Camp coordination and camp management (CCCM)

24 October 2023

Key points

- CCCM is not limited to contexts with formal camps and does not advocate for or lead to creation of camps and similar collective settings, but rather seeks to establish and maintain dignity of living and standards of services for displaced populations within them, should they be created through purposeful planning or spontaneously, for as long as no meaningful alternatives are identified and implemented.

- While in the approach, camps remain a temporary measure when alternative accommodation options[1] are not appropriate or immediately feasible, they are nevertheless a frequent (and often protracted) feature of humanitarian responses for hundreds of thousands of displaced persons, that requires dedicated attention through recognition that displacement communities living in camps and collective settings must be supported to realize their fundamental rights, until better alternatives and ultimately durable solutions can be found.

- CCCM is an inherently cross-cutting technical sector building on the general field coordination and operational protection functions. It concerns the management and coordination of communal settings, including planned camps and settlements, spontaneous/informal self-settled camps, collective centers, reception/transit/evacuation centers, be it in rural or urban environment. Through a community-based approach and together with displaced populations, it creates and/or enhances safe and protected spaces with governance and participatory structures, ensures coherence and coordination between the different sectors intervening in a given location and provides regular information on population profiles in the site or settlement, as well as the needs and gaps in service provision to the appropriate actors.

1. Overview
As illustrated by 'the camp management house', (see image below) camp management coordinates assistance and protection in all kinds of communal displacement settings, meeting the needs and protecting the rights of those who are displaced. Camp management activities and approaches are based on national and international laws and standards and the involvement of the displaced people.

'Camp coordination and camp management' (CCCM) is the name given to standardised coordination mechanisms that refugee operations apply through the Refugee Coordination Model and IDP operations apply through the Cluster Approach.

The standard CCCM model foresees three coordination roles plus a community governance structure that represents those who have been displaced. Each role has specific responsibilities. To avoid confusion and gaps, it is vital to agree and clearly distinguish the responsibilities of particular actors. The three main roles are:

**Camp Administration (CA).** This role refers to the functions carried out by State authorities responsible for providing protection and assistance to displaced persons on their territories. It relates to the oversight and supervision of activities, including security. State responsibilities are non-transferable. The CA is usually represented at camp level.

**Camp Coordination (CC).** UNHCR usually assumes this role in refugee emergencies and complex, conflict-related IDP emergencies, including strategic and operational coordination. A CC is responsible for designing strategy, setting standards, contingency planning, and information management. Its primary objective is to create the humanitarian space necessary for the effective delivery of protection and assistance to displaced people. To develop exit strategies and durable solutions, it liaises closely with local actors, including civil society organisations. The CC is functioning at inter-camp level.

**Camp Management (CM).** An NGO partner or a national or local authority usually fills this function. Where capacity is limited, UNHCR may support a CM or take on the role itself. A CM coordinates and monitors the delivery of, and access to, services and protection for displaced people and ensures infrastructure maintenance. It is also responsible for community participation by setting up representative committees. These enable the displaced communities to exercise their right to participate in decision-making and to influence the design and delivery of humanitarian programmes at all stages. Prevention and response to GBV is crosscutting through all phases of camp management. CM operates at the camp or camp-like setting level.
2. Main guidance on CCCM Activities

Below is a list of minimum standard CCCM activities:

1. **General Site Management Systems:**

   - Establish a CCCM team (static or mobile) per site/area. The team delivers (or supports the delivery of) core CCCM activities at site/area level, including facilitating the interaction between humanitarian service providers, the authorities and community at the site/area level.
   - Coordinate service provision at site/area level. Establish per site a contact master list of stakeholders working in the site, who does what mapping and site level service mapping. These should be shared in the regular CCCM site/area level coordination meetings with all site management entities including community focal points, partners working in the site and other clusters/humanitarian actors and, when appropriate, donor community.
   - Maintain a site resident database and monitor population size (disaggregated),
movements, main profiles (new arrivals and departures when possible, births, deaths, children at school age, specific needs etc.) within the sites

- Monitor service delivery. Undertake Inter-sectoral site level data collection exercises, monitoring service delivery against agreed standards and site population’s needs
- Ensure functioning referral pathways are in place so that people with specific or specialised needs receive the required assistance
- Implement the CCCM Referral and Escalation System: Multi-sector referral mechanisms aimed at ensuring that relevant responders are mobilized towards providing respective sectorial assistance identified as a gap (according to cluster standards)
- Establish site SoPs to ensure the functionality of communal sites
- Provide management support, capacity building and mentoring to local authorities with regards to site management and humanitarian approaches, as relevant

