



# TRAINING MANUAL

---

## Shelter/Camp Coordination and Camp Management (S/CCCM)

BILL & MELINDA  
GATES *foundation*



Training Manual  
Shelter/Camp Coordination and  
Camp Management (S/CCCM)

© ADPC 2019  
Bangkok, Thailand

For more information, please contact [app@adpc.net](mailto:app@adpc.net)

# Contents

<b>Acronyms</b>	<b>4</b>
<b>Regional Course on Shelter, Camp Coordination and Camp Management (S/CCCM)</b>	<b>5</b>
Introduction	5
Goal of the Training	5
Objectives of the Training	5
Target Audience	6
Three-day Curriculum for Shelter, Camp Coordination and Camp Management (S/CCCM)	6
Teaching Methodology	8
Course Evaluation	8
References	11
Session 1	
<b>An Introduction to Camp Management Terminology</b>	<b>12</b>
Session 2	
<b>An Introduction to Displacement</b>	<b>21</b>
Session 3	
<b>Shelter Provision from a Rights-Based and Humanitarian Lens</b>	<b>28</b>
Session 4	
<b>Country-wise institutional frameworks for emergency management</b>	<b>47</b>
Session 5	
<b>Roles and Responsibilities</b>	<b>48</b>
Session 6	
<b>Safety and Protection</b>	<b>56</b>
Session 7	
<b>Camp Services</b>	<b>63</b>
Session 8	
<b>Desktop Exercise for Shelter Provision</b>	<b>80</b>

# Acronyms

<b>AAP</b>	Accountability to Affected Populations
<b>ADPC</b>	Asian Disaster Preparedness Center
<b>ALNAP</b>	Active Learning Network for Accountability and Performance in Humanitarian Action
<b>CHS</b>	Core Humanitarian Standard
<b>DRR</b>	Disaster Risk Reduction
<b>HAP</b>	Humanitarian Accountability Partnership
<b>IASC</b>	Inter Agency Standing Committee
<b>IDP</b>	Internally Displaced Person
<b>IOM</b>	International Organization for Migration
<b>NFIs</b>	Non-Food Items
<b>NFRIs</b>	Non-Food Relief Items
<b>NGO</b>	Non-Governmental Organization
<b>OCHA</b>	United Nations Office for Coordination of Humanitarian Affairs
<b>S/CCCM</b>	Shelter, Camp Coordination and Camp Management
<b>SDGs</b>	Sustainable Development Goals
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>WASH</b>	Water, Sanitation and Hygiene
<b>WHO</b>	World Health Organization

# Regional Course on Shelter, Camp Coordination and Camp Management (S/CCCM)

## Introduction

The Asian Disaster Preparedness Center (ADPC), Bangkok, in partnership with the Bill and Melinda Gates Foundation (BMGF) is implementing the program “Strengthening Capacity of Government and Local Humanitarian Organizations on Preparedness for Emergency Response” in six Asian countries, namely Cambodia, Myanmar, Nepal, Pakistan, the Philippines and Sri Lanka.

Each of the program countries has undertaken a country-specific Baseline Survey to understand the current context in emergency response.

The Baseline Reports in four countries (Cambodia, Pakistan, the Philippines, and Sri Lanka) have identified capacity building in Camp Management as a need. However, responses of all six countries revealed the lack of a standardized course in camp management.

The new risk-scape in the Asia-Pacific Disaster Report 2019 revealed that disasters in the past two years were beyond what the region had previously experienced in terms of probability, intensity and behavior.

South Asia, South East Asia and the Pacific accounted for 73.4% of total disaster displacement in 2019.<sup>1</sup> Considering the possibility of further escalation of hydro-meteorological hazard impact due to climate change in the future, a regional course on Shelter, Camp Coordination and Camp Management (S/CCCM) is of regional importance.

## Goal of the Training

The overall goal of the S/CCCM course is to provide guidance, knowledge and know-how on camp management to humanitarian actors for improving living conditions of disaster affected people during displacement and camp residency.

## Objectives of the Training

The training aims to enhance the participant’s knowledge, attitude, skills for camp management and enable transference to real-life situations. At the end of the three-day training, participants will be able to:

- Describe global and regional aspects of displacement and its economics
- Discuss impact of displacement on achieving Sustainable Development Goals (SDGs)
- Explain shelter provision from a rights-based and humanitarian paradigm

---

<sup>1</sup> Global Report on Displacement, 2019

- Define and explain terminology used in camp management
- Outline the policy, legal and institutional frameworks for emergency response in the participant's country
- Discuss stakeholder roles and responsibilities related to camp management
- Provide details on issues that relate to the safety and protection of camp residents
- Detail services needed in camps
- Present international standards related to shelter and camp management
- Relate learnings to a scenario-based displacement event

## Target Audience

The training is intended for all national and regional humanitarian stakeholders involved (or intend to be involved) in the provision of camp coordination and camp management. They include governmental, non-governmental and civil society actors in emergency response.

## Three-day Curriculum for Shelter, Camp Coordination and Camp Management (S/CCCM)

The curriculum for this three-day S/CCM course has been developed based on The Collective Center Guidelines prepared by the Camp Coordination/Camp Management cluster (CCCM) in collaboration with the UN High Commissioner for Refugees (UNHCR) and International Organization for Migration (IOM) (2010); The Camp Management Toolkit prepared by IOM, Norwegian Refugee Council (NRC) and UNHCR (2015), and The SPHERE Handbook, (2018). These resources are gratefully acknowledged.

DAY 1	
Time	Opening Session
08:30-09:00	Registration
09:00-09:45	Opening Remarks / Getting to know each other / Group Photo
09:45-10:00	<i>Tea</i>
Technical Sessions	
	<b>Session 1: An Introduction to Camp Management Terminology</b>
10:00-11:30	<p>Topics Covered: Type of shelter, camp life cycle, concept of the CCCM House, structure and site considerations, services, cluster approach, concept of durable solutions, community participation, monitoring and opening and closure.</p> <p>Time allocation – 50 minutes presentation and discussion, 40 minutes groupwork and presentation</p>

## Session 2: **An Introduction to Displacement**

11:45-13:00  
Topics Covered: Status of refugee and internally displaced persons (IDPs), briefly review a global snapshot of displacement, economics of displacement, data needs for interventions, and relevance to the SDGs.  
Time allocation – 20 minutes for presentation, 35 minutes for group work 1 and 35 minutes for group work 2

13:00-14:00 *Lunch*

## Session 3: **Rights-Based Approach to Humanitarian work**

14:00-15:30  
Topics Covered: Shelter provision from a rights-based humanitarian lens. It will briefly look at international human rights instruments that recognize shelter as a right, introduce guiding principles on internal displacement, humanitarian principles, Humanitarian Accountability Partnership (HAP), Core Humanitarian Standard (CHS) and the Humanitarian Charter of Sphere Standard.

Time allocation – 90 minutes for presentation and discussion

15:30-15:45 *Tea*

## Session 4: **Country-wise Institutional Framework for Emergency Management**

15:45-17:15  
Topics Covered: In-country emergency response framework in the form of a poster. This will be followed by a discussion of strengths and weaknesses.

Time allocation – 90 minutes for poster presentation, group work and group presentation

17:15 -17:30 Daily Management Team Feedback

## **DAY 2**

## Session 5: **Roles and Responsibilities**

09:00-10:30  
Topics Covered: Roles and responsibilities for Camp Administration, Camp Management, Camp Coordination community participation mechanisms, and information management.

Time allocation – 50 minutes presentation and discussion, 40 minutes group work and presentation

10:30 – 10:45 *Tea*

## Session 6: **Safety and Protection**

10:45 – 12:15  
Topics Covered: Protection-related issues, information and guidelines to be aware of when working in camp operations. These involve general and specific considerations on protection such as registration and profiling to assist protecting members of groups most vulnerable to gender-based violence and those with specific needs.

