



## Camp Coordination & Camp Management Cluster in Northern Syria

# Member Induction Package



*Courtesy of NRC- Iman IDP Settlement, Azaz Aleppo 2016*

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## I. Introduction:

This document aims at providing detailed briefing on the CCCM Cluster strategy with the cross-border context. It provides and in-depth information about activities and main areas of focus as well as explaining the rationale and objectives of the various tools the CCCM Cluster is utilizing for the Syria Crises. This document is valid exclusively to the CCCM Cluster Operating to northern Syria from Southern Turkey.

## II. CCCM Strategy and Response Plan:

Operating from Southern Turkey in Gaziantep, the Camp Coordination & Camp Management (CCCM) sector has been active in Northern Syria since 2013, first as a working group and then as fully activated cluster in 2014. To date, the CCCM counts sixty nine (69) members composed of Syrian NGOs, International NGO and UN Agencies amongst its membership, all committed to the core principles of the CCCM cluster and in helping the cluster fill its mandate and achieve its strategic objectives.

### **Core CCCM Cluster core strategic objectives:**

- 1) **Camps are and should remain a measure of last resort** for Internally Displaced People. Humanitarian actors should endeavor to support displaced people before they are forced to seek refuge in camps/informal settlements and enable them to leave the camp/informal settlement at the earliest possible stage when more sustainable solutions are identified.
- 2) **Internally Displaced People are entitled to a Safe and Secure Environment**- Firmly rooted in “Do-No-Harm” principles, humanitarian actors should not support camps/informal settlements that would endanger the lives of the IDPs whether it be due to an insecure location or the conditions within the camp/informal settlement). Other guidance and tools on the establishment of camps are provided in various CCCM guidance notes and other documents.
- 3) **Camps and informal settlements should be assisted with multi-sector services based on their needs**, with priority given to the most vulnerable.
- 4) Members should try to **control the proliferation** of informal settlements and camps.
- 5) IDPs, **including the vulnerable communities**, must be involved in decision making processes.

With these guiding principles, the CCCM has been mandated to perform as key functions by its members, humanitarian architecture, and the humanitarian community at large. Seeking durable solutions and developing and implementing camp closure guidance remains part of CCCM Cluster’s core objectives, however, within the frame of the annual context and in the light of the consultative approach of developing this year’s strategy, the Cluster did not include these critical priorities in its strategy.

### **Core CCCM operational responsibilities:**

- 1) Promoting Accountable Management Structures in IDP Sites
- 2) Coordinate the multi-sectoral response in Camps/Informal Settlements
- 3) Coordinate the multi-sectoral response in Collective Centres
- 4) Collect and Disseminate Accurate information on Displacement & IDP Movements (IDP Tracking)

### III. Camps & Informal Settlements

Definitions Reporting new IDP Sites & Camps- How & Why Camp Focal Points Establishing a Planned Camp
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#### Definitions:

CCCM members provide multi-sectoral services to wide variety of different IDP sites. Therefore to maintain consistency it is important to have the same terminology across all members. In its monthly gap analyses through IDP Sites Integrated Monitoring Matrix (ISIMM), the CCCM classifies each IDP Site according to the following categories:

Planned Camp – The structures that are established by an accountable humanitarian actor and to the extent possible, the meet the minimum SPHERE standards. The site was chosen by the humanitarian actor and, where possible, the infrastructure was established before the arrival of some IDPs.

Informal Settlement/Informal Camp- Also called *spontaneous settlements* or *self-established camps*. They are a group of tented or other types of housing units established by the IDPs themselves or by non-experienced actors, often erected on land that the occupants have no legal claim to. The IDPs do intend to stay in this location for an extended period of time. At the moment, most of the so called IDP camps in Syria fall under this category.

Transit Site- IDPs have gathered in a single location for an extremely short term basis, and intend to move to an alternative location in the immediate term. Normally this is considered a transit site only if it has more than 10 households and is occupied for a period of a week or more. The CCCM also tracks transit camps that have shut down, as they could be likely temporary shelters again.

Collective Centre- Other types of settlements, i.e. public buildings, schools, private collective building, i.e. factories that are inhabited by five or more IDP families.

Reception/Transit Centre- A temporary shelter or group of shelters that was erected to provide extremely short-term support to IDPs while they are registered and referred to alternative housing solutions. These sites are often established during extremely large displacements.

Business-Oriented Camps- This is a camp established by a non-humanitarian actor with the intention of financially profiting from the presence of IDPs, most commonly through the diversion of aid. Business-oriented camps often try to create the appearance that IDPs are actually living in the space and/or inflate the numbers of IDPs living in the area. Humanitarian actors should take precautions to avoid supporting Business-oriented camps, sometimes called *fake camps*, including verifying that IDPs are actually living in the location at all hours and are not receiving aid in other locations.