2. Mobilization and participation of the inhabitants of the site:

Through Cash for Work, mobilization and participation of the inhabitants of the site for management/ownership purposes

- Identify or establish community focal points and committees appropriate to the transitory nature of the site within the framework of a legitimate leadership structure and establish regular meetings of consultation with interested parties (including community alert systems)
- Establish relevant thematic/sectoral committees, involving site residents in various aspects of the daily running of the site. Support committees with the necessary inputs (both technical and material) to fulfil their roles.
- Embrace inclusion: Ensure that different gender and vulnerable or minority groups are represented and participate to the established representation structures
- Enhance community-based projects to respond to gaps including site development, infrastructure improvements and livelihood activities
- Enable the participation of the inhabitants in management structures through capacity building
- Establish dedicated community facilities such as site level community centers and when required, dignified assistance distribution points
- Establish a community system to monitor and maintain common facilities

3. Two-way communication with people living in the site:

- Produce and disseminate information regarding assistance both to the population living in the site and to other interested parties
- Establish services to collect, analyses, share, refer and / or take action regarding the population’s complaints and feedback
- In collaboration with the community, conduct awareness-raising activities regarding services and with respect to internal regulations and services
- Support / advocate for active participation based on a gender, age, diversity and ethnic approach in related activities and services.
- Design, develop, print and distribute information materials such as posters, brochures, billboards
4. **Site environment and maintenance:**

- Conduct regular safety audits, with relevant sectors and service providers (including protection) and site inhabitants
- Through community led projects and specifically Cash for Work, ensure care and maintenance of the site’s infrastructure, while mitigating the impacts of environmental degradation
- Mobilize and involve the inhabitants of the site for management and maintenance of infrastructure
- Conduct specific sectoral evaluations to measure the impact, relevance and/or coverage of ongoing interventions
- Mainstream environmental considerations throughout the coordination and monitoring activities and ensure the assessment of environmental risks is carried out alongside wider assessments to avoid exacerbating local vulnerabilities.
- Ensure coordination and collaboration with national and local authorities, the settlement population and host communities and jointly lead programmes in addressing crucial environment challenges such as deforestation.
- Ensure that a decommissioning plan for the settlement is in place, which includes managing the waste leftover, including its safe treatment and disposal, and ensures the previous condition of the site is restored.

Regarding decommission activities the following are necessary:

- Develop a community-based environmental management plan together with all the organisations operating in a camp as well as the community to spot opportunities, set up and manage activities linked to improving the environmental footprint of the settlement, including waste management system.
- If the humanitarian settlement is located near a natural forest, support the development of a forest management plan in collaboration with the settlement community, the local authorities and other stakeholders in order to support a sustainable use of its resources, and reduce the environmental impact.
- Support capacity building activities with the settlement population and host communities to raise awareness and consciousness of the importance to reducing the environmental footprint and the consequences of climate change.

5. **Durable Solutions in sites:**

- Coordinate the solutions for the IDPs in sites – this includes return, safe and dignified camp exit, go and see visits, intention surveys, community participation and systematic consultations, identification, and implementation of self-reliance activities in IDP sites and all other possible solutions

Uphold dignity while ensuring that camps will remain last resort.

- Engage with the humanitarian actors to ensure that assistance will not create pull factors and a heathy balance between those in and out camps are done in balanced fashion
- Ensure that planned site closures take place in a consultative manner. Where site closure is unplanned/sudden (forced returns, eviction), advocate on behalf of site inhabitants with
relevant sectors/clusters, and where necessary work with stakeholders, including authorities, to identify alternative solutions, ensuring site inhabitants are consulted and kept informed.

Engage with development actors to ensure that plans and policies include those living in sites.

6. **Engage with inhabitants, surroundings communities and local actors**

- Localisation is a key component of CCCM activities in an IDP context. Ensure that local communities, IDPs and de facto authorities are engaged and provide a space for them to raise concerns and inform all about the activities and plans.
- UNHCR should in all situations propose to the government a capacity development plan aimed at increasing their capacity to manage displacement in general, with focus on sites and settlements, as well as access to services (can be extended to humanitarian actors, if context required). An adjusted capacity development plan aiming to capacitate the internally displaced populations for self-management of the locations they reside in and efficiently interact with humanitarian actors.
- Peaceful coexistence and community dialogue activities are essential to avoid exposing IDPs to any potential risks or threats during the period of their residence in the IDP sites.
- Engage with the cluster as relevant and actors to provide data on demographics with the sole purpose of helping the institutions - *e.g.*, health facilities and schools - to capture and include IDPs within their planning and services are required. *Data protection remains an integral part of this activities that needs to be handled carefully and cautiously.*

**Checklist for assessment of possible CCCM interventions in the absence of a CCCM cluster**

In an IDP context, even if no CCCM Cluster is activated, a dedicated Working Group (with adjusted meeting schedule) should be proposed in all emergencies to prepare for future developments, advise on displacement management and coordinate the implementation of activities that improve the overall humanitarian response.

