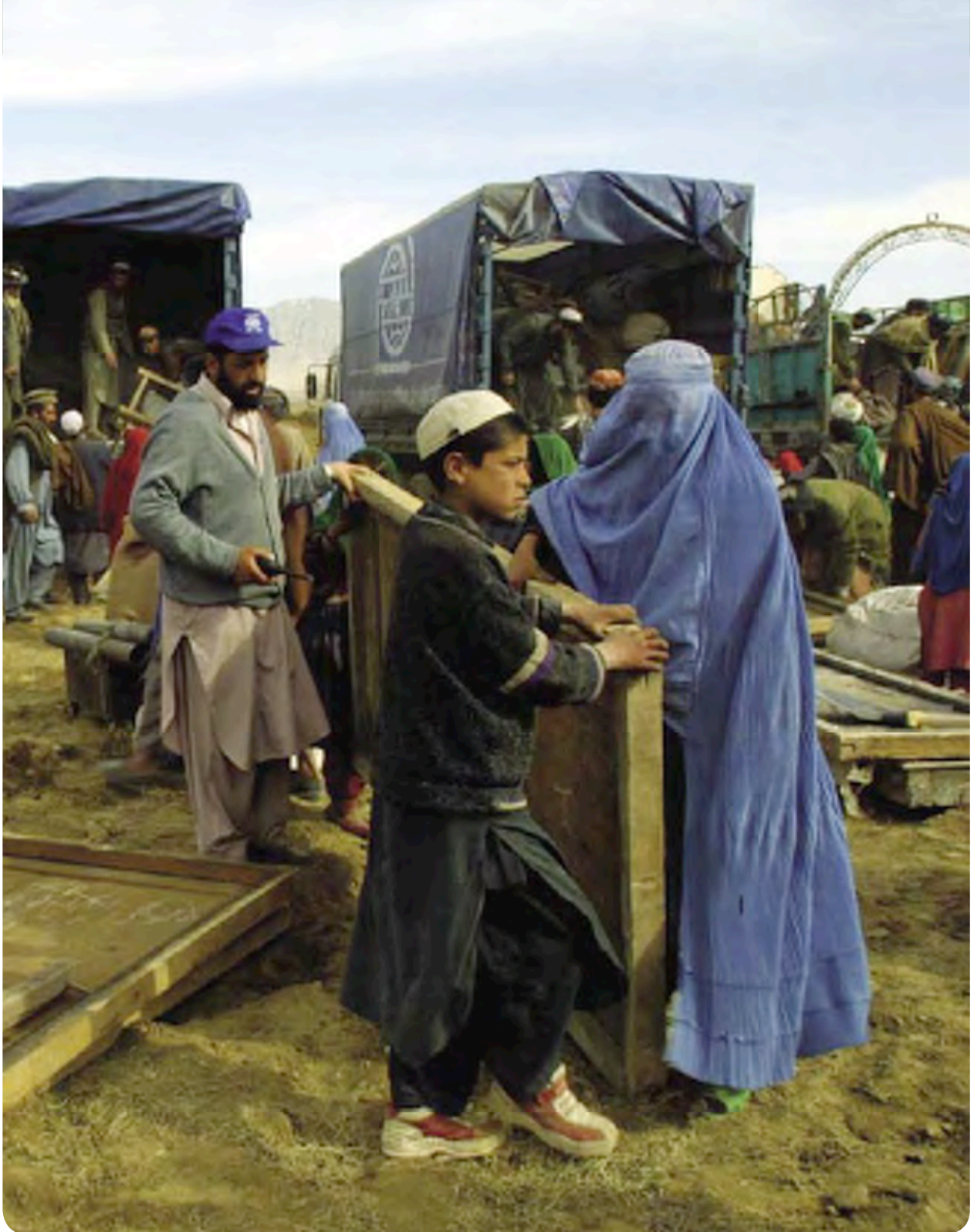
After years of living in the squalid conditions of the former Soviet compound in Kabul, internally displaced Afghans return to their land on the Shomali Plain. Photo: N. Behrin, UNHCR

Chapter 18: Camp Closure

Introduction

A camp is supposed to be a temporary arrangement. A positive finish is therefore equally important to a good start. Informing various stakeholders throughout the process will ensure their participation in the work towards a successful camp closure. The people of main concern are the refugees or IDPs themselves, and to involve them in the process is imperative. It is also very important to prepare the ground for an orderly closure with contractors and other involved actors. A camp manager should nonetheless be prepared for eventual reactions *against* the closing of the camp.

The timing of an exit, and the criteria that an exit has to be based upon, have been subject to continuing discussion and debate. The importance of making a comprehensive assessment prior to arriving at such a decision could not be overstated. When all indicators point towards an exit, the welfare of the displaced, and of other actors involved, must still be safeguarded. The camp management team must ensure that the host/local government and donor countries as well as local and international NGOs all firmly support the decision. Careful planning and extensive coordination of the completion is crucial, and should be carried out by the camp management team in collaboration with local and international NGOs and various other actors concerned.

Indicators Calling for an Exit
- The camp population no longer needs the protection of the lead agency/camp management.
- A tripartite agreement on an exit has been reached between the host government, the country of origin and the lead agency[1], usually based on improvements of the situation back in the country of origin warranting safe and dignified return.
- The situation has become untenable for the lead agency as the camp population continues to refuse the offer of durable solution to them[2].
- Funding has dried up, adequate human and financial resources are simply no longer available.
- Safety and security factors, such as threats against the life and property of humanitarian workers operating in the camps, are forcing the agencies to pull out.
- Access to refugees/IDPs is denied/no longer possible, or made extremely difficult.

Responsibilities of Camp Management Team

Some Pre-Closure Considerations
Data management: The government and the lead agency/camp management agency normally maintain databases of the camp population. It is important that the data are correct as they have direct implications for the planning of the logistics of movement, for security and food distribution etc.

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1. Lead agency could be any agency that is principally funding the refugee/ IDP programme and may or may not altogether act as the camp management team at the same time.
2. There are three durable solutions available for refugees, namely: repatriation, resettlement and local integration. UNHCR Protecting Refugees, A Field Guide to NGOs 1999:60-81

Vital documents: These documents have to be carefully and efficiently managed, secured and transferred in the phase-out process. Correct data have to be provided to various agencies such as, among others, the Immigration Department, the Social Services and the Education Department in order to ensure that the returning refugees or IDPs obtain proper identification documents, access to education and basic social services upon return. School records from the camp have to be correct so that testing for skills and competence level of students is properly and efficiently administered as part their reintegration. Hospital/medical records, most importantly those of vaccinations/immunisations, have to be carefully managed and transferred to ensure proper follow through of medical interventions. Medical records should remain with the refugee/IDP during transfer.

Administrative documents: Operations reports, books of accounts and financial records are some of the vital administrative records that need to be kept for at least five (5) years based on sound accounting practice.

Confidentiality/safety of documents: In some cases, displaced persons experience grave threats and imminent danger as a result of their refugee/IDP status. These threats may also affect their immediate family members who are left behind in their country of origin. In these cases, therefore, it is vital to maintain an international presence in the camp all the time. The identity of the refugees /IDPs should be kept confidential, and during the movements, itineraries and movement plans should be kept secret and limited to as few people as possible.

In one operation in Southeast Asia, the refugee programme was highly controversial and was unwanted by both the host country and the country of origin, as authorities were weary of the pull factor that was imminent within that refugee context. The names and addresses of the refugees were well guarded since leakage of their identities could have induced persecution of family members that were left behind. Relocation to another campsite had to be carefully and secretly planned to minimise risk since agents from the country of origin had been closely monitoring the camp from outside.

▷▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- *Correct data:* The camp management team should liaison with the host government and the lead agency to tally statistics and to ensure that records are updated and verified correctly.

- *Full confidentiality of records/documents:* The team must encourage all stakeholders to maintain the sanctity and confidentiality of all refugee/IDP records.

- *Liaison with various government agencies:* When a durable solution to the plight of the refugees/IDPs has been reached, the camp management team should share necessary and relevant data to ensure that the returnees gain full access to basic social services, education and are provided with identification documents upon their return.

- *Storage of records:* Vital operations, financial/accounting and administrative records must be kept in a safe place.