IDP Sites- This is an inclusive term that captures all of the above types of IDP settlements.

#### IV. Reporting New IDP Sites:

As camps, collective centres, and informal settlements are a measure of last resort, most residents of these IDP sites are in need of a wide range of humanitarian assistance spanning several sectors. As many humanitarian organisations are specialized, it is imperative that IDP sites are reported so that consistent life-saving services can be provided to the IDPs in those locations.

##### **How?**

The CCCM has built an online tool, to report new informal settlements and IDP sites. It takes 5 minutes to complete and can be completed in either Arabic & English.

<http://www.globalccmcluster.org/self-settled-camp-verification-checklist>

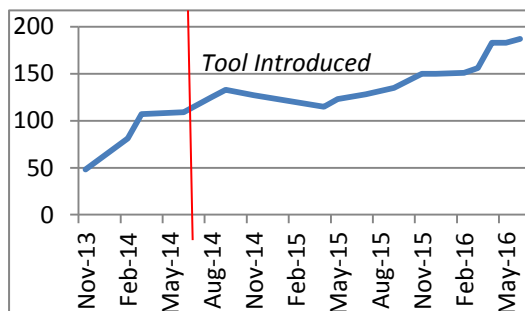
Any CCCM member can report new IDP sites. The member is asked to provide the location of the IDP site (GPS locations if possible), an estimate of the population, an assessment of whether the camp is a needs based or “business-oriented camp” and why.

##### **Why?**

**CCCM members should NOT start providing long-term programs to camps and IDP settlements until the site has been verified by the cluster.**

There are number of reasons behind this guidance:

- 1) **Pull/Push Factor & Do No Harm**- The biggest concern is that an IDP settlement could be in an unsafe location. In the Syrian context this is of particular concern, given that tented settlements are extremely visible by air-forces and can be easily targeted. Discussing the matter amongst the CCCM members is a way for the cluster to mitigate this danger and ensure that we are not providing an incentive for IDPs to stay in an area where their lives are at risk.
- 2) **Overlap & Interference**- IDP sites change names or are referred to by different names on a fairly frequent basis. Before adding any site onto the official CCCM tracking list, it is necessary to see that it does not already exist under a different name and that other NGOs are not planning a response in the immediate future.
- 3) **Centralization & Economies of Scale**- Given the scarce resources allocated to camp management and multi-sectoral responses in IDP sites, it can be more economical to provide these services in a centralized location. This is particularly true for water and health services.
- 4) **Prevent the Proliferation of Business-Oriented Camps**- Business oriented camps (which can house real IDPs in need) have been an issue for this response. Some owners/“site-managers” can create an effective allusion of an occupied camp, in hopes of procuring a steady stream of humanitarian services that can be diverted. It is important that the CCCM members confirm that any new settlement is not a business-oriented camp to ensure that the maximum amount of resources is spent supporting people in need.



The introduction of the online tool has greatly controlled the proliferation of camps. The tool was introduced in mid-2014 and has slowed the growth in new camps and settlements by more than 50%. The tool allows the members of the CCCM to be more strategic about which IDP sites are supported and how resources can be used most effectively.

## V. Camp Focal Points:

### Rationale:

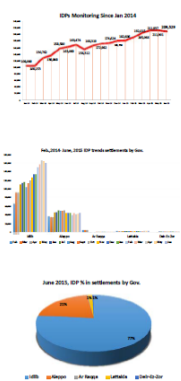
To ensure that the CCCM has a coordinated understanding of the needs, services, and sector coverage in each IDP site and to ensure that issues are followed up in a timely manner, the cluster has created a focal point system. To the extent possible, there is a general focal point and a sector specific focal point for each IDP site.

### Roles & Responsibilities

#### ISIMM- IDP Sites Integrated Monitoring Matrix

The ISIMM is the primary tool of the CCCM cluster and is produced on a monthly basis. It lists all IDP sites verified by CCCM cluster members and the reported coverage of each sector within the camp. IDP Sites are arranged by “camp cluster”

**General Site Focal Point-** The general focal point is charged with updating the cluster on general matters and gaps. This includes new movements, issues related to camp residents, plans for service provision, and liaising with other service providers who may wish to work in that particular IDP settlement. For planned camps, the focal point is also the member directly responsible for the management of the camp. Principally the general focal point reports the population of their site to the CCCM’s IDP Sites Integrated Monitoring Matrix (ISIMM).