<table>
<thead>
<tr>
<th>Context</th>
<th>Proposed CCCM approach/tool</th>
<th>Additional checks</th>
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<tbody>
<tr>
<td>1. Type of movement – fluid/continuous or stabilized</td>
<td>Site monitoring IM systems, mobile approaches</td>
<td>Use of way stations, reception/transit centres</td>
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<td>2. Occupation of public infrastructure</td>
<td>Site management, mobile approaches, relocation</td>
<td>What kind of infrastructure, usage schedule (e.g. schools)</td>
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<tr>
<td>3. Host families with large concentration of displaced</td>
<td>Site monitoring IM systems, mobile approaches</td>
<td>Absorption capacity, situation of host communities (resources, attitudes), resilience, access to basic services (e.g. WASH, shelter) within the host household</td>
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<td>4. Informal settlements</td>
<td>Mobile approaches, remote management, area-based approach (ABA)</td>
<td>Accessibility (security, numbers), sizes, possibility of self-management</td>
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<tr>
<td>5. Return areas</td>
<td>Community Resource Centre, mobile approaches</td>
<td>Reintegration or de-facto secondary displacement</td>
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<td>6. Urban/dispersed displacement</td>
<td>UDOC, Community Resource Centre, ABA</td>
<td>Assess the arrangements (slums/informal settlements, renting/squatting among others)</td>
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**Protection objectives**

CCCM supports the following protection objectives:

- **To promote a rights-based approach**, Coordinated interventions should enable displaced persons to realise their rights.
- **To establish a community-based approach**. Community governance structures and participatory mechanisms should ensure that women, men, boys and girls of all ages and diversities, including LGBTI individuals, persons living with disabilities, persons living with HIV/AIDS, and persons from different ethnic and religious groups, can contribute to their own protection.
- **To promote non-discrimination**. CCCM promotes full and equal respect for the rights of all persons, recognising that individuals may have particular needs and face particular inequalities and risks.

In an emergency, the CCCM ultimately makes rapid steps towards realising the right of all displaced individuals and communities to participate in society and enjoy life with dignity.

**Underlying principles and standards**

CCCM practices should:

- **Be cross-sectoral**. CCCM is inherently cross-sectoral. It should work in close partnership with other actors and organisations.
- **Observe humanitarian principles**. The principles of humanity, neutrality, impartiality and independence must guide all interventions.
- **Do no harm.** All CCCM interventions should be monitored and evaluated to ensure that they do not cause harm to displaced populations or host communities.

- **Be accountable to affected populations (AAP).** In all its activities, a camp management agency must demonstrate accountability in its activities to displaced persons and communities, as well as to other stakeholders or communities, including service providers, the camp administration, donors and security providers.

- **Respect principles of partnership.** A results-based approach that promotes equality, transparency, responsibility and complementarity is essential, both to sustain trust and ensure that humanitarian partnerships serve the needs of displaced persons effectively.

- **Seek durable solutions.** From the start, interventions and assistance should be linked to strategies to achieve early recovery and durable solutions.

The following key standards need to be observed and monitored during emergency interventions:

- **Sector-specific standards** (for shelter, education, WASH, distribution, etc.), as set out in UNHCR's Digital Emergency Handbook.

- **Sphere standards** set out in The Sphere Project, Humanitarian Charter and Minimum Standards in Humanitarian Response. These standards have been collectively agreed by the broader humanitarian community and include indicators that quantify the minimum standards required to enjoy the right to life with dignity.


**Protection Risks**

Displaced people face numerous protection risks. Further, specific groups and individuals are often at additional risk because they have been traumatised or because their social structures and coping mechanisms have been damaged. Below is an incomplete list of the protection risks that displaced populations commonly face:

- **Attacks on civilians by parties to a conflict.** This risk is particularly pronounced when displaced communities are located close to borders or are believed to harbour parties to a conflict.

- **Presence of armed elements.** Arms may be hidden in shelters and other locations. Armed groups may exploit displaced persons, use their living areas, or recruit children.

- **Unsafe buildings.** As a result of earthquakes, flooding or shelling, buildings may become dangerous to inhabit. Their layout or overcrowding may create health risks or facilitate abuse (poor ventilation, fire risks, unlighted cellars, etc.).