Information Campaigns

Preparations: Preparing the hearts and minds of all the stakeholders is vital to their participation in the implementation of a successful phase-out strategy. An integrated team, comprising all designated agencies in the camp, may be selected for the specific job of informing the stakeholders and to prepare them for the impact of the closure.

Involvement of camp residents: Camp committees play a most essential role in disseminating information. Ensuring female representation is a must. Clear instructions reduce the chance of misinterpretation and complications in the process. Special focus on vulnerable groups in terms of information and counselling reduces much anxiety. Some groups may have no options for return, or they fear aggression or violence upon return. It is important to set up information centers where information can readily be obtained via brochures, maps and individual counselling.

In Bangladesh, where majority of the refugees could not read and write, shed to shed information campaigns were planned and implemented to complement big and small group meetings. The involvement of the religious leaders (Imams) played a vital role in a well-organised information campaign and eventual camp closure.

Other practices that have been tried out in various operations are large poster display and bulletin boards, children and youth art contests on the theme, information campaigns via the public address system in the camp, multimedia ads (radio advertisements, TV campaigns, documentaries etc), press conferences for the local leaders and concerned groups, the media, policy makers etc.

Timing: The timing of when to make the news public is critical. The support of the donor countries and the diplomatic representation is vital. High level visits must precede any other actions on the ground to deal with the diplomatic community, donor country representations, host/local governments and the authorities in the country of origin.

Counselling regarding Durable Solutions

Durable solutions: The question of when a durable solution can be or has been reached has always beset refugee/IDP programmes. However, when indicators already call for an exit strategy, repatriation still remains the best option given that the situation back home warrants the return of the camp population. Efforts must then be exerted to exhaust this option whilst at the same time remaining open to other possibilities as well.

Counselling centers: This type of centers may be set up to provide refugees with a venue to obtain good information and advice. ICLA type projects should be implemented at an early stage *(see chapter 5: Protection).*

In the Philippines, a drop-in center manned by durable solutions counsellors (national staff) and interpreters was set up a year before the camp closure to disseminate vital information on the phase out process. In order to sensitise the local leaders/authorities, the media and other policy makers, a series of press conferences was organised. Camp committee members embarked on zonal information sessions emphasising the gradual phase-out strategy planned by the camp management team. Voluntary repatriation counselling sessions were complemented with UNHCR multimedia presentations on the situation in the country of origin in order to ensure that every return is a well informed one. Anxious teenagers and parents alike came forward with their queries and thoughts regarding the expected camp closure. Packets of resistance subsided when proper information on the phase-out was efficiently disseminated through the camp public address system.

Legal issues: In most circumstances, conditions for safe and dignified return cannot be met without adequate protection of refugees'/IDP's rights to property and basic documents. There are many issues to be addressed, for example is the recovery of refugees'/IDPs' homes and properties in their country of origin most often a precondition for effective durable solutions to displacement. Whilst these issues ideally are dealt with at an early stage of displacement, the camp management team must ensure that they at least are addressed and preferably solved prior to any return. International experience shows that when these issues are unattended, they become frequent hindrance to safe and dignified return.

▷▷▶ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Phase-out strategy:** It is crucial to outline a phase-out strategy involving as many stakeholders and actors as possible. The camp may for example be phased out by zones or blocks, or through gradual phase-out of assistance, where non-food items are discontinued first. Contractors and NGOs must be given advance notice of the phase-out strategy so they can streamline and scale down their own operations as well etc.

- **Liaison with donor and government:** It is important to liaise with donors and relevant government agencies for their participation, information and support in the phase-out process.

- **Information campaign teams:** It is essential to identify and carefully select information campaign teams that will coordinate information dissemination efforts, to define their roles, responsibilities and time frames. The team should involve interfaith religious leaders and their initiatives should be incorporated in the process since the camp population generally looks up to these leaders for guidance and advice.

- **Regular meetings:** The integrated camp management team should meet on a regular basis to discuss the phase-out strategy.

- **Mode and medium of communication:** The team should identify the mode and medium that best communicate the phase-out strategy considering available resources and applicability.

- **Counselling centers:** Centers should be set up to provide the camp residents with a venue for information and counselling.

- **Monitoring of reactions:** The team should conduct actual information campaigns, and monitor reactions and anxiety level of the camp population

Mine Awareness Raising

Landmines and Unexploded Ordinances (UXOs): Facilitating for good recovery of the property of the displaced population also involves the clearing of landmines and UXOs. Mine risk education and awareness should be provided to those who are returning and living in conflict areas.

In Sri Lanka in 2003, much of the challenge in the return process of the Tamil IDPs related to landmines and UXOs, adding to their anxiety over the recovery of property, housing and land. In the northern parts, a lot of houses had been bombed and wrecked over the two decades of conflict. Secondary occupants settled on whatever structures were left abandoned by owners who took temporary refuge in camps in the south. With the consolidation of the peace process, the drive for return to the north boosted. Coordination among the government and various inter-agency actors was very dynamic, pre-empted by the need to prioritise areas of return for those who were in welfare camps and to assist those who have spontaneously returned already. Various NGOs collaborated to expedite the physical clearance of large areas of mined land, both agricultural and residential. Camp residents who were cleared for return were given mine risk education and awareness sessions by local and international NGOs. Campaigns were also carried out on community level to assist those who had already spontaneously returned.

▷▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Return to mined areas:** The camp management team must identify which camp residents are listed to areas of return that are mined.

- **Mine risk education:** It is recommended to coordinate with various NGOs for mine risk education and awareness sessions prior to return.

- **Mine free areas:** It is important to coordinate with various NGOs doing mines clearing, the government and the military to ensure that areas of return have been certified as mines and UXO free.

- **Housing, land and property:** The team should participate in regional coordination to ensure that issues on housing, land and property are given due consideration.

- **Land, housing and property rights in agreements:** It is essential to advocate for the explicit inclusion of land, housing and property rights in tripartite agreements for voluntary return – as much as possible to include restoration, compensation and restitution mechanisms.

Host Community

In a number of asylum countries, refugees have been permitted to stay indeterminately, and some have moved into local settlements spontaneously. The host community could play an important role in the phase-out process and the establishment of durable solutions, if local leaders and authorities are seen involved. Where applicable and appropriate, local leaders and local donor agencies can join the information campaign team in conveying information on the final closure of the camp.

In the Philippine camp in the island of Palawan, local authorities and leaders pledged support to allow the residual group of over a thousand Vietnamese nationals to de facto integrate locally. Their involvement in the exit process in close coordination with a local NGO provided strong reassurance to the refugees about their acceptance in the community. Assurances were made on television and on radio networks, allying fears despite difficult legal uncertainties. The authorities' assistance in looking for an ideal plot of land for a settlement village proved to be the turning point, and put an end to demonstrations and resistance against the closure of the camp.

Host communities are not always generally hospitable to the presence of refugees/IDPs. The involvement of local authorities, interfaith religious leaders and international observers is thus crucial to ensure a successful, well-organised and smooth phase-out process.

It is imperative that camp closures do not result in involuntary return. The camp management team always has to be vigilant to signs of harassment and coercion from unfriendly fractions in the host community or even from amongst the camp population. The team must ensure a positive liaison with local contacts and intelligence groups to gather information and monitor the situation closely, maintaining international presence at all times. It may be advisable to employ a field security adviser who travels along with and monitor movements among the camp population.

Displaced Bosnians being updated on the closure of their camps. it is imperative that camp closure does not result in involuntary return Photo: Hege Robberstad, NRC

Implementing and Operating Partners

International NGO partners and other volunteer groups play an important role in preparing the camp population for the phase-out process. Their involvement in the actual phase-out is also very important for reassuring the camp population, especially when the host community shows hostility towards the refugee population. Their presence also serves as a deterrent to abuses and excessive forms of behaviour that may be directed towards the refugees/IDPs or their properties during the movement from one camp to another.

Supplies and Material Contractors

Since all of these provisions are covered by contracts, advance notices obviously form an important part of the process. Careful planning and discussions focusing on gradual phase-out is important, especially with contractors of food and fuel services, to ensure that the welfare of the displaced is not compromised. It is vital to regularly meet, plan and review timing and strategy of the phase-out strategy with all contractors. Such contracts may be given extensions on a monthly basis as applicable.