Time allocation – 50 minutes presentation and discussion, 40 minutes group work and presentation

12:15 – 13:15 *Lunch*

	<b>Session 7: Camp Services</b>
13:15 – 15:15	Topics Covered: Sphere Standards, the cluster approach, Food Security and Non-Food Items, Water, Sanitation and Hygiene (WASH), Nutrition, NFIs, Health, Education and Livelihoods  Time allocation – 50 minutes presentation and discussion, 40 minutes group work and presentation
15:15-15:30	<i>Tea</i>
15:30 – 17:30	<b>Session 8: Introduction to the simulation exercise</b>
<b>DAY 3</b>	
09:00-1:00	Simulation Exercise
11:00 – 11:15	Tea
11:15 – 13:15	Simulation Exercise
13:15 – 14:15	Lunch
14:15 – 15:30	Group presentations
15:30 – 15:45	Tea
15:45 – 16:00	Course evaluation and closing remarks

## Teaching Methodology

The delivery of the S/CCCM course will integrate the following, when relevant:

- Interactive presentations from knowledgeable resource persons
- Participant group work and group presentations followed by discussions
- A final simulation exercise for synthesis and transference of learnings

## Course Evaluation

1. The course evaluation will make use of a pre and post-test to assess incremental learning.
2. It will dispense the standard ADPC questionnaire to collate participant perceptions on training logistics, time management, adequacy of presentations and satisfaction level of achieving expectations. These will be channeled to improve the consequent cycle of course delivery where relevant.

## Pre and Post-Test

1. The following statements may be 'true' or 'false'. Give your choice by ticking the appropriate box.

Statement	True	False
1.1. Adequate shelter is the right of every person that is integrated into international human rights instruments		
1.2. Camps provide a permanent and sustainable solution to Internally Displaced Persons (IDPs)		
1.3. The aim of camp management is to ensure that services and protection provided are in line with national and international laws, guidelines and agreed standards		
1.4. Unlike for refugees, there are no specific international conventions related to IDPs. There is only a guideline.		
1.5. A collective center is a place where displaced persons find accommodation in pre-existing public buildings (which were likely not constructed as accommodation)		
1.6. A durable solution at camp closure is when an IDP no longer has specific assistance and protection needs that are linked to displacement, and such a person can enjoy human rights without discrimination resulting from displacement		
1.7. Camp management should not attempt to mainstream cross-cutting issues including gender, age, HIV/AIDS, environment and psycho-social support.		
1.8. Core Humanitarian Standard (CHS) is not applicable in providing shelter to IDPs.		
1.9. Sphere Project was set up by several NGO consortia to develop a set of universal minimum standards in core areas of humanitarian assistance		
1.10. Participation of the camp population in camp management processes is not necessary.		

2. IDPs with special needs are: (Tick as many as appropriate)

- Unaccompanied and separated children
- Survivors of gender-based violence (GBV)
- Elderly persons
- Persons with health issues
- People with disabilities
- Pregnant and lactating mothers
- All of the above

3. Preparedness measures to establish shelter points and camps must include: (Tick as many as appropriate)

- Contingency planning
- Multi-hazard mapping and household data collection
- Camp identification and profiling
- Upgrading of camp facilities
- Volunteer capacity building
- Early warning and mock drills
- All of the above

4. Children as IDPs may be vulnerable to the following: (Tick as many as appropriate)

- Abuse
- Neglect
- Sexual exploitation
- Trafficking
- All of the above

5. Economic impacts of displacement include: (Tick as many as appropriate)

- Cost of shelter or temporary accommodation
- Loss of income from livelihoods
- Cost of providing temporary education
- Cost of providing food and NFIs
- Cost of providing health care under emergency
- Cost of providing security to host area
- All of the above

## References

1. CCCM & UNHCR (2010), Collective Center Guidelines
2. CHS Alliance, Group URD and the Sphere Project (2010), Core Humanitarian Standard on Quality and Accountability.
3. Commission on Human Rights (1998), Guiding Principles on Internal Displacement
4. IOM and UNHCR, (2015), Camp Management Toolkit.
5. Internal Displacement Monitoring Center (iDMC), (2019), Global Displacement Report.
6. Sphere Handbook (218)
7. WHO (2006), Draft Manual for Evacuation Camp Management

## Session 1

# An Introduction to Camp Management Terminology

---

### Learning Objectives

After completion of this session, the participant will be able to:

- Briefly describe selected terminology used in shelter, camp coordination and camp management

### Internally Displaced Person (IDP)

An individual who has been forced or obliged to flee from his or her home or place of habitual residence, “...in particular as a result of or in order to avoid the effects of armed conflicts, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border” (according to the Guiding Principles on Internal Displacement).

### Camp Coordination and Camp Management (CCCM) Sector

The sector approach relates to large displacements due to natural disasters or conflict. However, the principles apply to even small-scale events. Camp coordination and camp management was defined as a new sector under the Humanitarian Reform process in 2005, following the earthquake in Pakistan in October 2005. The Humanitarian Reform process sought to address gaps in the international response to humanitarian crises.

The common aim of the CCCM sector is to improve living conditions of displaced persons in humanitarian crises. The sector facilitates assistance and strengthens protection of the displaced and works with beneficiaries to attain durable solutions. The role of the CCCM cluster is to ensure effective management and coordination of the humanitarian response in locations of displacement according to recognized standards; to identify gaps in services; increase accountability; to facilitate information sharing; and ultimately advocate for an adequate and timely intervention by relevant actors. Effective representation and meaningful participation of the beneficiaries as well as host communities is central to the planning, implementation and the ultimate handover of CCCM responsibilities.

*[www.globalccmcluster.org](http://www.globalccmcluster.org)*

## Types of Shelter and Camps

Table 1 provides an overview of the different types of shelter after displacement.