**Sector Focal Point-** Ideally, each IDP Site should have a sector focal point for Shelter, Non-Food Items (NFI), Water, Hygiene and Sanitation (WASH), Food Security & Livelihoods (FSL), Health, Education, and Protection. The sector focal point should provide services within their sector to the camp. However, they are not required to meet all of the needs of the IDPs living in that site. If the member is unable to provide for all of the needs, they are supposed to advertise the gap (including temporary gaps) to the CCCM and work with other partners to fill the gap. For example, if the population of a camp suddenly increases and the FSL focal point can no longer provide food to all households, they

should advise the CCCM so that the coordinators can liaise with donors and other FSL actors to fill the gap.

The Sector Focal Point must report both the camp population and the sector coverage (% of HHs covered) into the ISIMM.

**Sector Guidance:**

Please note that it is the other clusters (NFI/S, GSL, WASH, Health, Edu, Nutrition..) which are charged with setting the technical standard for service provision within the camps. Please refer to them for further technical guidance and exact standards. This section is used only for a quick reference for new comers.

**Shelter-** The recommended shelter for an average sized household (5-7 individuals) is a weatherized UNHCR-standard 4m x 4m tent. The tent should be erected on a ground that has been leveled or compacted and on bed of medium to small grit gravel to prevent inundation during rainstorms. Container and caravan parks can, in some circumstances, be an acceptable alternative but these plans should be consulted with the CCCM membership to prevent a) the establishment of permanent settlements and b) contributing to a tense security environment. Given that most IDP sites are informal settlements the CCCM acknowledges the challenges in even meeting SPHERE standards.

**Non Food Items (NFIs)**-When a household settles in an IDP site, a member should ensure that the family is provided with a “new arrival kit” that contains all key essential supplies for a long term stay. This includes four mattresses, 4 blankets, 2 jerry cans, 1 floor mat, 1 tarpaulin, 1 kitchen set, and 1 hand held light for safe travel within the camp. These items do get worn out in the course of an extended stay, so the NFI provider should endeavor to offer replacements on a fairly regular basis. The current practice has been to offer a household a replenishment once per year (often in preparation for winter).

**Water, Sanitation, and Hygiene (WASH)** - There are five key components that are taken on by WASH service providers in IDP sites: water provision, sanitation, solid waste removal, provision of WASH consumables, and hygiene promotion. *Water provision*-each IDP is required to receive 20 liters per person per day of chlorinated water, this is often raised to 25 liters during the summer months. This is one of the most important services provided to IDP sites, so if a gap will be occur, members are asked to communicate this as soon as possible to the CCCM. *Sanitation*-In an emergency situation the ratio of one operational latrine per 50 residents is acceptable, but WASH actors should move to the standard of 30 residents per latrine as quickly as possible. Regular latrine desludging and latrine cleaning should also be undertaken. *Solid Waste Removal*- Depending on the size of the IDP settlement, WASH actors should strive for daily



**Vector Control:**

*Syria is at risk for Leishmaniasis*  
The primary symptom of Leishmaniasis is a painful open sores on the face and hands, which do not subside without treatment. The vector for the disease in Syria is the sand-fly which breed in moist and dark locations such as trash collection sites and rubble. Regular solid waste removal is imperative to control this vector. The disease is particularly prevalent in March-May. The CCCM Cluster has a dedicated member to monitor and address these sorts of problem. Members are encourages to report any problems to the member or to CCCM directly.

trash removal from safe receptacles. *WASH consumables*-Newly arrivals are often provided with some essential hygiene supplies to ensure that they are able to provide themselves with adequate hygiene for a long stay. This often includes trash bins, water basins, buckets, jerry cans for water storage, and clothes line. Given that proper hygiene is essential to prevent the outbreak of disease, WASH actors also provide IDP households with hygiene consumables including soap, washing powder, sanitary pads, toothpaste, and shampoo on a regular basis (once per 45 days). Some demographics (babies, children under five, the elderly...) have specific hygiene needs. As always, they beneficiaries should be consulted in the design of tailored interventions. The WASH sector updates the contents of these hygiene consumables regularly, so do check with the WASH sector for the latest guidelines. *Hygiene Promotion*-Given that the conditions in an IDP settlement are very different from the standards that many Syrians are used to, the WASH sector recommends hygiene promotion to regularly inform people about good hygiene practices and issues that may arrive in a camp setting by not following these practices. Engagement with the beneficiaries in this fashion has a host of added values.

Please note: The CCCM highly encourages the WASH & NFI/S services to be done by the same member organisation.