Movement of Camp Population

Vulnerable groups: Before any movement, it is imperative that special provisions are in place for vulnerable groups (unaccompanied minors, elderly and physically and mentally challenged). Once special arrangements (escort, foster care, medical and other practical issues) have been set up for receiving these groups at their destination point, they should be given priority to be moved out of the camp first. Capable and willing members of the camp population can then be identified to assist them on their way.

Logistics: Depending on the size of the population to be moved and the scale of the operations, logistics is one area that is critical for a successful camp closure and one that involves a lot of challenges in terms of planning and coordination. Underpinning it all should be a solid flow of information within an integrated team throughout the project planning and implementation[10]

Resettlement/repatriation: Cross border meetings and situational analysis are crucial steps towards ascertaining that return is safe and dignified. Areas of return have to be declared as safe, and assurances have to be given by the authorities of the country/area of return that returnees are able to access back to educational, medical and other basic services. Repatriation kits, medicine and food supplies are normally distributed one day prior to departure, and monetary grants are disbursed at the reception center in the country of return.

Medical/physical examination: This must be done before any movement takes place. Medical records normally travel with the refugee. Liaison with the colleagues at destination point is important to ascertain whether or not follow-up medical care and services are readily available.

> Rohingya refugees in Bangladesh who are on TB treatment course are consistently advised to finish their treatment course in the camp prior to return. This due to extreme difficulty in obtaining, or the total lack of, medicine and medical follow-up treatment in their village of return.

Timing and transportation: Planning and timing the actual transport during movement require sensitivity and attention to safety and security standards. Contracts with transport providers (where applicable) and airlines bookings must be drawn well in advance. Flight manifests have to be guarded well and instructions have to the airline staff to maintain the confidentiality of such document as part of security precautions.

The Rohingya refugees were strictly required to wear life vests during transportation by boat, as waters can get dangerous during monsoon seasons between the murky straits of Myanmar and Bangladesh. Additionally, the repatriation of Rohingya refugees in Bangladesh came to an almost full stop during the whole month of Ramadan in observance of religious and cultural practices of the refugees.

▷▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- **Planning meetings:** The camp management agency must have regular planning meetings with the integrated team.

- **Transport:** Possible transport providers should be identified.

- **Cross border meetings:** The team should participate in cross border meetings for information sharing and analysis to ensure safety of return, access of returnees to educational, medical and other basic services etc.

- **Liaison with resettlement/home countries:** Liaison/coordination is recommended with representatives of resettlement countries or countries of origin for documentation, compliance with medical requirements and arrangements for travel.

- **Liaison with host government:** Liaison/coordination should be made with host government for participation of military escorts, where applicable, during movements and camp closure.

- **Communication facilities:** It is important to ensure that communication facilities and equipment are functioning and are provided to escorts during movement.

- **Culture-sensitive schedules:** It is essential to ensure that movements are scheduled with sensitivity to cultural traditions, special holidays and events of the camp population

- **Logistics and supplies:** The team should maintain checklist of logistics and monitor essential supplies like fuel supply, food, repatriation kits etc.

- **Mobile clinics:** Where applicable, mobile clinics and drinking stations should be set up.

Future Use of Vacated Structures/Facilities/Materials/Equipment

When a camp is vacated, materials and facilities are still generally usable. Traditionally, MoUs with the host government normally stipulate that certain materials and equipment are to be left behind as a donation when a refugee/IDP programme closes down. A clear identification of, and policy on, the ownership of such properties and assets has to be crafted and decided upon.

During the camp closure in 2003, the camp management team in the border camps in Cambodia decided to retain some structures as possible holding centers in the event that further influx take place. Additionally, during the phase-out of the same camps, the camp management/UNHCR (being the lead agency and camp management team at the same time) gave away the plastic sheets, blue tarpaulins, bamboo sticks and other light materials to the village people as a gesture of appreciation of their hospitality.

Governments normally have a specific department that handles affairs like this, in which case the camp management agency may assign a person to liaise with the government or the host community.

Forms, contracts and deeds: These have to be prepared well in advance with provisions for post project impact monitoring.

List of Items for donation/sale and list of recipients: A complete list of materials and equipment to be donated is useful. Subsequently, a list of recipients has to be drawn for the same purpose. A separate list of materials should be made for items to be auctioned for sale.

In the Philippines, as stipulated in the MoU, the military were granted use of the vacated facility for their barracks. Water wells were also donated for the use of the military. Computers, generators and other office equipment including service vehicles and ambulances were donated to the military in appreciation of their services, ensuring camp security over the years.

Looting/pillage: When news of camp closure becomes public, certain elements from the host community may take advantage of the opportunity to loot and salvage camp materials and equipment, so provisions for security have to be in place.

▷▷▷ ⓑ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- *Donations:* The team should identify materials, equipment, facilities and structures to be donated.

- *Equipment to be retained:* The team should identify materials, equipment, facilities and structures that may be retained as possible holding centers in the event that reverse movement takes place.

- *Lists of recipients:* It is important to identify and prepare a list of recipients of left behind materials, equipment and structures. The host community should be included.

- *Hand-over documents:* The team should prepare the necessary hand-over deeds and documents.

- *Night watches:* It is important to liaise with camp security personnel and volunteers among the displaced for night watches as a deterrent.

- *Auction sales:* Auction sales should be organised for facilities, materials and equipment for said purposes.

Environment

Due consideration has to be given to sewage, latrines and other forms of waste that the departing camp population may leave behind, in order not to offend the landowner or the host community. It is imperative that sewage treatment (against malaria and other potential vectors of water borne diseases) or rehabilitation of such through filling ditches and/or putting up warning signs is enforced.

A hand-over ceremony may be conducted during the actual transfer of building/shed materials and other camp structures that may be identified for donation to the neighbourhood community. It is important that local leaders and authorities are present during the hand-over ceremonies.

▷▷ ▷ KEY RESPONSIBILITIES OF CAMP MANAGEMENT TEAM

- *Rehabilitation:* The team should plan and coordinate with the host community for activities to rehabilitate the vacated camp.

- *Plan of action:* It is recommended to prepare a comprehensive plan of action concerning environmental issues post closure and identify possible contractors to handle activities related to the rehabilitation of the vacated camp (sewage treatment, tree planting, preservation of burial sites, etc.).

- *Smooth hand-over:* It is important to identify key community recipients and leaders who will act as channels to ensure smooth hand-over of materials/facilities that may be donated to the local population (as applicable).

- *Information to host community:* The team should make press conferences and press releases to keep the host community informed and to obtain their sympathy and support.

- *Advocacy and lobby:* The team should ensure that legal rights of refugees and IDPs are observed through advocacy and lobby with policy makers and local authorities.

- *Hand-over ceremonies:* It is vital to organise hand-over ceremonies including guests and representatives from the host community, authorities etc.

Toolkit

Checklist for Camp Managers
This checklist of pre-closure activities has been developed by the camp management project, based on various sources and field experiences.

UNHCR Sample Voluntary Repatriation Tripartite Agreement (General Legal Advice Section, UNHCR)
This is a sample of a tripartite agreement between the government of the country of origin, the government of the country of asylum and the UNHCR on the conditions and procedures for voluntary repatriation of refugees.

Essential reading and references

- **UNHCR. 1999,** *Protecting Refugees, A Field Guide for NGOs*

- **Human Rights Watch. April 2002.** *Repression of Montagnards*

- **Hathaway, J. 1991.** *The Law of Refugee Status*

- **Allinson, R. 1993.** *Global Disasters*

- **UNHCR. 1997.** *Handbook on Policies and Procedures in dealing with Unaccompanied Minors Seeking Asylum*

- **UNHCR. 1991.** *Guidelines on the Protection of Refugee Women*

- **UNHCR. 2003.** *Agenda for Protection*

- **UNHCR. 1998.** *Guiding Principles on Internal Displacement*

- **UNHCR. 1997.** *Resettlement Handbook*

- I**RC.** *Annual Report, 2000/2001*

- **UNHCR. 2003.** *Land, Housing and Property*

- **Abrar C./ RMMRU, Dhaka. 2002.** *On the Margin, Refugees, Migrants and Minorities*

- **Amnesty International. 2003.** *EUR 46/094/2003 (Public) News Service No.276*- **IASC. 2002.** *Growing the Sheltering Tree, Protecting Rights through Humanitarian Action*

- **Kelly N./ INGO Working Group for Women. 1998.** *Working with Refugee Women, A Practical Guide*

- **UNHCR. 1996.** *Handbook Voluntary Repatriation: International Protection*

- www.unhcr.ch
- www.theirc.org
- www.hrw.org
- www.savethechildren.org.uk

Checklist for Camp Managers

Pre-movement

☐ Is the principle of family unity being preserved in voluntary repatriation?