- **Topography.** The topography of a camp or communal setting, and its surrounding area, may deter social interaction, pose health risks, or facilitate abuse and violence.

- **Conflicts with host community.** This is a common problem when displaced persons consume shared resources, are perceived to enjoy a better standard of living, or do not participate in community dialogues. Environmental degradation and poor waste disposal practices may also cause tension.
Sexual and gender-based violence (SGBV). The incidence of sexual and domestic violence is often aggravated by overcrowding, the presence of alcohol or narcotics, lack of economic opportunities, or poor access to basic resources, such as cooking fuel.

Abuse, neglect and exploitation of children is common after family separation and where social support mechanisms, including school, have broken down.

Crime. Theft, violence and other forms of crime and social disturbance are likely to increase where law enforcement is inadequate and judicial remedies are unavailable or ineffective.

Inability to register births and deaths. Displaced persons may be unable to obtain birth and death certificates if the local authority requests fees to deliver them or is located far from their living areas.

Unrepresentative participation. Unless affirmative action measures are put in place, ‘winner takes all’ elections may prevent minorities, marginalised and stigmatised groups from expressing their views. In some settings, domestic or childcare responsibilities may prevent women from standing for election or committee positions, despite being entitled to do so.

Crowding and high-density occupation deprive people of privacy and can undermine social cohesion and generate communal tension. Age, gender (including LGBTI) and diversity (including persons living with disabilities, ethnic and religious groups) should be taken into account when identifying persons who may be particularly affected.

Discrimination in access to basic provisions and services. Persons of concern, especially persons with specific needs and disabilities, and marginalised and stigmatised groups, may be excluded from access to water, food, shelter, community participation or health services.

Eviction from buildings and sites. Displaced persons are always at risk of eviction. Causes include security concerns, changes of use, sale or disposal of property, etc.

Other risks

Seasonal variations and other natural hazards generate a range of risks. Latrines and shelters may be damaged or flooded if fluctuations in rainfall were calculated inaccurately when a camp was constructed. Spontaneous sites may lack a camp management coordinating body to highlight and address issues that threaten its viability.

Fire is a serious risk in crowded and spontaneous sites, but also in planned camps where construction is not well-regulated, and firebreaks are not maintained.

Erosion and environmental degradation. Deforestation and poorly-maintained drainage and waste disposal systems can cause serious environmental degradation, harm health, create safety risks, or spark conflict with host communities.

Variable access to services. Differences in the available services can attract people to areas where many displaced people live. This can cause tensions with humanitarian actors.

For more information on the protection risks of displaced persons and communities and how camp managers can prevent, minimize and respond to them, see Camp Management Toolkit (2015) and Collective Centre Guidelines (2010).

Key steps
Refugees and internally displaced persons settle in a wide variety of ways. They reside in camps, sites and settlements, are dispersed in urban and rural areas, occupy collective centres, and live with host families. To this end, CCCM may be implemented through the ‘area-based approaches’: In area-based programming, CCCM activities are implemented at an area level covering a multitude of (scattered) sites and equally affected surrounding community. The teams focus on multi-sectoral needs and localization; support existing coordination and governance structures. For more on area-based approaches, see

2. **Contribute to site assessments, identification and planning.** When it is decided to establish a camp or use buildings, camp managers with experience in long-term camp care and site maintenance should be involved in identifying, assessing and planning sites and buildings. Their design, layout and structure should address protection concerns. It is vital to liaise with displaced communities in order to understand their concerns and preferences.

3. **Opt for mobile teams and/or remote management.** People can settle in informal settlements and spontaneous, scattered sites located in remote areas. Long distances or security threats can raise logistical and security concerns for humanitarian agencies. Permanent and direct management can also be challenging to deliver on such sites. To this effect, CCCM can be implemented though mobile teams.

4. **Coordinate and monitor service provision and protection.** Identify the basic and individual needs of the population that has been displaced. Consider gaps and duplications in service provision and protection. Take steps to prevent and respond to SGBV. To achieve minimum standards, encourage partners and sectors to make appropriate changes in practice.

5. **Set/seek local (national) standards.** The aim is to achieve minimum standards at the very least, as well as the draft Minimum Standards in Camp Management. If resources and capacity are constrained, CCCM may need initially to set interim targets.