**Food Security and Livelihood**- FSL actors should endeavor to provide 1,700 kCal a day per person. The exact modality, whether it be monthly food baskets, cooked meals, or cash/vouchers, is left to the implementing organisation. The FSL actor should report on the coverage of the camp into the ISIMM, i.e. what percentage of the population consumes at least 1,700 kCal per day. If an IDP site has some access to the labor market a blanket distribution may not be necessary. A thorough assessment should be done before hand.

**Health**- Health facilities in the area, regardless if inside the settlement or within a reachable safe distance, are able to meet the primary health needs and the medical focal points are reporting an acceptable full coverage of the needs.

**Education** -Primary and secondary education is accessible to all IDPs (girls, boys, males and females) in the settlement.

**Nutrition**- The CCCM is working with the Nutrition camps in ways developing a sustainable reporting mechanism to identify the gaps and response in regards to nutrition services in the IDP sites.

**Protection services**- Given the sensitive nature of protection services, protection actors are not required to report all of their activities and coverage into the CCCM nor refer any case management to the CCCM. The CCCM, instead, works with the anonymized Protection 3Ws to inquire about the coverage and scope of work of protection actors in the camps.

**Note:** All distributions should be needs based. Blanket distributions are not recommended by the cluster under most circumstances.



## VI. Establishing a Planned Camp

Camps must remain the last resort. However, to ensure that members are providing a strong and as dignified a response as possible, the CCCM strongly encourages its members to organize a planned camp in anticipation of new IDPs within the agreed policies and guidelines. There are some minimum standards that must be adhered to in terms of the rights of IDPs and the management structures that must be put in place. With that in mind, the CCCM has developed a full *Guidance note on the Establishment of New Camps* available in both [Arabic](#) and [English](#).

The most important aspects of these guidelines include the following

- Members should undertake a comprehensive security analysis of the potential site.
- Site planning should be done to ensure a dignified medium term stay.
- Ensure that land and property issues have been addressed.
- IDPs must have full freedom of movement to, within, and out of the camp.
- A management team is in place that adheres to the humanitarian principles
- Ensure that all humanitarian actors are able to undertake their humanitarian activities in the camp independently and without interference.

The CCCM cluster coordinators are here to support in this process.

### **Key Tools and Further Guidance:**

Camp Management Toolbox  
SPHERE Handbook  
CCCM GBV Cluster guidelines  
IDP Guiding Principles  
CCCM Tents distribution Policy  
CCCM Camp Establishment Policy



Al Assi Settlement- An informal tented settlement in the hills of olive trees outside of the city of Qah. The settlements now overlooks twelve other settlements with a combined population of 13,000. *Photo courtesy of ACTED (August 2015)*

## VII. Collective Centres:

### Why?

The CCCM scope of responsibilities does include collective centres; large shared accommodation in an urban or peri-urban setting. In Syria these collective centres tend to be public infrastructure such as schools, government buildings, dormitories, warehouses, unfinished apartments, ext... that have been repurposed to house large numbers of internally displaced people. The displaced who settle in collective centres tend to have the same vulnerabilities as those that settle in camps. The majority of them have exhausted nearly all of their financial, social, and physical assets. They are in need of the same sustained multi-sectoral services that IDPs living in camps would be eligible for. To ensure that these displaced have access to a coordinated WASH, NFI, Shelter, FSL, Health and Protection response, these IDP sites are specifically tracked by the CCCM.

**Registration:** Reporting a new Collective Centre to the CCCM is the exact same process as the reporting any IDP site. CCCM members are invited to click on the online verification tool:

<http://www.globalccmcluster.org/self-settled-camp-verification-checklist>

and submit the location and population. In the “Conclusion section”, please state that the IDP site is collective centre in the blank box under “other.” More information on the needs of the IDPs can and should be put in the “record any additional information.”

### Sector Guidance (Gaps & Response)

To reiterate, the CCCM is primarily interested in highlighting gaps in services and needs. For collective centres, focal points should report on the same gaps in terms of service provision, even if the modality of multi-sector services might be different.

- *NFI*- Members should report on what % of CC residents have access to key NFI goods; bedding, lighting, kitchen goods. (See sector NFI/S guidance)
- *WASH*- The ratios of water provisions (20L per person per day), residents per latrine, (30:1) gender balance of latrines, (needs based) solid waste removal (regular) remain the same. (See WASH Sector Guidance). Members should report the amount of residents who do not meet this standard.
- *FSL*- Members should report on what % of CC residents have access to 1700 kCal in regular food (See Food Security & Livelihoods Sector Guidance)
- *Health*- (See Health Sector Guidance)
- *Education*- (See Education Sector Guidance)
- *Shelter* – There are some specifics for reporting shelter gaps for collective centres. Members are asked what % of residents are living in weatherized room with 5 m2 per person.