☐ Are there information centers where the camp population can obtain up to date information concerning repatriation?

☐ Are effective information and counselling programmes available concerning repatriation?

☐ Are there special provisions in place for the vulnerable?

☐ Do social services exist to assist repatriation of families and children in need?

☐ Will unaccompanied minors and vulnerable persons be adequately cared for on the other side of the border?

☐ Has the admission of returnee children into schools been ensured?

☐ Do returnees have access back to their land, housing and property?

☐ Is the area of return free from landmines and unexploded ordinances (UXOs)?

Medical

☐ Has a medical screening been done to identify the sick or those needing medical assistance/ special arrangement during travel?

☐ Are suitable administrative mechanisms in place for effective implementation of the repatriation programme?

☐ Have individuals or families been thoroughly appraised of their medical conditions and the situation of the medical care and services available for them when they return?

☐ Are medical records furnished to the individual or their family members?

☐ Are the special needs of vulnerable groups (lactating mothers, unaccompanied minors, elderly etc.) being addressed?

Security/logistics

☐ Is there a security and safety contingency plan in the event of adverse reactions to news of camp closure?

☐ Is there sufficient supply of fuel, food, water and transport/movement needs in the local community?

☐ Is there adequate supply safety and other travel paraphernalia during movement e.g. life vest, sick bag, first aid kits etc.?

Environment

☐ Are forms, contracts and deed related to sale or donation of left behind facilities and properties ready?

☐ Is there a comprehensive plan of action concerning preservation of burial sites, treatment of sewage, tree planting etc.?

Land housing and property: Within the context of post-conflict voluntary return, some best practices listed hereunder may be given due consideration in addressing land, housing and property rights[1] as they link directly and/or augur well to a successful exit strategy.

• In tripartite agreements for voluntary return, land, housing and property rights should be explicitly included – as much as possible to include restoration, compensation and restitution mechanisms.

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1. Source: Land, Housing and Property, UNHCR Sri Lanka, March 2003

- The best, fairest and most sustainable results are those based on a human rights approach to return and recovery of land, housing and property.
- The repair and reconstruction of damaged housing should be an indispensable element of any return and restitution claims process.
- Land, housing and property issues can only be adequately redressed if the rights of the secondary occupants are fully respected and their welfare given attention as well.
- Restitution claims and ownership of land are not jeopardized over passage of time. (Ex. The Sri Lankan Bar unanimously agreed to suspend legal provisions that voids ownership if occupation has discontinued for a period of ten years or more)

The text of this Sample
Tripartite Agreement can be obtained
on a diskette from:

General Legal Advice Section (HQPRO2)
UNHCR Headquarters
Case Postale 2500
CH-1211 Geneva 2 Dépôt
Switzerland
Fax: (41 22) 739 73 54
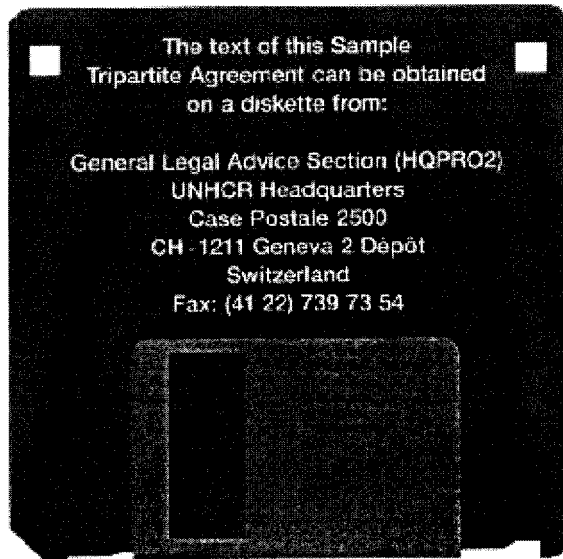
SAMPLE VOLUNTARY REPATRIATION TRIPARTITE AGREEMENT

The Government of (country of origin) and the Government of (country of asylum) (hereinafter referred to as "the Parties") and the United Nations High Commissioner for Refugees (hereinafter referred to as "the High Commissioner" or "UNHCR"),

(a) Recognizing that the right of all citizens to leave and to return to their country is a basic human right enshrined, inter alia, in Article 13(2) of the 1948 Universal Declaration of Human Rights and Article 12 of the 1966 International Covenant on Civil and Political Rights;

(b) Recalling that the United Nations General Assembly Resolution 428 (V) of 14 December 1950, which adopted the Statute of UNHCR, ascribes to the High Commissioner the function of providing international protection to refugees and of seeking permanent solutions for the problems of refugees, inter alia, by promoting and facilitating their voluntary repatriation and integration in their country of origin;

(c) Recognizing that voluntary repatriation, where feasible, constitutes the preferred durable solution for the problems of refugees, and that the attainment of this solution requires that refugees shall be repatriated in conditions of safety and dignity;

(d) Noting that Conclusions 18 (XXXI) and 40 (XXXVI) of the Executive Committee of the High Commissioner's Programme constitute internationally accepted principles and standards governing the voluntary repatriation of refugees;

(e) Recalling that the "Political Settlement" or "Peace Accord" signed between .... and .... has laid the foundation for achieving lasting peace, national unity, reconciliation and social and economic development in (country of origin);

(f) Recognizing the need to define the specific procedures and modalities for the voluntary repatriation and eventual reintegration in (country of origin) of .... refugees in (country of asylum) with the assistance of the international community through UNHCR as may be supported, where appropriate, by other United Nations agencies and intergovernmental and non-governmental organizations;

Have agreed as follows:

ARTICLE 1
Definitions

For the purpose of this Agreement,

1. the term "refugee" shall mean any .... citizen, (as defined in the (country of origin) Law on Nationality), who is living outside (country of origin) as a refugee in (country of asylum).

2. the term "returnee" shall mean any refugee as defined in sub-section 1. of this Article, who has voluntarily returned to (country of origin) pursuant to this Agreement.

ARTICLE 2
Establishment of a Tripartite Commission

A Commission for the Voluntary Repatriation of .... Refugees from (country of asylum) is hereby established by the Parties and UNHCR.

ARTICLE 3
Composition of the Commission

1. The Commission shall comprise three members; each of the Parties and UNHCR shall designate a member.

2. Any Member of the Commission may be accompanied to its meetings by advisers.

3. Where a Member is unable to attend to any business of the Commission, that Member shall designate a substitute.

ARTICLE 4
Role and Function of the Commission

The Commission shall consider and agree upon or advise the Parties and UNHCR on such matters or measures as may be necessary to promote and implement the voluntary repatriation of .... refugees from (country of asylum).

ARTICLE 5
Meetings of the Commission

1. Meetings of the Commission may be convened whenever necessary and at such venue as may be agreed upon.

2. The Commission shall adopt its own Rules of Procedure.

ARTICLE 6
Ad Hoc Tripartite Arrangements/Liaison Officers

The Parties shall designate Liaison Officers at their respective Embassies in (capital of country of origin) and (capital of country of asylum) with powers to deal with unforeseen operational issues on an ad hoc basis.

ARTICLE 7
Voluntary Character of Repatriation

The Parties and UNHCR hereby reaffirm that the repatriation of .... refugees in (country of asylum) shall only take place at their freely expressed wish based on their full knowledge of the facts. Accordingly, the status of those .... refugees who decide not to avail themselves of the voluntary repatriation programme under this Agreement shall continue to be governed by the relevant international protection principles and standards.

ARTICLE 8
Freedom of Choice of Destination

The Parties and UNHCR reiterate that the refugees shall be free to return to, and settle in, their former places of residence or any other places of their choice within (country of origin).

ARTICLE 9
Return in Safety and with Dignity

1. The Parties and UNHCR agree that the voluntary repatriation of .... refugees under this Agreement shall take place only when there exist conditions conducive to their return in safety and with dignity to places of final destination in (country of origin).

