



Camp Management Committee Guidelines

CCCM Cluster Somalia

1. Introduction:

The presence of a community representative structure is pivotal within a site in order to ensure accountability and trust of camp management for site residence. The more integrated camp residence are to decision making forums, the better partners and camp management can tailor responses based on specific urgent needs that exist within the camp. In the Somali context, there is often a disconnect between the site manager and the IDP population. Moreover, residents tend to feel as if their voices are not being heard by those managing sites leaving individuals to feel marginalized and hopeless. The goal of creating camp management committees is to establish a layer of community governance that interacts with the site manager and other IDP stakeholder. Comprised of diverse backgrounds from within the camp, the committee will be able to vocalize issues and needs that residents have. This document provides guidelines for partners to use in creating camp management committees in order to ensure their effectiveness and success in increasing community empowerment.

2. Background of Somali displacement context and the need for camp committees:

Displacement in Somalia has recently been exacerbated due to extended drought and continued conflict forcing individuals to relocate from their areas of origin to spontaneous settlements. These sites tend to be located on private land and underserved translating to poor site standards and substandard housing/WASH conditions. Furthermore, displacement sites tend to be smaller in size and dispersed around urban centers, integrated at times with protracted settlements and host communities. Residents of such sites tend to have a frequent threat of eviction and low agency in advocating for adequate aid. The CCCM cluster was activated in May 2017 with the goal of improving living conditions and protection in IDPS sites and ensuring equitable access to services and assistance of all persons in need. In order to achieve this, it is imperative to enhance community participation in displacement sites of Somalia. Moreover, sites in Somalia feature a unique management structure. Gatekeepers or Site Managers act as de facto camp managers that are at times landowners, individuals with loose association to local authorities, or clan elders/community leaders that voluntarily watch

over sites. Within such sites, community committees do exist although they often are comprised of members of the dominant clan or individuals that may not adequately represent the demographics of the site. CCCM partners with support from the CCCM national cluster are working to create camp management committees that fully represent the sites population and effectively convey gaps/challenges/issues from the site resident level to partners and site manager. Moreover, CMCs which will be targeted by implementing partners with trainings and workshops, will serve to represent the sites community when it comes to overcoming threats of eviction and advocating for durable housing solutions.

3. Camp Management Committee and Appointing Members:

The camp management committee is perhaps the most important representative body of the sites community. One of the tangible differences CMCs can make is through information sharing. CMCs can play a critical role in supporting site management in relaying information to community members. CMCs can also approach site management with demographic changes, gaps/needs and distribution assistance for his/her respective geographical area. While site management and partners are able to affect information management at the macro level of the site, camp management committees disseminate such information at the household level which allows for complete transparency of site activities. This relationship with site management allows for swift distributions ameliorating confusion and increasing site residents ability to access and receive items. It also provides site management with a necessary tool used to capture household level data and area level needs and infrastructure gaps. Establishing and maintaining such committees leaders is a catalyst for creating a site operating at its highest potential. Camp Management Committees will also have a direct interface with site management and partners through regular camp committee meetings including participation by committee members, partners, stakeholders and camp management.

Basic Guidelines for CMCs

- **CMC members actively work at receiving information of issues/needs/gaps in their respective area of the site**
- **CMCs are to meet at agreed upon intervals with partners, site manager, other stakeholders to discuss site-level issues**
- **CMCs are to have a maximum of 15 and a minimum of 5 members based on a sites population. The addition of 2 host community leaders is optional based on the context that partners are working in**
- **Partners and community members are to agree on a list of roles and responsibilities for the CMC specific to the site of intervention. All active members of the committee are to agree on these aforementioned roles and sign TORs/CoCs agreeing to carry out all highlighted tasks**
- **CMCs are to be available to all stakeholders**
- **The success of CMCs will be based on the amount of attention that partners provide via capacity building and explanation of roles**

Once partners have full approval to work in an IDP site, they should follow a list of procedures in order to create successful camp management committees. The following is a checklist highlighting full transparency of roles and expectations that partners have for camp management committee members:

- Communicate the goal of CMCs to site manager/gatekeeper prior to mobilization of committees. Committees are to coordinate with site manager on issues of demographic data, distributions, site infrastructure needs, etc
- Advertise CMCs through posting TORs in community (please find annexed) and household level notification of positions
- Continue to convey that committee positions will not be incentivized and will be strictly voluntary
- Site residents must understand that committees are to have full representation of the site. This means that committees must adhere to a 50% gender split and that vulnerable groups will have seats on the committee
- Communicate the utility in creating camp management committees; a rigorous explanation of how committees will advocate for residents needs should be given prior to selecting committee

3.1. Selection Process

Camp management committees can be created using three strategies based on the context that partners are working in.