An unfinished building being transformed into a collective centre. Each family room was weatherized with plastic sheeting and wood framing. Communal Bathrooms, water storage, bathing facilities, laundry rooms, and fire safety were installed. Most importantly all upgrades were done in close consultation with the IDPs living there who formed a Management Committee to deal with all day-to-day running of the collective centre.

*Picture Courtesy GOAL June 2016*



A school that has been transformed into a collective centre. All available space has been utilized to house people including the playground area which is now filled with tents.

*Photo courtesy Violet Organisation*

### ***Specificities for Collective Centres:***

IDP Preference- Many Internally Displaced People prefer to stay in collective centres rather than camps or informal settlements. There are a number of reasons for this, including that residents tend to have better access to the labor market (allowing them to restore their asset base), better access to extended family and social support networks, better access to markets and better access to municipal and concurrent services.

### Integration into Catchment Services:

Many Member have co-current programming for neighbourhoods or vulnerable demographics in the surrounding area. (Programming such as food support, cash vouchers, hygiene promotion, health services and screenings....) A strong collective centre program will endeavor to integrate the new and existing residents into these programs even if the services are provided by a different organisation. This role can done especially well by IDP Management Committee (See chapter on Promoting Accountable Management Structures)

Retrofitting- Almost all collective centres were designed for a different purpose (schools, office buildings, factories...) and with a different level of supporting infrastructure (full time functioning power-grids, connections to functioning water and sewage mains). As such, collective centres often need tailored retrofitting to ensure that they are suitable for long term occupation. Members responding to collective centres should pay specific attention to water storage, up-grading/installing sufficient shower & bathing facilities, installing sufficient fire exists, upgrading food storage facilities.

Management Structures- Collective centres, if managed at all, have a wide range of management structures and involvement in the day-to-day running of the centre. Local Councils often have a role in the running of collective centre, occasionally designating an individual to take care of all options with a small budget, to simply appropriating a building for the residence of IDPs. Members wishing to engage with collective centres should tailor their approach to a) support existing structures if they are humanitarian in nature b) promote more direct participation of the IDPs in the management of their centre. (See chapter on Promoting Accountable Management Structures in IDP Sites)

Ensuring Protection, Privacy, and Household integrity- Where possible, a collective centre should endeavor to house families as a whole with measures to protect their privacy (such as partitions). Furthermore, every effort should be made to create separate WASH facilities for each gender and to set aside a private space for breast feeding.



### Information Provided in the Tracking Table:

To reiterate, the purpose of this tool is to inform CCCM members and other humanitarian actors where IDPs have gone, so that they can be provided with the relevant assistance. To that end, the information is tailored to allow agencies to locate the IDPs and confirm that there are not a unique movement (not previously in that area). Therefore the tracking table shows;

Area of Origin- Preferably the CCCM will have information down to the town-level, but often only sub-district level information on origins can be obtained.

Current Location- The current location must be given down to a P-coded village/community level. The CCCM will not add any information to the Tracking Table which does not have at least the community level information.

Type of Shelter- Where possible, the CCCM will report the type of shelter the IDPs are residing in to help in locating them. The categories we include are Camps, Collective Centre, Home, Individual tents, living with host families, open areas, rented houses, under trees, unfinished houses or buildings, other.

Additional Information on Type of Shelter- If the displaced are in a collective center or a camp, the tracking sheet will specify the name that was given to it by the reporting member. If the other, the tracking sheet will state what type of shelter they IDPs can be found in.

Age & Sex Disaggregated Data- Where possible, the CCCM will give the total amount of boys, girls, men and women displaced at an individual level.

Number of IDPs (from previous reporting period)- The CCCM will provide both the IDP figure from the previous reporting period, both household and individuals

Current Number of IDPs- The CCCM will provide the current number of IDPs from that displacement, both individuals and households. We will also state if the figure is triangulated by highlighting the number in **GREEN**.

Traffic Light-This provides a quick visual reference if there has been an increase of IDPs to that location, and humanitarian actors need to either revisit or re-adjust their planned interventions. "Red" means that the number has increased. "Yellow" means that there has been no change and "Green" means the number has actually decreased since the last reporting period.

### Information Sources:

The primary source of information on displacements is from the CCCM members. Members continuously report displacements that they have either assessed, verified, or have reliable information upon. The CCCM secretariat collates these numbers, assesses the reported source of the information, and triangulates these displacements.

Only reports from members, who are accountable humanitarian actors, are considered reliable. Other sources of information (local councils, media reports, security updates, networks of key informants) are occasionally consulted to triangulate the figures but are not considered reliable enough to add an entry into the Tracking Sheet.