2. Whereas the Government of (country of asylum) shall retain responsibility for the safety and security of the repatriating refugees while on the territory of (country of asylum) including in camps, staging areas and during convoy movements en route to the designated border crossing points, the Government of (country of origin) shall be responsible for the safety and security of the returnees once within the territory of (country of origin).

ARTICLE 10
Assurances upon Return

1. The Government of (country of origin) shall issue, together with other relevant parties, general amnesties, formal guarantees or public assurances to encourage the refugees to voluntarily repatriate without any fear of harassment, intimidation, persecution, discrimination, prosecution or any punitive measures whatsoever on account of their having left, or remained outside of (country of origin).

2. The returnees shall benefit from the relevant provisions of any amnesty or clemency laws in force in

(country of origin).

3. The Government of (country of origin) shall ensure that returnees have access to land for settlement and use, in accordance with the relevant national laws.

4. The Government of (country of origin) shall facilitate, to the extent possible, the recovery and/or restitution to the returnees of land or other immovable or movable property which they may have lost or left behind.

ARTICLE 11
Juridical Status and Equivalency

The Government of (country of origin) shall, accord recognition to all legal status of .... refugees repatriating from (country of asylum), including births, deaths, adoptions, marriage and divorce. The Government of (country of origin) shall also seek to accord recognition, as appropriate, to the equivalency of academic and vocational skills, diplomas and certificates obtained by the refugees while in (country of asylum).

ARTICLE 12
UNHCR's Supervisory Role

UNHCR's leading role in promoting, facilitating and coordinating voluntary repatriation of refugees in order to ensure that repatriation is voluntary and carried out in conditions of safety and dignity shall be fully respected by the Parties.

ARTICLE 13
UNHCR Access to Refugees and Returnees

1. In order to be able to carry out effectively its international protection and assistance functions, UNHCR shall be granted free and unhindered access to all .... refugees in (country of asylum) and to all returnees wherever they may be located in (country of origin). Likewise, all refugees and returnees shall be granted free and unhindered access to UNHCR.

2. The Government of (country of origin) shall, in particular, extend full cooperation to UNHCR to allow UNHCR to monitor the treatment of returning refugees in accordance with humanitarian and human rights standards, including the implementation of the commitments contained in this Agreement.

3. In order to enable UNHCR to carry out its monitoring functions in accordance with sub-sections 1. and 2. of this Article, the Government of (country of origin) shall inform UNHCR about every case of arrest, detention and legal proceedings involving returnees and shall provide UNHCR with the relevant legal documentation on these cases as well as grant UNHCR free access to returnees under arrest or in detention.

4. The access provided to UNHCR under paragraph 1. of this Article shall, as appropriate, extend to inter-governmental or non-governmental organizations with which UNHCR, in consultation with the Parties, may enter into agreements for the implementation of one or more components of the repatriation operation contemplated under this Agreement.

ARTICLE 14

Spontaneous Return

The Parties and UNHCR hereby recognize, as a matter of principle, that all assurances, guarantees and other provisions set out in this Agreement and which govern the voluntary repatriation of .... refugees from (country of asylum) shall also apply to those .... refugees who may return to (country of origin) by their own means.

ARTICLE 15
Information and Sensitization Campaign

1. UNHCR shall, in cooperation with the Parties, organize a campaign to provide the refugees with objective and accurate information relevant to their repatriation and reintegration in (country of origin) so that the refugees shall be able to make the decision to repatriate in full knowledge of the facts.

2. The Government of (country of origin) shall, with a view to creating conditions conducive to the reintegration of returnees in safety and with dignity, take all necessary measures to sensitize and prepare the population residing in areas to which the refugees shall be repatriating.

ARTICLE 16
Fact-finding Visits by Refugee Representatives

The Parties and UNHCR shall, as appropriate and necessary, facilitate visits to (country of origin) by representatives from a cross-section of the refugee population in (country of asylum) for the purposes of acquainting themselves with the situation prevailing in their intended areas of return and reporting thereon to .... refugees in (country of asylum). These refugee representatives shall then be permitted to return to (country of asylum).

ARTICLE 17
Registration and Documentation

1. Pursuant to its mandated responsibility to ensure the voluntary character of the decision to return, UNHCR shall, in consultation with the Parties, devise the most appropriate means for the interviewing and registration by UNHCR of .... refugees in (country of asylum) who wish to repatriate.

2. Duly completed Voluntary Repatriation Forms (VRFs), the format of which shall be mutually agreed upon by the Parties and UNHCR, shall be recognized by the Parties as valid identity documents in (country of asylum) and (country of origin) and as travel documents for the purpose of the refugees' return to their final destinations in (country of origin).

ARTICLE 18
Preservation of Family Unity

1. In accordance with the principle of family unity, UNHCR, in cooperation with the Parties, shall make every effort to ensure that refugee families are repatriated as units. Where such efforts fail, a mechanism shall be established for their reunification in (country of origin).

2. In order to preserve the unity of the family, spouses and/or children of repatriating refugees who are themselves not citizens of (country of origin) shall be allowed to enter and remain in (country of origin). The principle established herein shall also apply to non-............. spouses as well as children of deceased .... refugees who may wish to enter and remain in (country of origin) to preserve family links.

ARTICLE 19
Special Measures for Vulnerable Groups

The Parties and UNHCR shall take special measures to ensure that vulnerable groups receive adequate protection, assistance and care throughout the repatriation and reintegration process.

ARTICLE 20
Transfer of Criminals

The Parties agree that .... refugees who have committed serious non-political offences in (country of asylum) and who have been tried and convicted shall be transferred to (country of origin), if they so wish. The Parties and UNHCR shall cooperate with each other to ensure that appropriate arrangements are made for their transport and hand-over.

ARTICLE 21
Designated Border Crossing Points

The Parties and UNHCR shall agree on border crossing points for organized voluntary repatriation movements. Such agreement may be modified to better suit operational requirements.

ARTICLE 22
Immigration, Customs and Health Formalities

1. To ensure the expeditious return of refugees and their belongings, the Parties shall waive their respective immigration, customs and health formalities usually carried out at border crossing points.

2. Refugees' personal or communal property, including livestock, shall be exempted from all customs duties, charges and tariffs.

3. [If applicable] The Parties shall also waive any fees as well as road or other taxes for vehicles entering or transiting their respective territories under the auspices of UNHCR for the repatriation operation.

ARTICLE 23
Movement and Security of UNHCR Staff and Resources

1. The Parties shall facilitate the movement of staff and personnel of UNHCR and of its implementing partners as well as vehicles, relief goods and equipment used in the operation into, within and out of (country of asylum) and (country of origin). In particular, they shall authorize UNHCR to issue two-way

cross-border travel authorizations, the format of which shall be mutually agreed upon by the Parties and UNHCR, to such staff and personnel for the duration of the repatriation operation.

2. The Parties shall take all appropriate steps to ensure the security and safety of UNHCR staff and all other personnel engaged in the repatriation operation provided for under this Agreement.

ARTICLE 24
Relief Goods, Materials and Equipment

1. The High Commissioner shall use her/his best endeavours to obtain the resources required from the international community to carry out the repatriation operation and implement reintegration activities in (country of origin).

2. The Parties shall exempt from the relevant Government taxes, duties and levies all relief goods, materials, equipment and means of transport destined for use in the repatriation and reintegration operation. The Parties shall expedite the clearance and handling of such resources.

3. The Parties hereby authorize UNHCR to use UN communications equipment, frequencies and networks and shall, whenever operational requirements make this necessary, facilitate the allocation of other frequencies. The relevant written authorizations for equipment, frequencies and cross-border networks shall be issued to UNHCR.

ARTICLE 25
UNHCR Field Offices

UNHCR may, whenever required for the purpose of a more effective discharge of its responsibilities under this Agreement, establish Field Offices at locations to be agreed with the Government concerned.

ARTICLE 26
Continued Validity of other Agreements

This Agreement shall not affect the validity of any existing agreements, arrangements or mechanisms of cooperation between the Parties and UNHCR. To the extent necessary or applicable, such agreements, arrangements or mechanisms may be relied upon and applied as if they formed part of this Agreement to assist in the pursuit of the objectives of this Agreement, namely the voluntary repatriation and reintegration of .... refugees.

ARTICLE 27
Resolution of Disputes

Any question arising out of the interpretation or application of this Agreement, or for which no provision is expressly made herein, shall be resolved amicably through consultations between the Parties and UNHCR.