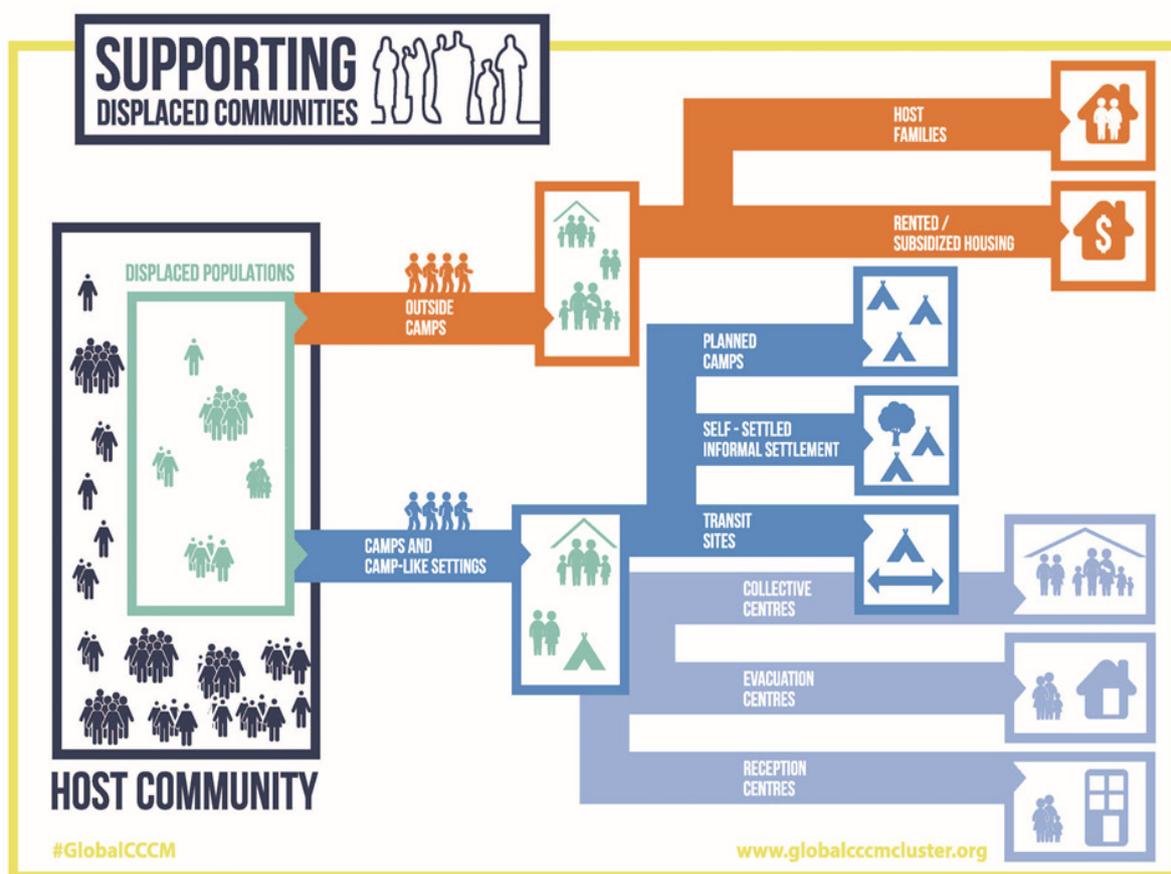
Table 1. **Types of Shelter for IDPs**

<b>Dispersed Settlement without Legal Status (individually or in groups)</b>		
Shelter option	Short description	Type of shelter
Self-settlement	Settling without the support of the government or the humanitarian community  Living informally in temporary shelters made from salvaged material from damaged houses  IFRC shelter kits <sup>2</sup> provide necessary tools and material to assist construction of such temporary shelter	<ul style="list-style-type: none"> <li>• Temporary shelter</li> <li>• Tents</li> <li>• Plastic sheets</li> <li>• IFRC Shelter kits</li> </ul>
Host Families	Local families taking in one or more displaced families	<ul style="list-style-type: none"> <li>• Private homes</li> </ul>
Rented/subsidized housing	This option may be challenged by shortage of affordable housing stock for rent	<ul style="list-style-type: none"> <li>• Housing</li> </ul>
<b>Camps and Camp-like settlements (grouped settlements)</b>		
Planned camps	Living on purposely-built sites, completed before or during the influx Service infrastructure is provided, and distributions take place	<ul style="list-style-type: none"> <li>• Tents</li> <li>• Non-tent shelter</li> </ul>
Collective Centers	Collective Centers are pre-existing buildings and structures used for the collective and communal settlement of the displaced population in the event of conflict or natural disaster	<ul style="list-style-type: none"> <li>• Schools</li> <li>• Barracks</li> <li>• Community halls</li> <li>• Religious centers</li> <li>• Disused factories</li> </ul>
Transit sites and Reception Centers	Provide temporary accommodation for displaced persons pending transfer to a suitable, safe, longer term camp	<ul style="list-style-type: none"> <li>• Short term installations</li> </ul>

Figure 1 displays different shelter options for supporting displaced communities graphically.

2 <https://www.ifrc.org/PageFiles/95526/publications/D.03.a.07.%20IFRC%20shelter-kit-guidelines-EN-LR.pdf> retrieved 12 August 2019.

Figure 1. **Types Shelter Options for Displaced Communities**



To ensure “a life in dignity”, Sphere Standards<sup>3</sup> and the UNHCR Global Strategy for Settlement and Shelter 2014-2018<sup>4</sup> provide practical advice on how best to design different types of shelters and uphold the rights of displaced persons. The minimum space required per person is:

- 3.5m<sup>2</sup> covered living space per person in tropical or warm climates, excluding cooking facilities or kitchen (it is assumed that cooking will take place outside). The minimum height is 2m at the highest point.
- 4.5m<sup>2</sup> to 5.5m<sup>2</sup> covered living space per person in cold climates including kitchen and bathing facilities, as more time will be spent inside the shelter (cooking, eating, and livelihoods). 2m ceilings recommended to reduce the heated space.

## Host Community

The host community is a village, town or other local community where a camp site is established. The host community may lack economic and natural resources, have limited livelihood opportunities, and inadequate or non-existent facilities to support the displaced

<sup>3</sup> <https://www.spherestandards.org/> retrieved 10 August 2019.

<sup>4</sup> <https://cms.emergency.unhcr.org/documents/11982/36565/> retrieved 10 August 2019.

community. They may also have been impacted by the disaster which caused displacement and have needs which are as great, if not greater, than those of the displaced population. As a result, tension can develop between camp and host communities who may perceive that their land, livelihoods, culture, safety and security, community infrastructure or natural resources are under threat.

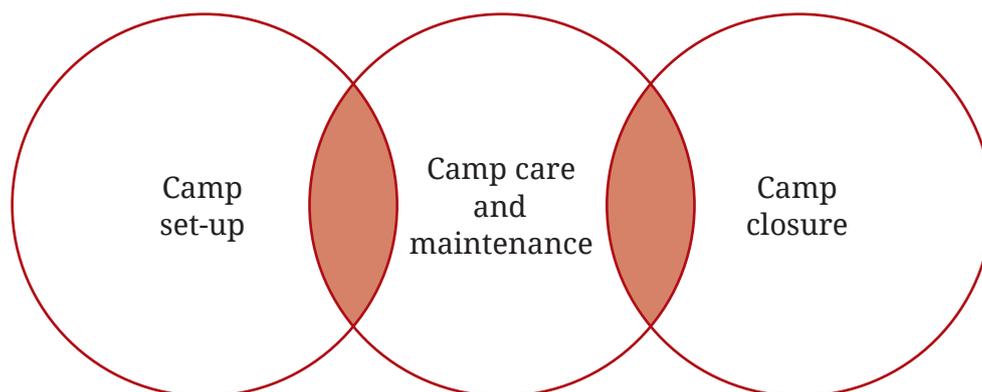
Additionally, host communities may resent the camp population due to the assistance they are receiving, especially if they do not share the same ethnicity, language, history, political affiliations or traditions.

The role of the Camp Management is to establish and promote links with the host community so that fears and needs can be heard, and participatory action can be taken to ensure that the impact of the camp on the host community is effectively managed.

## Camp Life Cycle

Figure 2 illustrates the life cycle of a camp.

Figure 2. **Life Cycle of a Camp**<sup>5</sup>



There are three phases of a camp's life cycle:

- Camp set-up/improvement
- Camp care and maintenance
- Camp closure

These three phases follow each other with an overlapping period, which represent times when a camp may face two stages at the same time. For example, there may be new arrivals during start up where food and non-food item (NFI) assistance and provision of water is completed simultaneously. Another example is when a camp undergoes closure and those at the camp begin to leave, but others remain at the camp as they still require support.

5 <http://cmtoolkit.org/chapters/content/about-camp-management> retrieved 10 August 2019.

## Camp Set Up

Formulation of contingency plans based on possible scales of displacement can help resource mobilization. The population flow estimates from the contingency plan and identification of local coordination mechanisms can then be realistically put in place. To establish a collective center, a proper structure at an appropriate site must be selected. However, in many cases, choices are limited. Desirable considerations for site selection are listed in Table 2 below. Desirable structural features are described in Table 3.