#### How to Report:

It is vital that CCCM members, and all humanitarian partner report information on new displacements to the cluster. To do this, the CCCM has created a blank template to simplify the triangulation process. Members are asked to provide information on:

- Origin,  Current p-coded village  Number of individuals/households
- Sex & Age Disaggregated Data (if possible),  Assessment Date  Source of Information  Rank of Needs

*For more information about the methodology and the triangulation process, please see CCCM Triangulation Methodology Paper.*

### Uses of the Tracking Tables:

#### Operational Uses:

The tool was designed to be operationally relevant for the CCCM membership; its primary purposes is to facilitate the CCCM members to respond with their own interventions and the Tracking Table can and will continue to be adapted to better suit the operational needs of its members.

#### CCCM Members & Other Implementing Partners:

Some of the many reported uses of this tool include

- Directs members to known IDP sites, expediting rapid assessments.
- Highlights areas of highest IDP concentrations for response
- Directs members to locations that have not been assessed
- Establishes a set Frame of Reference for coordination with other members , clusters, and humanitarian actors.
- Enables members to scale up pipeline/response in near future with reliable figures



People on the Move in Lattakia during the displacement in March 2016. Photo Courtesy of Violet Organisation,

#### Clusters

These figures are operationally used by the WASH, FSL, and NFI clusters and their members.

- To coordinate immediate response in areas with increased IDPs (are the needs of these IDPs being met?)
- Selection of best modality for the current location.
- Scaling up existing responses to meet new needs (both in the short and medium terms)
- Gaps analysis
- Calculating if existing infrastructure are able to meet the needs of increased population.

#### Strategic Uses:

Given the large number of CCCM members reporting displacements, and the wide geographical coverage in Northern Syria, the CCCM figures on displacement have become the official figures on IDPs for the Cross-border Response from Turkey, and are used by the Intercluster, donors, and most humanitarian actors.

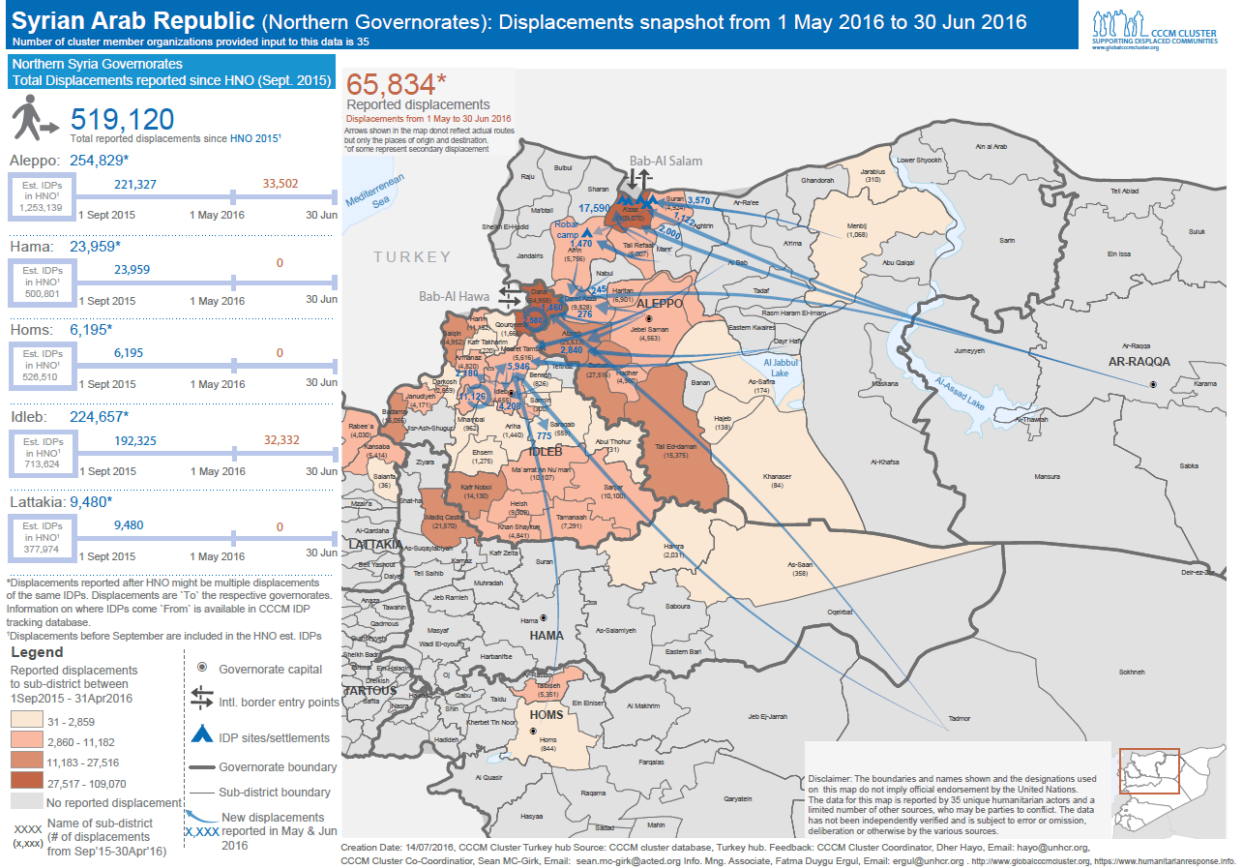
#### CCCM Members & Operational Partners