ARTICLE 28

Entry into Force

This Agreement shall enter into force upon signature by the Parties and UNHCR.

ARTICLE 29
Amendment

This Agreement may be amended by mutual agreement in writing between the Parties and UNHCR.

ARTICLE 30
Termination

This Agreement shall remain in force until it is terminated by mutual agreement between the Parties and UNHCR.

In witness whereof, the authorized representatives of the Parties and UNHCR have hereby signed this Agreement.

DONE at ...., this .... day of .... 19 ....., in three originals, in the .... language(s), the English version being authoritative for interpretation purposes.

For the Government of (country of asylum)

For the Government of (country of origin)

For the United Nations High Commissioner for Refugees

Annex 6. Sample Declaration of Amnesties and Guarantees

Such declarations will be subject to complex political considerations by the government of the country of origin as well as possibly other parties to a conflict and will therefore need to be carefully tailored to the specifics of a given situation. The model below, therefore, needs to be viewed with this reservation. As applicable and appropriate, all parties to a conflict may be encouraged to issue such declarations jointly, in order to maximize its confidence-building value among the refugees. Since such declarations are likely to be translated into several (vernacular) languages the refugees speak, the phrasing should be kept as simple as possible.

SAMPLE DECLARATION OF AMNESTIES AND GUARANTEES

The Government of (country of origin) and (if applicable, the other party/parties to a conflict),

Confident that the "Political Settlement" or "Peace Accord" signed between .... and .... has created conditions for a lasting peace, stability and social and economic progress in (country of origin);

Underlining the right and freedom of all .... living outside their country as refugees to return home to their places of habitual residence or to establish residence in any part of the country, and to participate, along with all other ...., in the process of national reconciliation and consolidation of peace, democracy and social development;

Desirous to take further confidence-building measures to promote the expeditious voluntary return and reintegration of .... refugees in safety and with dignity;

Hereby,

1. Call upon, invite and encourage all .... refugees to return to their country and to settle in a place of their choice in any part of the country and to participate fully in the process of national reconciliation, reconstruction, consolidation of peace, democracy and social and economic development;

2. Declare the following:

Return in Safety and with Dignity

(a) The voluntary repatriation and reintegration shall take place in conditions of safety and dignity, as established in internationally recognized principles.

(b) No returnee shall suffer any form of harassment, intimidation, discrimination, persecution or any other form of punitive action on account of having fled (country of origin) and having sought and found refuge in (country of asylum).

(c) No returnee shall be subject to harassment, intimidation, discrimination or persecution for reasons of race, religion, nationality, membership of a particular social group, political opinion or gender.

Amnesty

(d) All returnees, irrespective of their political affiliations, are exempted from prosecution for all criminal offences committed for whatever reason prior to, or in, exile. This includes inter alia having left (country of origin) and having found refuge in (country of asylum), draft evasion and desertion as well as the act of performing military service in internationally non-recognized armed forces. [clearly defined exclusions may be necessary to address specific situations, e.g. serious violations of international humanitarian law, acts of genocide]

Respect for Human Rights

(e) In common with all other citizens, the human rights and fundamental freedoms of returnees will be accorded full respect.

Returnee Monitoring

(f) UNHCR and [other international agencies as appropriate] will be allowed and will receive full cooperation and access to monitor the treatment of returnees in accordance with humanitarian and human rights standards, including the implementation of commitments contained in this Declaration.

Access to Land

(g) Returnees will have access to land for settlement and agricultural use in accordance with (country of origin) laws.

Property

(h) All measures will be taken to facilitate, to the extent possible, the recovery and restitution to the returnees of their land or other immovable or movable property which they may have lost or left behind. Failing this, returnees will be assisted to obtain reparation for loss of such property.

Military and other Obligatory Service

(i) In order to support their reintegration, returnees will be exempted from any outstanding military service or other obligatory service for the period of one year. Positive consideration will be given to requests for a complete exemption from military or other service obligations.

Date   ....

Signatures   ....

The Camp Management Project

The *Camp Management Project (CMP)* was initiated in Sierra Leone in October 2002. The recent discovery that humanitarian agencies in West Africa had been involved in sexual exploitation of camp residents had accentuated the obvious shortcomings of current camp management practices.

As a response, a small Inter-Agency Working Group, comprised of OCHA, UNHCR, the Norwegian Refugee Council (NRC), the International Rescue Committee (IRC) and the Sierra Leone government's National Commission for Social Action (NaCSA), came together in Freetown, Sierra Leone, to start the work on enhancing camp management.

Whilst comprehensive guidelines and minimum standards already exist for camp design, construction and technical service delivery in camps, there has not been a systematic and holistic attempt to tackle the entire process of camp management, from negotiations of camp location through to camp closure. Neither is there a comprehensive documentation of what camp managers actually do. Guidelines that take a camp management perspective on the various assistance and protection activities in a camp, for which sector-specific guidelines are already in abundance, were clearly needed. On this backdrop, the Camp Management Project has been developed with the camp residents and their best interests in mind, and in a spirit of collaboration and information sharing among the many stakeholders involved in the process.

The consultation process that took place in Sierra Leone, and partly also in Liberia, focused on categorising key areas of camp management responsibilities; identifying good practices and reviewing lessons learnt in camp situations. Much emphasise was put on making the data transferable to camp settings for both refugees and internally displace persons (IDPs). The aim was to develop a comprehensive overview of the camp management role, but also to provide practical and reference tools to support camp managers in their daily work.

The compilation of data gathered by the Inter-Agency Working Group became the *first draft of the Camp Management Toolkit*, which was sent out for field-testing between October and December 2003. Field-testing of the draft toolkit took place in Liberia, Sierra Leone and partly Angola. The working group had planned to test it in more locations, but it proved difficult to find agencies with the capacity to do this successfully on rather short notice. The results from the field-testing have been returned to NRC who coordinates the project, and feedback has been incorporated in the second version of the Camp Management Toolkit.

When taking the camp management initiative from a regional to a global level, a key objective has been to continue the inter-agency collaboration. In the meanwhile, the Danish Refugee Council (DRC) has joined the project. An Editorial Group, with representatives from OCHA, UNHCR, IRC, NRC and DRC, has now reviewed the 18 chapters of the Camp Management Toolkit under the coordination of NRC. Further, a two-day camp management seminar was held in Oslo 3-4 March 2004. Among the participants were representatives from all the agencies involved in the project, as well Norwegian NGOs and refugee reception centers. The seminar evoked much enthusiasm among the participants, and also provided the project with extremely valuable feedback on the toolkit.

The next step in the Camp Management Project will be the development of a strategy for the future activities of the project. Training courses in camp management and in the application of the toolkit will be a top priority.

A revised version of the Camp Management Toolkit, incorporating feedback on the practical use of the toolkit in the field, is planned before the end of 2004.

Acknowledgements

The Camp Management Toolkit has been a fully collaborative project, and was made possible only by the inputs of – among others – the agencies and individuals here listed. The Camp Management Project would like to thank *all* of those who have written, read, updated, commented, edited, criticised and tested this toolkit. We would also like to express our gratitude towards all who are not listed here, but who have contributed to this toolkit with their support, hospitality and cooperation.