6. **Establish governance and participatory structures.** As soon as possible, identify and support, or create a body to represent the displaced population and liaise with humanitarian actors. To do so, review existing participatory structures, support the most relevant ones, and set up new ones to fill gaps. Representation should reflect. Include youth, women, elders, LGBTI individuals, and persons living with disabilities, persons who have different ethnic backgrounds, socioeconomic status, and religion. Include representatives from host communities and local authorities where appropriate. For more information on how to assess, support and establish participatory structures, see

7. **Protect through presence.** Protection mainstreaming is central to a CCCM response. Regular interaction with communities, informal dialogues, following up on issues will improve displaced persons' general feeling of safety and can reveal challenges and concerns that more formal mechanisms may not identify.

8. **Information management.** With information management (IM) colleagues, develop a centralized IM system for sites. Disseminate IM products regularly. In the initial stages of an emergency, you can communicate information much more coherently if messages are
harmonized, across camps and centres, outside camps, and to all partners.

9. **Set up feedback and complaint mechanisms.** Establish predictable two-way communication systems with displaced populations and the broader humanitarian community. This will also improve accountability for those who are displaced.

10. **Monitor cross-cutting issues.** Monitor gender equity, environmental impacts, and other cross-cutting issues, such as community participation, the need to increase resilience and self-reliance, in all programmes and services. Ensure cross-cutting issues are considered.

11. **Develop CCCM capacity.** At the start of a new emergency, humanitarian partners, government officials and persons of concern may have a limited understanding of CCCM roles, responsibilities, activities, tools and methodologies. It is, therefore, essential to provide capacity development during the preparedness phase or at the start of an emergency. CCCM training creates dialogue opportunities and can help establish and codify roles and responsibilities, common goals, strategies and action plans.

12. **Develop a comprehensive strategy.** CM, CC and CA should be involved in the development of an overall strategy as well as specific strategies for individual camps, sites or centres. Strategies should identify key strategic objectives; operational activities; alternative sources of accommodation (following the return of private and public buildings such as schools and offices to their normal purposes); advocacy for durable solutions; and provisional proposals for camp closure, an exit strategy and timely handover of CCCM activities. In refugee contexts, strategies should explain how they will contribute to specific components of the UNHCR-led refugee response strategy. In IDP operations, strategies should set out a specific CCCM cluster strategy and response plans that align with the country's strategic response plan.

**Key management considerations**

If emergency responses are to be effective and efficient, CCCM mechanisms need to be planned, established and budgeted as early as possible. Where the country operation lacks expertise, seek assistance from the CCCM Unit/DRS (Division of Resilience and Solution) at headquarters. Help can be provided through a rapid response mechanism and/or capacity development. This is particularly important when the activation of a CCCM Cluster is considered in the context of an IDP crisis. CCCM roles and responsibilities must be discussed and clearly set out in writing, significantly when they deviate from the standard CCCM framework. As early as possible, identify and train NGOs and national authorities that are potential camp management partners, ideally during contingency planning.

**Resources and partnerships**

- **Staff.** The need for CCCM staff will vary considerably according to the context, the complexity and scale of the emergency, and resources. It is essential to agree on and appoint clearly identified focal points for each specific CCCM function and to define their responsibilities. On CC/inter-camp level, one individual should be responsible for overall camp coordination, supported by a deputy, a CCCM capacity development officer, an information management (IM) officer, and national field officers. In IDP contexts,
particularly in Level 3 (L3) emergencies, a full-time CCCM cluster coordinator must be appointed, supported by a full-time technical officer and full-time IM officer. All staff should be familiar with CCCM concepts and methodologies or must participate in CCCM training as soon as possible.

- **Partners.** Successful CCCM operations require capable and knowledgeable partners and government counterparts. Ideally, they should be trained and prepared before an emergency occurs. UNHCR may agree to fund camp management partners. Camp management is often most effective when paired with other dimensions of service delivery (distribution, shelter, etc.).

- **Material resources.** Offices, meeting rooms, furnishings and supplies, vehicles, and communication equipment are the basic material requirements of camp management. Warehouse space, a tool bank, maintenance supplies, and firefighting equipment are also required. IT equipment (including computers, printers and internet capacity) is necessary to support partners and national authorities.

- **Financial resources.** Adequate financial resources are essential. All activities listed above should be considered when budgeting for a CCCM program at a **minimum**. Kindly note in cases of camp establishment, costs will be higher at the set-up point and decrease in the following stages. Please keep in mind running costs may need to cover reoccurring distributions.

### 3. Policies and guidelines

- Camp Coordination and Management Gender Checklist, in IASC, Gender Handbook for...
- IASC, Guidelines on Inclusion of Persons with Disabilities in Humanitarian Acti...
- Minimum Standards for Camp Management

### 4. Links

5. Main contacts

Contact the Global CCCM Cluster, at: globalsupport@cccmcluster.org.