- Program Design: (% of IDP in an area, new figures in a set time-frame).
- Advocacy (*members are using one single number instead of several numbers and this which has a great influence in enforcing advocacy efforts.*)

- Updating People-In-Need Figures
- Re-prioritizing different geographical areas and modalities based on new needs.

## IX. Visualizations:

To aid the membership, the CCCM and some of its members have helped to visualize the data captured in the IDP Tracking Sheet and ISIMM. This includes the REACH Community Maps & the CCCM Movement Monitoring Matix (CMMM) website, and the CCCM Dashboards.



Example of a CCCM Dashboard June 2016

### CCCM Community Maps

Together with REACH, the CCCM is also producing Community Maps, shows a heat map of current IDP populations (over a specified time period ) in their current locations. It allows members to quickly reference the areas with the greatest population densities of known IDPs to see if they can access the area. Furthermore, by mapping the villages with IDPs alongside villages in which the CCCM has no data, members can assess if additional displacements would be likely, and can send out a team to physically assess the areas and report into the CCCM. It is produced by the REACH with the CCCM data.

### CCCM Movement Monitoring Matrix

This is an interactive map which displays population data gathered from the 2015 Humanitarian Needs Overview updated with the population movements that the CCCM has tracked. The website is updated on a monthly basis, and displays Total Population, IDP Populations, Changes since the HNO, and changes

in the last month. All information is downloadable for use by the CCCM members. The website is available at [www.cmmmturkeyxb.com](http://www.cmmmturkeyxb.com)

#### CCCM Dashboards

On a periodic basis, the CCCM produces maps for the public humanitarian dashboard (run by OCHA), SitReps, and WoS Tri-cluster updates. The maps show IDP concentrations at a sub-district level, and displays vectors of movement for the IDPs

### **X. Promoting Accountable Management Structures:**

Current Structures IDP Committees Direct Camp Management
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#### **Introduction:**

Participation by the affected population is the first core SPHERE standard, and is one of the five commitments to accountability made by the IASC (Inter-Agency Standing Committee). Nowhere is this more important than in camp or camp-like settings. Promoting accountable management structures, with full participation by camp residents, can help ensure equal access for all groups within the camp, build trust amongst the camp population and service providers, spur volunteer efforts within the camp, and help resolve most issues within the camp.

#### **Current Structures:**

The vast majority of IDP sites in Northern Syria are informal settlements. As such there are many challenges related to camp management, and a wide variety of structures. There is also a big difference in the camp dynamics between the Idleb and Aleppo governorates. In Idleb, many of the informal settlements were established on private farmland. In some instances, the landowner considers himself to be the de facto manager and insists that aid be delivered through him. They tend to be very reluctant to allow the construction of infrastructure without some sort of compensation (from either IDPs or member). Another trend for self-settled camps, is that an IDP will gather funds, and rent an area of land to establish an informal settlement. Here the contract owner often considers himself the de facto manager, even if his more accountable to the residents as he has collected rent. Local Councils have also been involved heavily with the establishment of informal settlements on public land, often giving specific IDPs the rights to set up tents on the land. The involvement of the local council in the day to day running of these settlements varies widely.

In Aleppo, many of the larger IDP sites have had a modicum of site planning, were built on public land and have had some input by a self-appointed camp authority. However, the day-to-day management of the camp is not done by this authority, nor are some of the key tasks such as IDP registration or any service provision. Other informal settlements have been established in Aleppo; they are smaller and were not established with coordination of this authority or other NGOs.