Table 2. **Considerations for Site Selection**

Consideration	Details
Available space	Should be able to provide space for the expected flow of IDPs And suitable space for groups with special needs. There should be storage space for food items and NFIs
Security	Safe from any immediate threat of natural or man-made disaster
Accessibility	Must be easily accessible for the provision of assistance
Environment	Drainage, topography, need for fire-breaks etc. at desirable levels
Infrastructure	Existing infrastructure for water, sanitation and upgrading needs
Waste disposal	The site has a system for waste disposal
Access to services	Education, health, transportation where relevant
Livelihoods	Access to work and markets where relevant
'Push' and 'Pull' factors	Push – prompt populations to leave the camp Pull – attract populations to reside in the camp
Integration	Potential for durable solutions with camp closure

Table 3. **Considerations for Structure Selection**

Consideration	Details
Condition of the building	Safety for occupation, ventilation in warmer climate, sealing off in colder climates, existing or upgradable infrastructure
Features	Security, privacy and adequate space
Current use and impact on it	Active/passive use status, negative impact on current use (e.g. school, possible remedial measures)
Ownership	Assurance that IDPs will not be evicted prior to closure

## Camp Management

Typically, in-country disaster management authorities are responsible for camp administration. National/international non-governmental organizations (NGOs) assist in day-to-day camp management. International organizations provide support when the scale of displacement is beyond the national response capacity. Such situations can arise in conflict.

Camp management is the provision of assistance and protection to displaced populations living in camps according to the legal protection framework and minimum humanitarian standards and ensuring that affected populations participate in camp daily activities. Figure 3 below depicts the Camp Management House Which show the components that need to be brought together for adequate provision of shelter.

Figure 3. **The Camp Management House**



Camp Management includes coordination and monitoring of assistance, protection and services at camp level, and building partnerships with relevant stakeholders. It must provide opportunities to for affected populations to lodge complaints and resolve them. It must have both vertical and horizontal accountability.

## **Assistance**

Assistance refers to aid that is provided to address the physical, material, and legal needs of persons of concern. Assistance may include food items, medical supplies, clothing, shelter, seeds and tools, as well as the provision of infrastructure, such as schools and roads. “Humanitarian assistance” refers to assistance provided by humanitarian organizations for humanitarian purposes (i.e., non-political, non-commercial, and non-military purposes). In UNHCR practice, assistance supports and complements the achievement of protection objectives.

## **Protection**

Protection refers to all activities aimed at promoting full respect for the rights of individuals in accordance with the letter and the spirit of the relevant bodies of law (i.e., international human rights law, international humanitarian law and refugee law).

## Sexual and gender-based violence (SGBV)

SGBV are acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion or arbitrary deprivation of liberty that target individuals or groups of individuals on the basis of their gender.

## Community Participation

Community participation may include a variety of activities involving the camp’s population in different ways and to various degrees. Examples of different levels of community participation are as follows:

- Communities are involved through representatives in decision-making. Partners facilitate their ability to utilize resources. There is then a sense of ownership of what is taking place.
- Communities are involved in one or more activities, but they have limited decision-making power. Communities are asked for their opinions, but they don’t decide on what to do.
- Information is gathered from communities, but they do not take part in decision-making.
- There is no participation. Community members occupy the camp space passively.



The cluster approach is usually activated during severe, large-scale humanitarian crises involving internal displacement, in ongoing emergencies and in all contingency planning for new emergencies. The overall coordination lies with the UN Humanitarian Coordinator in each country.

## Camp Closure

The closure of a collective center must be considered at the time of set-up and throughout its lifecycle. Closure must not do harm to the resident IDPs. Closure may occur at the end of an emergency situation, which allows IDPs to return to their homes and benefit from early recovery efforts. Closure may result when a durable solution for IDPs is available (see below).

## Durable Solutions

Durable solutions are any means by which the situation of refugees can be satisfactorily and permanently resolved to enable them to live normal lives. UNHCR traditionally pursues the durable solutions of voluntary repatriation, local integration, and resettlement. Residing in a camp is not considered a durable solution. It is a temporary response to displacement. A durable solution is one that ends displacement.

The Pinheiro Principle 10<sup>6</sup> outlines the “*right of all refugees and displaced persons to return voluntarily to their former homes, lands or places of habitual residence, in safety and dignity.*”

There are three types of durable solutions for IDPs:

- Sustainable reintegration at the place of origin (also referred to as return)
- Sustainable local integration in areas where IDPs take refuge (also referred to as local integration)
- Sustainable integration in another part of the country (also referred to as settlement)

The IASC Framework for Durable Solutions for Internally Displaced Persons (2010) have eight criteria for a durable solution. These are as follows:

- Adequate standard of living
- Access to livelihoods
- Restoration of housing, land and property
- Access to documentation

---

<sup>6</sup> <https://www.unhcr.org/protection/idps/50f94d849/principles-housing-property-restitution-refugees-displaced-persons-pinheiro.html> retrieved 10 August 2019.

- Family reunification
- Participation in public affairs
- Access to effective remedies and justice

### Group work

Divide participants into four groups. Assign one of the following camp types to each group.

1. School as a collective center



2. Community center as a collective center



3. Purpose built cyclone/flood shelter



4. Purpose built camp site



Recall experiences from each of your countries. Refer Table 2 and 3 above and discuss challenges in integrating them into the camp type your group has been assigned. List them as bullet points (15 minutes discussion followed up a 5-minute presentation per group).

## Session 2

# An Introduction to Displacement

---

## Learning Objectives

After completion of this session, the participant will be able to:

- Explain the difference between an Internally Displaced Person (IDP) and a Refugee
- Describe the current status of global displacement
- Discuss economic impacts of displacement
- Explain data needs of displacement for interventions
- Discuss the impact of displacement in achieving Sustainable Development Goals (SDGs)

## Internally Displaced Person (IDP) Vs. Refugee

**IDPs** remain within the borders of their own countries. They may undergo displacement due to conflicts, traumatic events or disaster impact. IDPs, as they are inside their country, are entitled to all the rights and guarantees as citizens. National authorities have the responsibility to protect IDPs.

**Refugee** is a person who has been forced to leave his/her country in order to escape war, persecution, or natural disaster and cannot return due to threat to life or physical harm.

## International Humanitarian Law

International Humanitarian law seeks to limit the effects of armed conflict on people. It protects persons who are not or are no longer participating in the hostilities and restricts the means and methods of warfare.