Consultations have been carried out with the following persons:

IA Working Group Members in Sierra Leone
Sakura Atsumi, UNHCR Field Officer; Nina M. Birkeland, NRC Project Consultant Norway; Chris Bleers, NRC Camp Manager Sierra Leone; Jennifer Cline, IRC Refugee Coordinator Sierra Leone; Dauda Kamara, Programe Officer; Marie-Ange Lallier, NRC Programme Manager Sierra Leone; Sarah Muscroft, OCHA Senior Humanitarian Affairs Officer Sierra Leone; Ellen Vermeulen, Project Consultant Sierra Leone

Norwegian Refugee Council (NRC) – Angola
Lars Anderson, Resident Representative, Matuesz Tuniewics, North Angola Project Director

Norwegian Refugee Council (NRC) – Liberia
Leif Søfting, Resident Representative; Lamin Manjang, Programme Manager; Samuel Taylor, Camp Manager; Franklin N Gonlepa, Camp Manager; J. Kolee Ndorbor, Camp Manager; Bendu Kamara Zaizay, Camp Manager, Tord Røe, Programme Manager

Norwegian Refugee Council (NRC) – Sierra Leone
Mette Nordstrand, Resident Representative; Marie-Ange Lallier, Programme Manager; Ellen Kise, Administration and Finance Officer; Gloria Macc-Conteh, Secretary; Christopher Bleers, Camp Manager; Foday Samura, Logistics Officer, Dauda Kamara, Programme Officer

Norwegian Refugee Council – Geneva
Elisabeth K. Rasmusson, Resident Representative; Simone Cosma, Administrative Officer

Norwegian Refugee Council – Oslo
Toril Brekke, Act. Director of Emergency; Eric Sevrin, Programme Coordinator Uganda/Burundi/Congo; Marit Sørheim, Programme Coordinator Angola/Sudan/Colombia, Oddhild Günther, Director of Dept. Of Technical Support; Terje Bodøgaard, Shelter Adviser; Anne Britt Høvik Erichsen, Assistant to the Secretary General; Lars Torjesen, Information Officer, Monika Olsen, Marketing Consultant

International Rescue Committee (IRC) – Sierra Leone
Bryan Cox, Country Director; Kristina Koch, Deputy Director; Heidi Lehmann, Sexual and Gender-Based Violence Program Coordinator; Martijn Van De Rijdt, Water and Sanitation Program Coordinator; Beth Martin, Sexual and Gender-Based Violence Program Manager,
Anne Fitzgerald, Education Program Manager; David Walker, Education Program Coordinator; Camille L. Evans, Youth Program Manager; Jennifer Cline, Refugee Program Coordinator; Peter Vandi, Refugee Education Supervisor; Tamba Gborie, Deputy Education Coordinator; Christof Kurtz, Program Coordinator, Kevin Mc Nulty, Sexual and Gender-Based Violence Program Manager

Chapter 2: Camp Setup and Care & Maintenance of Camps

International Rescue Committee (IRC): Jennifer Cline, Refugee Program Coordinator; Martijn Van de Rijdt, Water and Sanitation Programme Coordinator
Norwegian Refugee Council (NRC): Chris Bleers, Camp Manager; Terje Bodøgaard, Shelter Adviser; Marie-Ange Lallier, Programme Manager
United Nations High Commissioner for Refugees (UNHCR): Olivier Siegenthaler, Emergency Site Planner and Technical Adviser

Chapter 3: Community Participation & Camp Committees

African Concern: Allieu Jusu Kebbie, Camp Manager; Christopher Hessu, Technical Supervisor; Emmanuel Mumba, Project Coordinator
Catholic Relief Services (CRS): John T. George, Community Services Officer Largo Camp
Foundation for International Dignity (FIND): Dixon Psio Gblah, Field Research Officer
International Rescue Committee (IRC): Jennifer Cline, Refugee Program Coordinator; Abdul Kemoh, Gerihun Camp Manager; Margaret Musa, Assistant Camp Life Manager Gerihun Camp
Lutheran World Federation (LWF): Mohamed M. Gbassa, Camp Manager
Movement for Restoration of Democracy (MRD): Alpha Kallon, Advocacy Officer
National Commission for Social Action (NaCSA): Christopher Moi-Sannoh, Field Monitor
Norwegian Refugee Council (NRC): Chris Bleers, Camp Manager; Marie-Ange Lallier, Programme Manager
Peace Winds Japan (PWJ): Miho Fukui, Deputy Representative; Bockarie Jajua, Camp Manager.
United Nations High Commissioner for Refugees (UNHCR): Germaine Bationo, Senior Repatriation Officer

Chapter 4: Registration and Data Collection

Danish Refugee Council (DRC): Helene Ruud, Head of Analysis Ingushetia; Jette Toft, Project Representative; Kathrine Starup, Project Coordinator; Ellen Hakim, Field Officer; Rasmus Stuhr Jakobsen, Project Coordinator; Gitte Krogh, Head of Emergencies
International Rescue Committee (IRC): Gillian Dunn, Emergency Response Team Coordinator; Joseph Aguettant, Liaison Officer
Norwegian Refugee Council (NRC): Chris Bleers, Camp Manager; Magnhild Vasset, Resident Representative; Tord Røe, Programme Manager; Chris Bleers, Camp Manager; Tor Vågli, Project Coordinator

Chapter 5: Protection

United Nations High Commissioner for Refugees (UNHCR): Germaine Bationo, Senior Reintegration Officer; Helene Daubelcour, Protection Officer; Margarita Bossel-Lagos, Child Protection Officer; Alex Mundt, Protection Officer: Doris Mauron, Child Protection Officer; Maya Ameratunga, Senior Protection Officer, Kaoru Nemoto, Senior Protection Officer UNHCR
International Commission of the Red Cross (ICRC): Dr. Michel Masson, Head of Sub Delegation; Christophe Schild, Protection Coordinator; Denise Duran, Deputy Head of Delegation
Caritas: Roselyne Gbenda, Program Supervisor; Francess Jombawai, Education Officer
Save the Children (SCF)-UK: Mohamed Bundu, Camp Coordinator; Sahr Kamanda, Child Protection Officer; Stephen Kabba, Operations Manager South/East, Alice Caulker, Child Protection Adviser

International Rescue Committee (IRC): David Lamin, Deputy Program Coordinator; Abdul Kemoh, Camp Manager

Lutheran World Federation-World Service (LWF-WS): Mohammed Gbassa, Camp Manager

Catholic Relief Services (CRS): Malan Amara, Camp Manager; Theresa Songu, Sub Office Manager

Foundation for International Dignity (FIND): Dixon Psio Gblah, Research and Information Officer; Kofi Woods, Regional Representative

National Commission for Social Action (NaCSA): Foday Mouribah, Reintegration Officer; Christoffer Sasanoh, Field Monitor

United Nations Organization for the Coordination of Humanitarian Affairs (UNOCHA): Joan Tucker, Field Coordinator

Peace Winds Japan (PWJ): Miho Fukui, Deputy Representative; Jajua Bockarie, Camp Manager; Aruna Igah, Camp Manager

Chapter 6: Child Protection

United Nations High Commissioner for Refugees (UNHCR): Germaine Bationo, Senior Reintegration Officer; Helene Daubelcour, Protection Officer; Margarita Bossel-Lagos, Child Protection Officer; Doris Mauron, Child Protection Officer; Maya Ameratunga, Senior Protection Officer, Kaoru Nemoto, Senior Protection Officer

International Commission of the Red Cross (ICRC): Dr. Michel Masson, Head of Sub Delegation; Christoph Schild, Protection Coordinator; Denise Duran, Deputy Head of Delegation

Save the Children (SCF)-UK: Mohamed Bundu, Camp Coordinator; Sahr Kamanda, Child Protection Officer; Stephen Kabba, Operations Manager South/East; Alice Caulker, Child Protection Adviser

International Rescue Committee (IRC): David Lamin, Deputy Program Coordinator; Abdul Kemoh, Camp Manager

United Nations Children's Fund (UNICEF): Jean Lieby, Reintegration Officer

Lutheran World Federation-World Service (LWF-WS): Mohammed Gbassa, Camp Manager

Catholic Relief Services (CRS): Malan Amara, Camp Manager; Theresa Songu, Sub Office Manager

Foundation for International Dignity (FIND): Dixon Psio Gblah, Research and Information Officer; Kofi Woods, Regional Representative.

National Commission for Social Action (NaCSA): Foday Mouribah, Reintegration Officer; Christoffer Sasanoh, Field Monitor

United Nations Organization for the Coordination of Humanitarian Affairs (OCHA): Joan Tucker, Field Coordinator

COOPI: Philip Kamara, Child Protection Officer

Peace Winds Japan (PWJ): Miho Fukui, Deputy Representative; Jajua Bockarie, Camp Manager; Aruna Igah, Camp Manager

Chapter 7: Prevention of Gender-Based Violence

United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA): Catherine Galenkamp, Coordinator for Abuse and Exploitation Prevention

International Rescue Committee (IRC): Heidi Lehman, Sexual and Gender-Based Violence Program Coordinator; Beth Martin, Sexual and Gender-Based Violence Program Manager; Kevin McNulty, Sexual and Gender-Based Program Manager

Oxfam: Wael Ibrahim, Head of Mission.