1. Self-selected Committees

After camp management committees and their objectives have been properly advertised to the community, communities can be asked to self-select residents based on the criteria that partners have stipulated. This process allows for community members to communicate with one another about the committee and ensures a level of transparency with the appointment of such positions. While site managers can participate and engage with CMCs, committees should be selected solely by site residents and should not include site manager influence. Partners should speak to site residents about the selection process confirming that site managers did not impact committee selection and that demographic diversity is upheld.

2. Partner-selected Committees

Partners mobilize their own staff within the site to recruit for committee positions. Committee members are chosen based on merit and diversity which allows for committees to have a very wide level of representation. This process requires a rather high-level of partner involvement within the site.

3. Election of Committees

In sites where displacement is protracted or when IDP intentions require long-term settlement within the site, the election of committee members may be advisable. The CCCM cluster can advise partners that desire to hold election for CMC roles.

3.2. CMC Contingency Scenarios

The establishment of camp management committees ensure that many benefit for camp management, partners and the site population. However, the appointment of such roles has many hurdles when it comes to how these individuals assume their roles and how to assure that leaders are operating according to what partners expect. This section details strategy for creating camp management committees based on representation scenarios.

- **Community Representation Already Established**

In cases where a community representation committee has already been established (ie residents committee, site elders), CCCM partners must be delicate with how they advertise camp management committees. Through this scenario, the CCCM partner should approach both the site manager and established community leaders with the intention of creating CMCs that ensure equal representation of site residents. Current leaders are allowed to maintain their positions inside new CMCs but partners must convey the necessity of a gender balance and representation of various vulnerable groups such as youth, elderly, clan minorities etc. In addition, they must be transparent with the roles and responsibilities that such members must take on. CMC TORs should be distributed to community leaders with community leaders both reading the required responsibilities and signing the document ensuring their willingness to participate in these committees. Prior to engaging in creating camp management committees, thorough mapping of existing community representative structures should be done by the partner.

- **Host Community Conflict or Hostility**

As is such for any CMC, leaders from the host community are allowed to be appointed to the committee as this increases representation and coordination between the IDP and host community. Furthermore, CMCs with host community leadership create a forum in which host communities can advocate for partner support or other interventions. In many self-settled IDP sites, hostility with host communities offer protection risks for IDPs and can exacerbate the threat of eviction. Therefore, incorporating host community leader within the CMC is recommended as long as representatives agree to the TOR and understand that the focus of this initiative is to support residents living in precarious IDP sites.

- **Site Manager Wishes to Self-Select Committees**

In situations in which site managers wish to appoint committee members without community influence, calmly explain and reiterate the mission of CMC creation within the site. Committees will not impede or obstruct the roles that site managers have. In turn, committees will enhance the effectiveness of site managers through creating an additional layer of site knowledge which will be an invaluable resource for site managers. It must also be articulated that CMCs aim at promoting the voices of the most marginalized and disenfranchised demographics of the

site. The appointment of individuals to the committee is less about power and influence and more about providing an accurate narrative of needs that all residents have within the site. We welcome site managers to be a part of the CMC to promote accountability and improve relations.

4. Objectives and Activities of the CMC

CMCs can play an influential role improving dignity and the overall quality of life within IDP sites. While outcomes and activities may be less tangible than item distributions or WASH programming, their burgeoning presence within the community can have a lasting effect in promoting IDP rights. From a partners perspective, CMCs can be mobilized to target context specific challenges and hurdles. Training sessions and coordination meetings can be set up by partners aimed at working on any number of situations that are pressing to the quality of life for site residents. With that being said, partners must meticulously plan objectives and goals for the CMCs prior to their inception with alterations created based on new challenges.

4.1. Trainings

Partners should create a training regimen that looks to all address some of the stark issues at site-level. This may include trainings in GBV referral pathways, principles of site management/CCCM, fire prevention, coordination with partners, holding site-level meetings, liaising with government officials, etc. While training curriculums depend on what problems arise at the site-level, partners should allow for the CMCs to decide what trainings would greatly benefit them, further reinforcing their abilities to advocate for broader site changes. In addition, locations and material used for trainings depend on partners preference although trainings should be practical, enriching and applicable for CMCs.

4.2. Activities and Added Value

4.2.1. Providing Improved Fire Safety

Once equipped with the knowledge, skills and plans to reduce fire risk within IDP settlements, CMCs have the ability to mobilize in drastically mitigating the threat of widespread fire. CMCs can act as fire focal points within a site. They can be responsible for contacting fire brigades, civil defense or local authorities in case of fire. In addition, the information learned through trainings can be cascaded down to the household level educating individuals in proper evacuation routes in case of fire and household practices that drastically decrease fire threat. CMCs will be able to coordinate with site managers and IDP residents at relocating families to other locations within the site as a means of creating adequate fire breaks with the aim of achieving SPHERE standards.