#### **IDP Committees:**

##### *Benefits:*

When working well, IDP committees can help to ensure a high level of participation in camp management and that aid reaches those who are most in need. An effective IDP committees system



# UDOC

## Urban Displacement Out-of Camps

This CCCM desk review on outside camp contexts aims to explore how CCCM resources and experiences of camp-like and camp-based responses can be applied to respond to the needs of displaced populations outside camps, in particular in urban environment. This has a plethora of information on some of the roles and responsibilities of site management in relation to Collective Centres and even some neighborhood area responses. *The CCCM at this level has not enrolled or piloted the UDOC at this point. Therefore this document is currently available only as a reference.*

should ideally provide access to local knowledge, facilitate the collection of accurate data for the provision of aid particularly on gaps in service, reporting new arrivals and finding adequate space for them, foster community ownership and empowerment, enable more efficient programme delivery, and ensure that programmes are tailored to local needs and circumstances.

### **Roles & Responsibilities:**

It is important that each IDP committee design and set up their own roles and responsibilities, both as a collective and as individual members. Common core functions of IDP Committee include:

Following up and coordinating services provided by diverse agencies to the residents;

Identifying the service gaps and seeking meaningful and relevant response accordingly;

Ensuring the different needs of all groups (Women, girls, boys, men, people with disabilities, elderly, etc.) are considered and responded to accordingly;

Ensuring the before mentioned groups' voices are represented in the IDP committee;

Perform and coordinate the necessary maintenance work in the camp;

Maintain records of resident households in the camp and ensure the safety of the records;

Manage information and data related to the camp residents and services;

Follow up with all camp residents to ensure that they have adequate shelter, food, safe water, and essential goods. Report any gaps to service providers.

Directly communicate with camp residents;

Develop sound solutions for social problems the camp residents may face.

### **Direct Management:**

Members are encouraged to directly manage a camp or at least empower the self-governance and participatory management in IDP Camps. Currently in the Syrian crisis only three camps that are directly managed by members to ethical humanitarian standards laid out in SPHERE. This represents only 7,200 people out of the estimated 322,268 people in informal settlements and registered collective centres. However, with the CCCM Strategy to empower camp committee establishment in informal settlement, an increased number of camps are now having IDP Committee

### **Benefits:**

There are many benefits for IDPs living in a camp managed by a humanitarian actor, in comparison to an informal settlement. Upon arrival IDPs are normally registered, their exact needs clearly identified along with any information that might help them

re-insert themselves into support networks (potentially including family reunification or skill registry for jobs). IDPs are allocated sufficient space in a dignified and controlled manner, and given a level of support that (if not to international standards) is consistent throughout the camp. Other aid actors are able to fully access a humanitarian run camp, and provide tailored services, and mitigate against duplication or the waste of resources.

### **Roles & Responsibilities:**

As a direct camp manager of camp, an NGO or other humanitarian actor will be in charged with the following tasks:

- Coordination of services (delivered by NGOs and others)
- Establishing governance and community participation/mobilization mechanisms
- Ensuring maintenance of camp infrastructure
- Data collection and sharing
- Provision of defined services
- Monitoring the service delivery of other providers in accordance with agreed standards
- Identifying gaps in the provision of protection and assistance and avoiding the duplication of activities.
- Site planning and maintenance (including protection mainstreaming into the layout of the camp)
- Identifying the particular vulnerable demographics (disabled, elderly, pregnant & lactating women, children headed households) and advocating for their specific needs.
- Being a provider of last resort.

### **Guidance on Camp Establishment.**

The CCCM has established a [Guideline for the Establishment of a IDP Camp](#) in both Arabic & English. All cluster members willing to establish or support new IDP camps are requested to consider the Do No Harm principle and implement the minimum humanitarian standards by applying the below listed summary recommendations:

1. Ensure that establishing and an IDP camp remains the last option. This corresponds to the spontaneous choice of the IDPs themselves and the CCCM strategy to ensure that camps are not pull-factors.
2. Should the camps establishment became a *fait accompli*, undertake comprehensive security analyses and site planning prior to the establishment of any IDP camp. Camps should not be established in unsafe areas.
3. Ensure that land and property issues of the location where the camp will be established are addressed.
4. A management team that is accountable to the humanitarian principles must be in place and able to provide coherent and timely data and updates on IDPs must be in place.
5. Involve IDPs in decision making process and establish inclusive camp committees with appropriate gender balance and representatives from the vulnerable groups in the camp.
6. Ensure that IDPs have the full freedom to move to, within and out of the camp.
7. Ensure that all humanitarian actors are able to undertake all their humanitarian activities in the camp independently and without any interference.
8. Apply gender balance and vulnerability analysis at all stages of assistance provision.
9. Adhere to IDP Guiding Principles on Internal Displacement.

For more information in this document, please contact

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*Satellite Photo of Bab al Salame informal Settlement, May 2016. Courtesy of REACH*