Bo Pujehun Development Association (BPDA): Fomba Koroma, Field Officer

United Nations High Commissioner for Refugees (UNHCR): Catherine Harding, Community

Services Assistant, Kaoru Nemoto, Senior Protection Officer, Geneva
Peace Winds Japan (PWJ): Miho Fukui, Field Coordinator; Baby Bettie Swaray, Camp Mobilization Officer; Rachel Bomah, Assistant Camp Manager.
World Food Programme (WFP): Michelle Iseminger, Program Officer-Operations.

Chapter 8: Camp Security

United Nations High Commissioner for Refugees (UNHCR): Iain Hall, Senior Refugee/Return Security Officer; Isabelle Misic, Protection Officer
International Rescue Committee (IRC): Sam Sherman, Senior Technical Adviser Security
Norwegian Refugee Council (NRC): Miles Martin, Security Coordinator; Chris Bleers, Camp Manager; Lars Finstad, Emergency Prepared Force; Tor Vågli, Project Coordinator

Chapter 9: Distribution of Food and Non-Food Items

Food Distribution
World Food Programme (WFP): Michelle Iseminger, Program Officer Operations
Norwegian Refugee Council (NRC): Marie-Ange Lallier, Programme Manager, Margaret Vikki, Distribution Adviser; Marianne Vik, Distribution Adviser
United Nations High Commissioner for Refugees (UNHCR): Sakura Atsumi, Field Officer; Janet Omoro, Food Aid and Nutrition Officer, Fathia Abdalla, Geneve; DOS
International Rescue Committee (IRC): Jennifer Cline, Refugee Program Coordinator

Non-Food Items
CARE International: John Lahai, Project Coordinator
International Committee of the Red Cross (ICRC): Denise Duran, Deputy Head of Delegation
Norwegian Refugee Council (NRC): Chris Bleers, Camp Manager; Marianne Vik, Distribution Adviser
Others: Gary Jenkinson; Mike Warren

Chapter 10: Water and Sanitation

International Rescue Committee (IRC): Martijn Van De Rijdt; Water and Sanitation Program Coordinator
Norwegian Refugee Council (NRC): Chris Bleers, Camp Manager.
OXFAM: Eduardo Vargas, Program Manager
Norwegian Church Aid (NCA): Anders Haaland, WATSAN Adviser
Others: Gary Jenkinson; Mike Warren

Chapter 11: Education

African D Education Office (ADEO): Kuboka Harrison, Field Coordinator.
Christian Children's Fund (CCF): David Oyekan-John, Psycho-Social Coordinator; Roger Hallow, Child Protection Officer
International Rescue Committee (IRC): Jennifer Cline, Refugee Program Coordinator; Camille Evans, Youth Program Manager; Anne Fitzgerald, Education Program Manager; Tamba Gborie, Deputy Education Program Coordinator; Jonathan Miller, Regional Education Adviser; Peter Vandi, Refugee Education Supervisor; David Walker, Education Program Coordinator
Norwegian Refugee Council (NRC): Marie-Ange Lallier, Programme Manager; George Mevold,

Youth Programmes Officer; Mette Nordstrand, Resident Representative, Eldrid K. Midttun, Education Adviser, Petra Storstein, Programme Officer
United Nations High Commissioner for Refugees (UNHCR): Lynne Ngugi, Community Services Officer; Germaine Bationo, Senior Repatriation Officer
Others: Gary Jenkinson; Mike Warren

Chapter 12: Enhancing Livelihood Strategies for Self-Reliance

American Refugee Committee (ARC): Timothy H. Nourse, Global Microfinance Coordinator; Jennifer Petro, Country Director ARC Guinea; Dave Hassell, Regional Director for Africa
CAUSE Canada: Martin A. Foday, Programme Manager
Gesellschaft für Technische Zusammenarbeit (GTZ): Abdul Karim Kamara, Reporting Officer Skills Training
Others: Gary Jenkinson; Mike Warren

Chapter 13: Youths and Recreation

African D Education Office (ADEO): Kuboka Harrison, Field Coordinator;
Christian Children's Fund (CCF): David Oyekan-John, Psycho-Social Coordinator; Roger Hollo, Child Protection Officer
International Rescue Committee (IRC): Jennifer Cline, Refugee Program Coordinator; Camille L. Evans, Refugee Youth Program Manager; Anne Fitzgerald, Education Program Manager; Tamba Gborie, Deputy Education Manager; Jonathan Miller, Regional Education Adviser; Peter Vandi, Refugee Education Supervisor; David Walker, Education Program Coordinator
Norwegian Refugee Council (NRC): Marie-Ange Lallier, Programme Manager; George Mevold, Youth Programmes Officer; Mette Nordstrand, Resident Representative
United Nations High Commissioner for Refugees (UNHCR): Lynne Ngugi, Community Services Officer; Germaine Bationo, Senior Repatriation Officer
Others: Gary Jenkinson; Mike Warren

Chapter 14: Health Care and Health Education

United Nations High Commissioner for Refugees (UNHCR): Marie-Claude Bottineau, Senior Regional Health Coordinator
Médecins Sans Frontières (MSF) – Norway: Dr. Hilde Kløvstad
Others: Gary Jenkinson; Mike Warren

Chapter 15: Psychosocial Care

Community Mental Health, CVT: Sarah Crawford-Browne, Mental Health Clinician; Michael Kamau; Stephen Kamara; Abendingo Borlay; Gladys Kessley; Mohamed Rogers; Seidu Swaray; Mai Charlie; Jenneh Paasewe; Aminata Rogers and Musu Vaii, Psychosocial Agents
Merlin: Angelina Mwau, Psychologist, Sexual and Gender-Based Violence Programme
Others: Håkon Stenmark, Psychosocial Team for Refugees in Middle Norway; Gary Jenkinson; Mike Warren

Acronyms

ADEO	African D Education Office
ACT	Action for Churches Together
ANC	Antenatal Care
ARC	Actions for the Rights of Children (Joint UNHCR /STC-UK Project)
AU	African Union (former Organization of African Unity)
CCF	Christian Children's Fund
CDC	Centre for Disease Control and Prevention
CMA	Camp Management Agency
CPA	Child Protection Agency
CRC	Convention on the Rights of the Child
CRS	Catholic Relief Services
CWC	Child Welfare Committee
CTA	Community Teachers Association
DRC	Danish Refugee Council
ECHO	Humanitarian Aid Office for the European Commission
EPI	Expanded Programme of Immunisation
FGM	Female Genital Mutilation
FIND	Foundation for International Dignity
GBV	Gender-Based Violence
GPS	Global Positioning System
GTZ	Gesellschaft für Technische Zusammenarbeit
HIS	Health Information Systems
ICC	Interim Care Center
ICRC	International Committee of the Red Cross
IDP	Internally Displaced Person
ILO	International Labour Organization
INEE	Inter-Agency Network for Education in Emergencies
IMCI	Integrated Management of Childhood Illness
IOM	International Organization for Migration
IRC	The International Rescue Committee
ITDG	Intermediate Technology Development Group
LWF	Lutheran World Federation
MSF	Médicins sans Frontiéres
MRD	Movement for Restoration of Democracy
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NaCSA	National Commission for Social Action (in Sierra Leone)
NFIs	Non-Food Items
NRC	Norwegian Refugee Council
OAU	Organization of African Unity, now African Union (AU)
OCHA	Office for the Coordination of Humanitarian Affaris
PLWHA	People Living with HIV/AIDS
POP	People-Oriented Planning
PRA	Participatory Rural Appraisal
PTA	Parent Teacher Association
PTSD	Post Traumatic Stress Syndrome
PWJ	Peace Winds Japan
RHRC	Reproductive Health for Refugees Consortium
RRA	Rapid Rural Appraisal

RREP   Rapid Response Education Programme
SCF   Save the Children Fund
SFP   Supplementary Feeding Program
SGBV   Sexual and Gender-Based Violence
STD   Sexually Transmitted Disease
STI   Sexually Transmitted Infection
TEP   Teacher Emergency Package
TB   Tuberculosis
TFP   Therapeutic Feeding Program
ToR   Terms of Reference
UNHCR   United Nations High Commissioner for Refugees
UNICEF   United Nations Children Fund
UNOCHA   United Nations Office for the Coordination of Humanitarian Affairs
WATSAN   Water and Sanitation
WFP   World Food Programme
WHO   World Health Organization