4.2.2. GBV Focal Points

CMCs can become contact points for protection/GBV partners for enhancing a sites referral pathway. In sites in which GBV partners are not fully active, CMCs can be trained to be GBV focal points ensuring survivors have access to safe and private treatment. CMCs can be trained to contact various stakeholders in the event of a GBV/PSEA incident. In addition, their value can increase when they become known designated focal points that survivors should access in the event of an incident in an IDP site. Focal points may have the ability to escort survivors to partner focal points or to medical service providers if partners are not active in particular locations. Such activities should be done in collaboration with a protection or GBV specialist to ensure that methods in place protect survivors rights and dignity.

4.3.3. Advocate for Durable Solutions

Trainings that highlight IDP human rights and land tenure can serve as a catalyst for streamlining durable housing solutions for IDPs. CMCs can participate directly in discussions with landowners and local authorities on issues of land agreements. By representing the IDP communities interests, they can work with stakeholders at relaying the populations intentions advocating for less insecure and more permanent housing solutions. Training CMCs on issues of land rights and durable solutions is essential in improving the communities ability to negotiate with stakeholders on issues of land rights.

4.3.4. Enhance Information Management

CMCs that are trained in data collection and reporting on standards can become very useful to IDP stakeholders. Already experts on issues occurring at site-level, CMCs that have the ability to record and report this information can better inform a partners response to the area. Moreover, CMCs can become focal points for monthly site monitoring, recording and holding information on populations and demographics within the site, assisting government in identifying and registering IDPs within the community. Trainings in ODK and the methodology of recording data is important for humanitarian responses as they can greatly improve the efficiency of information gathering at the site level. In turn, these skills can make CMC members viable candidates for employers both inside and outside of the humanitarian field.

4.3.5. Improve Conflict Resolution/Management

In IDP settlements that are in close proximity to established host communities, conflicts between the two groups may arise due to myriad reasons. Trainings that incorporate conflict resolution may be very useful in ameliorating tensions and fostering a positive dialogue between both parties. Once trained in conflict resolution, CMCs can act as an asset to partners in situations of host community tension.

4.3.6. Promote Partner Responses

CMCs are intended to be groups that accurately represent the IDP community. The true value of this committee for partners is through establishing a group of residents that hold knowledge of the site based on their experience in the site. Whether it's their geographical location in the site, their socio-economic background, gender, ability, or ethnicity, each member is able to accurately portray an experience that is shared by many residents of the site. Partners should take advantage of this asset through creating focus group discussions and multi-stakeholder meetings with CMCs as a means of gaining further knowledge of the site experience. Through close collaboration with CMCs, partners will not only gain a bigger picture of the various needs and challenges that exist at site-level, but will have reliable contact points that they can utilize. If there are changes in site dynamics, standards or threats, CMCs should feel comfortable contacting partner focal points directly in order to articulate what is needed in terms of response. Dialogue and communication between the CMCs and partners/government can have positive impacts in galvanizing improved responses at site-level and catering to some of the most vulnerable site residents.

5. Conclusion

Camp management committees are crucial in creating a forum for which partners/government can access the communities that they work in. While these procedures and guidelines assist partners in forming CMCs and ensuring their existence is fruitful for all stakeholders, we understand that different contexts require different modalities. However, we hope that this document can provide a baseline for why CMCs are important in the settlement context, how they are to be formed and what activities they can be engaged in as method of improving the overall quality of the site.

Annex 1: Camp Management Committee ToR Sample

1) Committee Name: Camp Management Committee
2) Committee Location: XXX Site
3) Start Date: XXX
4) Aim: The camp management committee members are responsible for fairly and impartially representing the interests of each site. The committee will include 10 members (5M/5F) representing different interest of both the site and the host community. Committee members will be appointed on the democratic process agreed upon by partner and site manager. Moreover, all members are to follow the below responsibilities in order to remain as active members. In addition, committee members are to relay challenges and needs from the household level to site managers and partners when information is requested or when deadlines are set.
5) Communication Paths: <ul style="list-style-type: none">a) Reports to (partner): This individual reports directly to XXX CCCM officer (male/female staff)b) Reports to (camp):

6) Overall responsibilities

responsible of the following:

- **Taking down household demographic information such as population information, needs/gaps at household level.**
- **Meet with site manager and partner either weekly/monthly or on an ad hoc basis to discuss the dynamics and environment of the site.**
- **Meet regularly with members of the community to discuss issues, challenges and recommendations**
- **To be trained on issues of responding to GBV claims, camp management, liaising with landowners**
- **Develop a network of individuals in each block that relay information**
- **Report any GBV/protection related issues to site manager or designated individual**
- **Meet with partners and site manager about advocating for greater support where needs are identified**