## The Right to Shelter

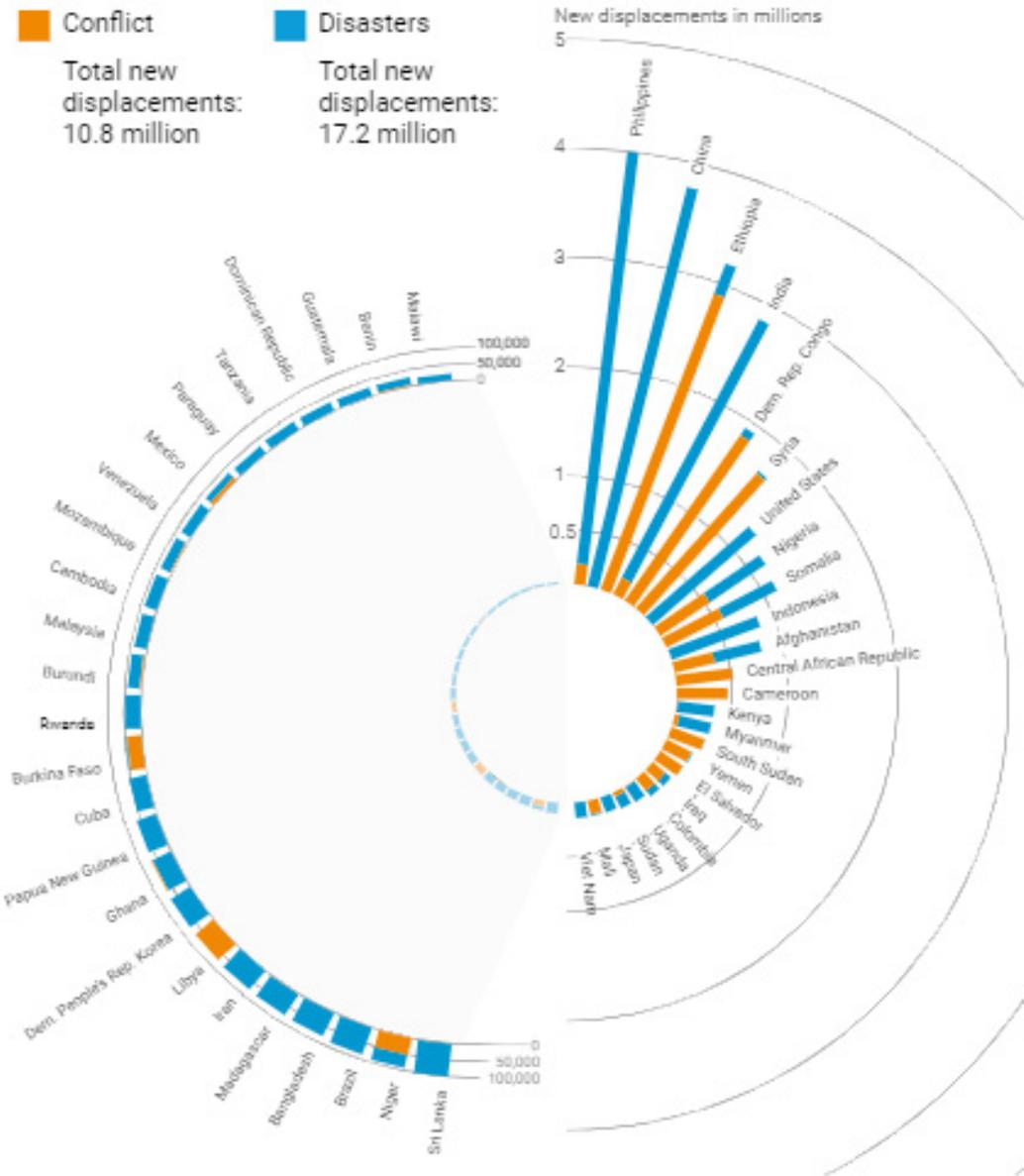
For both categories of displaced persons, access to adequate shelter and the sustained ability to receive an adequate standard of shelter is a right. This will be covered in detail in a later session.

Shelter should be a habitable, covered living space, providing a secure and healthy living environment with privacy and dignity. This demands community inclusiveness and participation of the affected community to provide customized needs.

Figure 5 below displays the extent of displacement in 50 selected countries in 2018 due to both conflict and disasters. Figure 5 provides a global snapshot, and Figure 6 provides data disaggregated by disaster type. Figure 7 provides data disaggregated on a regional basis.

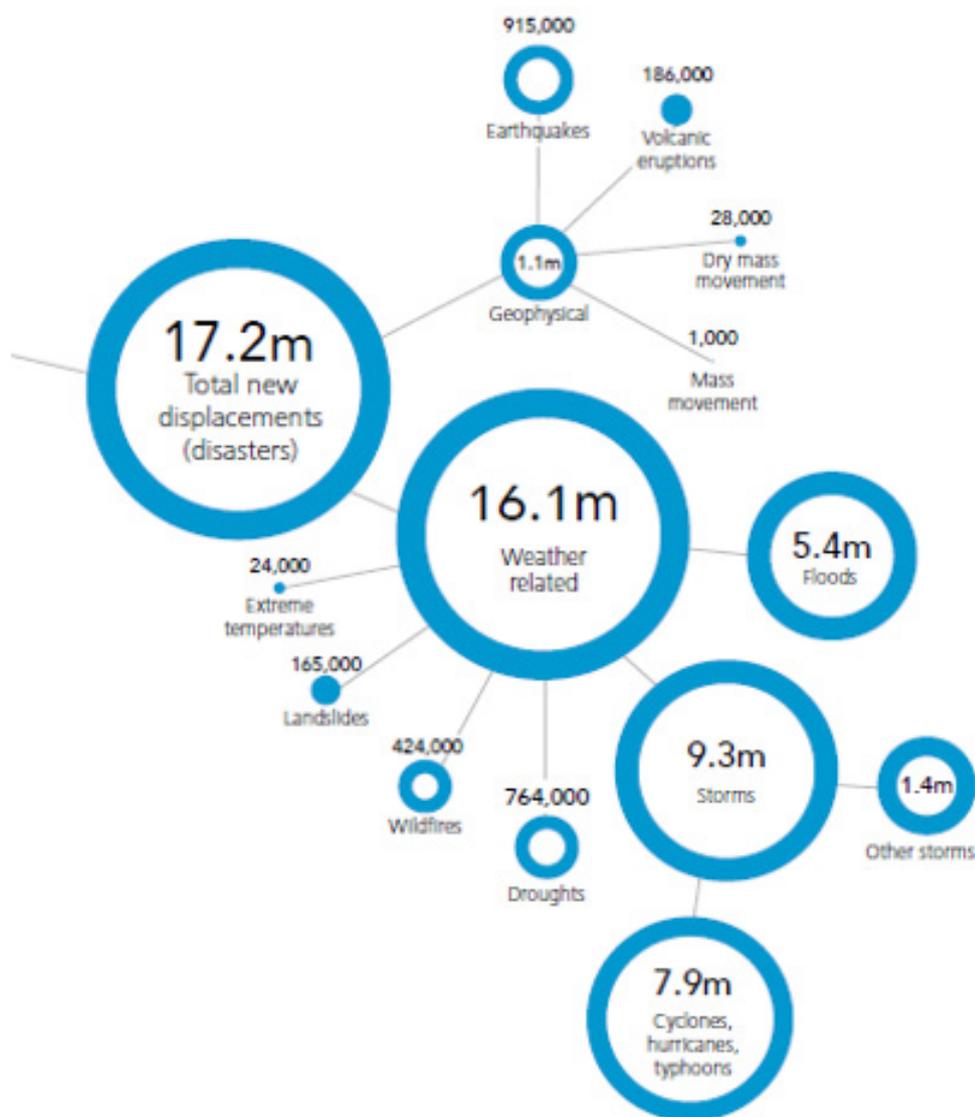
The Global Displacement Report provides this data annually.

Figure 5. **Highest Number of New Displacements in 2018**



Source: Global Report on Displacement 2019

Figure 6. **Total New Displacements by Disaster Type**

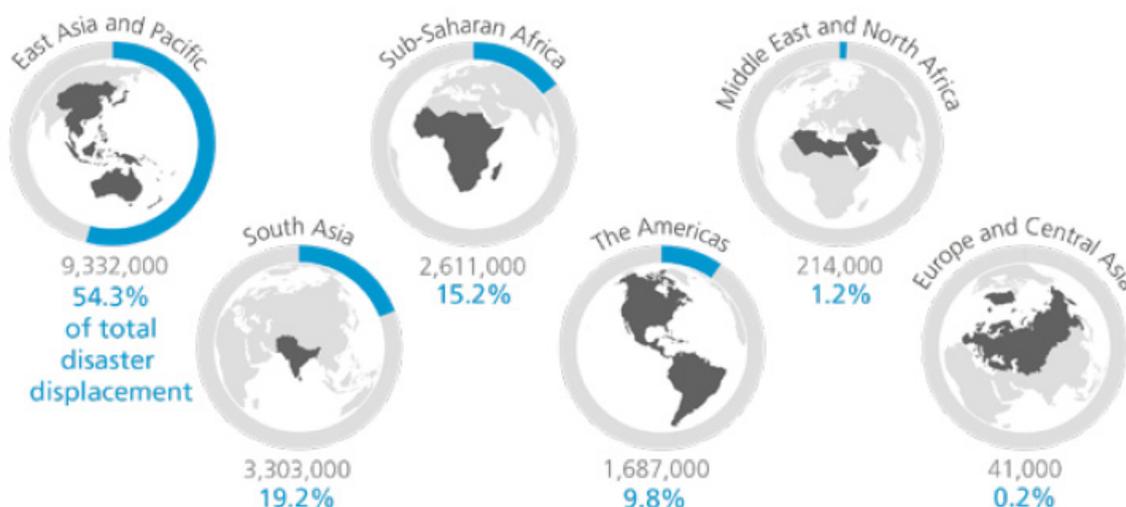


Source: *Global Report on Displacement 2019*

Nearly 1,600 disaster events contributed to the displacements depicted above. South Asia, East Asia and the Pacific accounted for 73.5% of the displaced. The impact of weather-related hazards such as storms and tropical cyclones were highest. This raises the importance of reducing the climate change related risks. Geophysical events including earthquakes, tsunamis and volcanic eruptions triggered more displacements than the previous year 2017. Many were preemptive evacuations of people living in high-risk areas.<sup>7</sup> Displacement from urban areas of high population density is higher than rural displacement.

7 Global Report on Displacement 2019

Figure 7. **New Displacements Due to Disasters by Region<sup>8</sup>**



## Economic Impacts of Displacement<sup>9</sup>

This takes into account the direct and immediate costs and losses. Table 4 below provides cost items.

Table 4. **Cost Dimensions of Displacement**

Dimension	Metric	What is included
Shelter	<ul style="list-style-type: none"> <li>Cost of shelter or temporary accommodation and NFIs</li> </ul>	<ul style="list-style-type: none"> <li>Provision of emergency or transitional accommodation</li> <li>Non-Food Items</li> <li>Water, Sanitation and Hygiene</li> </ul>
Livelihoods	<ul style="list-style-type: none"> <li>Loss of income</li> </ul>	<ul style="list-style-type: none"> <li>Loss of income from occupation</li> </ul>
Education	<ul style="list-style-type: none"> <li>Cost of providing temporary education</li> </ul>	<ul style="list-style-type: none"> <li>Restoring damaged facilities and activities</li> <li>Psycho-social support</li> </ul>
Health	<ul style="list-style-type: none"> <li>Cost of providing food</li> <li>Cost of providing healthcare under emergency</li> </ul>	<ul style="list-style-type: none"> <li>Providing life-saving food</li> <li>Preventing and treating malnutrition of under 5-year age group, pregnant and lactating mothers</li> <li>Providing healthcare</li> <li>Preventing disease outbreaks</li> <li>Immunization of under 5 aged children</li> </ul>
Security	<ul style="list-style-type: none"> <li>Cost of providing security to host area</li> </ul>	<ul style="list-style-type: none"> <li>Protection of IDPs</li> <li>Preventing human rights violations</li> <li>Protecting children and women</li> </ul>

<sup>8</sup> ibid

<sup>9</sup> Adopted from Global Report on Displacement 2019

Notably, Table 3 does not include longer-term consequences of internal displacement, its impacts on hosts, communities of origin and other affected groups. Such consequences should be considered under estimates of its overall financial need for IDP interventions. Economic impacts are both tangible and intangible. Reconstruction of housing, loss of employment, loss of crops and livestock are examples of tangible impacts. Lost education is an example of an intangible impact.

## Data Needs on Displacement<sup>10</sup>

Internal displacement data should be disaggregated by geographic, demographic, temporal and socioeconomic characteristics to ensure that all vulnerable groups are identified and no one is left behind. Data must capture and differentiate between small-scale disasters or localized conflicts and major events that trigger mass displacement. They should cover the causes, triggers, patterns and impacts regardless of scale, including its duration and severity.

Inaccuracies may arise when people do not follow evacuation orders. Many do not follow evacuation orders due to the fear of being looted. The disabled may find it difficult without assistance. Lack of evacuation may also occur due to lack of proper and adequate information.

### Group work 1

Taking a recent disaster situation in participant countries, discuss issues experienced in shelter provision and evacuation. Groups may select different hazards (**15 minutes for discussion** and **5 minutes** per group for a bullet-point presentation).

## Displacement and Sustainable Development Goals (SDGs)<sup>11</sup>

- All SDGs impact internal displacement
- Internal displacement impacts all SDGs

### Group work 2

Discuss the relevance of each SDG and impact of displacement in achieving it. Working in small groups, divide the SDGs into four clusters and have each group review a different cluster (**15 minutes for discussion** and **5 minutes** per group for a bullet-point presentation).

---

<sup>10</sup> Adopted from Global Report on Displacement 2019

<sup>11</sup> Adopted from Global Displacement Report 2018



IDPs who lose their assets and livelihoods will find recovery difficult and may become poorer. Impacts may reduce local and national GDP and national finances may have to be diverted for relief and response affecting development efforts that in turn may adversely affect poverty reduction initiatives.



Loss of food crops may affect food production and may also increase prices. IDPs who have lost their means of income and may be forced to intake lesser food on camp closure. Hunger and malnutrition may escalate.



IDPs' physical and mental health is often affected by displacement. Health facilities may be strained in host areas, and coverage and quality may diminish.



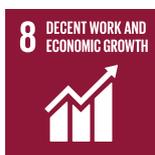
Displaced children may be out of school for prolonged periods. Children in host communities may suffer from lower quality of education if classrooms are overfilled. Impact on teachers may strain teacher/student ratio affecting quality.



Women are considered a more vulnerable group. They may suffer from reduced privacy in temporary settlements. Displacement can also increase gender-based violence.



Camps often are unable to provide minimum standards for WASH. IDPs may suffer from limited access to water, sanitation and energy. Provision of temporary services may add to cost of displacement.



IDPs often leave their source of income behind and must find work in their host area, pressuring the local labor market. Reduced productivity and consumption may impact local GDP and harm the economy.



Resilient infrastructure and sustainable industries may help limit the scale of disaster-induced displacement.



IDPs should be able to enjoy the same rights and opportunities as their compatriots but often suffer from discrimination and lack of equity and equality.



Urban systems can be stretched by the sudden and unplanned arrival of IDPs in cities. Informal settlements, urban poverty and further displacement risk can increase. Many countries are facing challenges to cope with urban displacement.



Unsustainable use of natural resources and environmental degradation may threaten sustainable livelihoods. Climate change will exacerbate the frequency and magnitude of hydro-meteorological hazards and will likely cause more displacement in the coming years.



Conflict and violence displace millions of people. Internal displacement can also facilitate the recruitment of IDPs by armed groups.



The scale and intensity of internal displacement can be reduced by dedicated policies, greater national accountability, increased participation and specific progress monitoring.

---

## Session 3

# Shelter Provision from a Rights-Based and Humanitarian Lens

---

## Learning Objectives

After completion of this session, the participant will be able to:

- List instruments of human rights that address shelter as a basic right
- Describe Guiding Principles on Internal Displacement
- Discuss humanitarian principles
- Outline the Core Humanitarian Standard
- Explain the basis of the Humanitarian Charter

Humanitarian interventions usually include shelter programs that support access to emergency shelter and/or transitional shelter. The government in collaboration with humanitarian actors are mandated to provide shelter programs.

## Shelter as a Right

Adequate shelter is the right of every person to enjoy an adequate standard of living.

This right was first recognized in the Universal Declaration of Human Rights (1948).<sup>12</sup> Article 25 (1) ‘Everyone has the right to adequate housing’ is applicable in all stages of the displacement cycle prior to, during and after displacement, and is relevant to all people of concern, including women, girls, men, and boys.

Adequacy of housing includes security of tenure, availability of services, materials, facilities and infrastructure, affordability, habitability, accessibility, location, and cultural adequacy. Subsequently, this right has been integrated into various international human rights instruments such as the following.<sup>13</sup>

---

<sup>12</sup> Art. 25 of UDHR

<sup>13</sup> Art 11 (1) of ICESCR, Art. 27(3) of CRC; Art 17 (1) of ICCPR, Art 5(e)(iii) of CERD, Art. 14(2)(h) of CEDAW; Art. 43(1)(d) of CMW; Art. 20(2)(a) of AfCRWC; Art 16 of AfCHPR Protocol on the Rights of Women.

- 1966 - International Covenant on Economic, Social and Cultural Rights (ICESCR)
- 1966 - International Covenant on Civil and Political Rights (ICCPR)
- 1989 - **Convention on the Rights of the Child (CRC)**
- 1969 - International Convention on the Elimination of All Forms of Racial Discrimination (CERD)
- 1979 - The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)
- 1981 - African [Banjul] Charter on Human and Peoples' Rights (AfCHPR)
- 1990 - Committee on Migrant Workers (CMW)
- 1990 - African Charter on the Rights and Welfare of the Child (AfCRWC)
- 1998 - United Nations Guiding Principles on Internal Displacement
- 2005 - Pinheiro Principles on Housing and Property Restitution for Refugees and Displaced Persons
- 2010 - Minimum Standards for Education: Preparedness, Response, Recovery
- 2012 - Minimum Standards for Child Protection in Humanitarian Action (CPMS)
- 2015 - Livestock Emergency Guidelines and Standards (LEGS)
- 2017 - Minimum Economic Recovery Standards (MERS)
- 2018 Ed. – Sphere standards
- 2018 - Humanitarian Inclusion Standards for Older People and People with Disabilities

## **Guiding Principles on Internal Displacement**

In the early 1990s, internal displacement had no definition or a normative framework that could guide governments or humanitarian responders. The 1951 Refugee Convention did not apply to IDPs. There is no international treaty or convention on internal displacement. The development of a legal framework for IDPs became a priority of the first Representative of the Secretary-General on Internally Displaced Persons in 1992. The Guiding Principles, presented to the UN Commission on Human Rights in 1998, established a normative framework for the protection of IDPs.

The Guiding Principles are a compilation and restatement of relevant international human rights and humanitarian law.

While the guiding principles are not considered binding legal instruments, they are recognized as the normative framework for dealing with internal displacement. The 30 Principles identify the rights and guarantees relevant to the protection of the internally displaced in all phases of displacement.<sup>14</sup>

The 30 principles are clustered into 5 sections as follows:

## **Section I. General Principles**

### Principle 1

1. Internally displaced persons shall enjoy, in full equality, the same rights and freedoms under international and domestic law as do other persons in their country. They shall not be discriminated against in the enjoyment of any rights and freedoms on the ground that they are internally displaced.
2. These Principles are without prejudice to individual criminal responsibility under International law, in particular relating to genocide, crimes against humanity and war crimes.

### Principle 2

1. These Principles shall be observed by all authorities, groups and persons irrespective of their legal status and applied without any adverse distinction. The observance of these Principles shall not affect the legal status of any authorities, groups or persons involved.
2. These Principles shall not be interpreted as restricting, modifying or impairing the provisions of any international human rights or international humanitarian law instrument or rights granted to persons under domestic law. In particular, these Principles are without prejudice to the right to seek and enjoy asylum in other countries.

### Principle 3

1. National authorities have the primary duty and responsibility to provide protection and humanitarian assistance to internally displaced persons within their jurisdiction.
2. Internally displaced persons have the right to request and to receive protection and humanitarian assistance from these authorities. They shall not be persecuted or punished for making such a request.

### Principle 4

1. These Principles shall be applied without discrimination of any kind, such as race, color, sex, language, religion or belief, political or other opinion, national, ethnic or social origin, legal or social status, age, disability, property, birth, or on any other similar criteria.

---

<sup>14</sup> <https://drc.ngo/media/1217434/guiding-principles-on-internal-displacement.pdf> retrieved 10 August 2019.

2. Certain internally displaced persons, such as children, especially unaccompanied minors, expectant mothers, mothers with young children, female heads of household, persons with disabilities and elderly persons, shall be entitled to protection and assistance required by their condition and to treatment which takes into account their special needs.

## **Section II. Principles Relating to Protection from Displacement**

### Principle 5

All authorities and international actors shall respect and ensure respect for their obligations under international law, including human rights and humanitarian law, in all circumstances, so as to prevent and avoid conditions that might lead to displacement of persons.

### Principle 6

1. Every human being shall have the right to be protected against being arbitrarily displaced from his or her home or place of habitual residence.
2. The prohibition of arbitrary displacement includes displacement:
  - a. When it is based on policies of apartheid, “ethnic cleansing” or similar practices aimed at/or resulting in altering the ethnic, religious or racial composition of the affected population;
  - b. In situations of armed conflict, unless the security of the civilians involved or imperative military reasons so demand;
  - c. In cases of large-scale development projects, which are not justified by compelling and overriding public interests;
  - d. In cases of disasters, unless the safety and health of those affected requires their evacuation; and
  - e. When it is used as a collective punishment.
3. Displacement shall last no longer than required by the circumstances.

### Principle 7

1. Prior to any decision requiring the displacement of persons, the authorities concerned shall ensure that all feasible alternatives are explored in order to avoid displacement altogether. Where no alternatives exist, all measures shall be taken to minimize displacement and its adverse effects.
2. The authorities undertaking such displacement shall ensure, to the greatest practicable extent, that proper accommodation is provided to the displaced persons, that such displacements are effected in satisfactory conditions of safety, nutrition, health and hygiene, and that members of the same family are not separated.

3. If displacement occurs in situations other than during the emergency stages of armed conflicts and disasters, the following guarantees shall be complied with:
  - a. A specific decision shall be taken by a State authority empowered by law to order such measures;
  - b. Adequate measures shall be taken to guarantee to those to be displaced full information on the reasons and procedures for their displacement and, where applicable, on compensation and relocation;
  - c. The free and informed consent of those to be displaced shall be sought;
  - d. The authorities concerned shall endeavor to involve those affected, particularly women, in the planning and management of their relocation;
  - e. Law enforcement measures, where required, shall be carried out by competent legal authorities; and
  - f. The right to an effective remedy, including the review of such decisions by appropriate judicial authorities, shall be respected.

#### Principle 8

Displacement shall not be carried out in a manner that violates the rights to life, dignity, liberty and security of those affected.

#### Principle 9

States are under a particular obligation to protect against the displacement of indigenous peoples, minorities, peasants, pastoralists and other groups with a special dependency on and attachment to their lands.

### **Section III. Principles Relating to Protection During Displacement**

#### Principle 10

1. Every human being has the inherent right to life which shall be protected by law. No one shall be arbitrarily deprived of his or her life. Internally displaced persons shall be protected in particular against:
  - a. Genocide;
  - b. Murder;
  - c. Summary or arbitrary executions; and
  - d. Enforced disappearances, including abduction or unacknowledged detention, threatening or resulting in death.

Threats and incitement to commit any of the foregoing acts shall be prohibited.

2. Attacks or other acts of violence against internally displaced persons who do not or no longer participate in hostilities are prohibited in all circumstances. Internally displaced persons shall be protected, in particular, against:
  - a. Direct or indiscriminate attacks or other acts of violence, including the creation of areas wherein attacks on civilians are permitted;
  - b. Starvation as a method of combat;
  - c. Their use to shield military objectives from attack or to shield, favor or impede military operations;
  - d. Attacks against their camps or settlements; and
  - e. The use of anti-personnel landmines.

#### Principle 11

1. Every human being has the right to dignity and physical, mental and moral integrity.
2. Internally displaced persons, whether or not their liberty has been restricted, shall be protected in particular against:
  - a. Rape, mutilation, torture, cruel, inhuman or degrading treatment or punishment, and other outrages upon personal dignity, such as acts of gender-specific violence, forced prostitution and any form of indecent assault;
  - b. Slavery or any contemporary form of slavery, such as sale into marriage, sexual exploitation, or forced labor of children; and
  - c. Acts of violence intended to spread terror among internally displaced persons.Threats and incitement to commit any of the foregoing acts shall be prohibited.

#### Principle 12

1. Every human being has the right to liberty and security of person. No one shall be subjected to arbitrary arrest or detention.
2. To give effect to this right for internally displaced persons, they shall not be interned in or confined to a camp. If in exceptional circumstances such internment or confinement is absolutely necessary, it shall not last longer than required by the circumstances.
3. Internally displaced persons shall be protected from discriminatory arrest and detention as a result of their displacement.
4. In no case shall internally displaced persons be taken hostage.

### Principle 13

1. In no circumstances shall displaced children be recruited nor be required or permitted to take part in hostilities.
2. Internally displaced persons shall be protected against discriminatory practices of recruitment into any armed forces or groups as a result of their displacement. In particular any cruel, inhuman or degrading practices that compel compliance or punish non-compliance with recruitment are prohibited in all circumstances.

### Principle 14

1. Every internally displaced person has the right to liberty of movement and freedom to choose his or her residence.
2. In particular, internally displaced persons have the right to move freely in and out of camps or other settlements.

### Principle 15

Internally displaced persons have:

- a. The right to seek safety in another part of the country;
- b. The right to leave their country;
- c. The right to seek asylum in another country; and
- d. The right to be protected against forcible return to or resettlement in any place where their life, safety, liberty and/or health would be at risk.

### Principle 16

1. All internally displaced persons have the right to know the fate and whereabouts of missing relatives.
2. The authorities concerned shall endeavor to establish the fate and whereabouts of internally displaced persons reported missing, and cooperate with relevant international organizations engaged in this task. They shall inform the next of kin on the progress of the investigation and notify them of any result.
3. The authorities concerned shall endeavor to collect and identify the mortal remains of those deceased, prevent their despoliation or mutilation, and facilitate the return of those remains to the next of kin or dispose of them respectfully.
4. Grave sites of internally displaced persons should be protected and respected in all circumstances. Internally displaced persons should have the right of access to the grave sites of their deceased relatives.

### Principle 17

1. Every human being has the right to respect of his or her family life.
2. To give effect to this right for internally displaced persons, family members who wish to remain together shall be allowed to do so.
3. Families which are separated by displacement should be reunited as quickly as possible. All appropriate steps shall be taken to expedite the reunion of such families, particularly when children are involved. The responsible authorities shall facilitate inquiries made by family members and encourage and cooperate with the work of humanitarian organizations engaged in the task of family reunification.
4. Members of internally displaced families whose personal liberty has been restricted by internment or confinement in camps shall have the right to remain together.

### Principle 18

1. All internally displaced persons have the right to an adequate standard of living.
2. At the minimum, regardless of the circumstances, and without discrimination, competent authorities shall provide internally displaced persons with and ensure safe access to:
  - a. Essential food and potable water;
  - b. Basic shelter and housing;
  - c. Appropriate clothing; and
  - d. Essential medical services and sanitation.
3. Special efforts should be made to ensure the full participation of women in the planning and distribution of these basic supplies.

### Principle 19

1. All wounded and sick internally displaced persons as well as those with disabilities shall receive to the fullest extent practicable and with the least possible delay, the medical care and attention they require, without distinction on any grounds other than medical ones. When necessary, internally displaced persons shall have access to psychological and social services.
2. Special attention should be paid to the health needs of women, including access to female health care providers and services, such as reproductive health care, as well as appropriate counselling for victims of sexual and other abuses.
3. Special attention should also be given to the prevention of contagious and infectious diseases, including AIDS, among internally displaced persons.

## Principle 20

1. Every human being has the right to recognition everywhere as a person before the law.
2. To give effect to this right for internally displaced persons, the authorities concerned shall issue to them all documents necessary for the enjoyment and exercise of their legal rights, such as passports, personal identification documents, birth certificates and marriage certificates. In particular, the authorities shall facilitate the issuance of new documents or the replacement of documents lost in the course of displacement, without imposing unreasonable conditions, such as requiring the return to one's area of habitual residence in order to obtain these or other required documents.
3. Women and men shall have equal rights to obtain such necessary documents and shall have the right to have such documentation issued in their own names.

## Principle 21

1. No one shall be arbitrarily deprived of property and possessions.
2. The property and possessions of internally displaced persons shall in all circumstances be protected, in particular, against the following acts:
  - a. Pillage;
  - b. Direct or indiscriminate attacks or other acts of violence;
  - c. Being used to shield military operations or objectives;
  - d. Being made the object of reprisal; and
  - e. Being destroyed or appropriated as a form of collective punishment.
3. Property and possessions left behind by internally displaced persons should be protected against destruction and arbitrary and illegal appropriation, occupation or use.

## Principle 22

1. Internally displaced persons, whether or not they are living in camps, shall not be discriminated against as a result of their displacement in the enjoyment of the following rights:
  - a. The rights to freedom of thought, conscience, religion or belief, opinion and expression;
  - b. The right to seek freely opportunities for employment and to participate in economic activities;

- c. The right to associate freely and participate equally in community affairs;
- d. The right to vote and to participate in governmental and public affairs, including the right to have access to the means necessary to exercise this right; and
- e. The right to communicate in a language they understand.

#### Principle 23

1. Every human being has the right to education.
2. To give effect to this right for internally displaced persons, the authorities concerned shall ensure that such persons, in particular displaced children, receive education which shall be free and compulsory at the primary level. Education should respect their cultural identity, language and religion.
3. Special efforts should be made to ensure the full and equal participation of women and girls in educational programs.
4. Education and training facilities shall be made available to internally displaced persons, in particular adolescents and women, whether or not living in camps, as soon as conditions permit

### **Section IV. Principles Relating to Humanitarian Assistance**

#### Principle 24

1. All humanitarian assistance shall be carried out in accordance with the principles of humanity and impartiality and without discrimination.
2. Humanitarian assistance to internally displaced persons shall not be diverted, in particular for political or military reasons.

#### Principle 25

1. The primary duty and responsibility for providing humanitarian assistance to internally displaced persons lies with national authorities.
2. International humanitarian organizations and other appropriate actors have the right to offer their services in support of the internally displaced. Such an offer shall not be regarded as an unfriendly act or an interference in a State's internal affairs and shall be considered in good faith. Consent thereto shall not be arbitrarily withheld, particularly when authorities concerned are unable or unwilling to provide the required humanitarian assistance.
3. All authorities concerned shall grant and facilitate the free passage of humanitarian assistance and grant persons engaged in the provision of such assistance rapid and unimpeded access to the internally displaced.

#### Principle 26

Persons engaged in humanitarian assistance, their transport and supplies shall be respected and protected. They shall not be the object of attack or other acts of violence.

#### Principle 27

1. International humanitarian organizations and other appropriate actors when providing assistance should give due regard to the protection needs and human rights of internally displaced persons and take appropriate measures in this regard. In so doing, these organizations and actors should respect relevant international standards and codes of conduct.
2. The preceding paragraph is without prejudice to the protection responsibilities of international organizations mandated for this purpose, whose services may be offered or requested by States.

### **Section V. Principles Relating to Return, Resettlement and Reintegration**

#### Principle 28

1. Competent authorities have the primary duty and responsibility to establish conditions, as well as provide the means, which allow internally displaced persons to return voluntarily, in safety and with dignity, to their homes or places of habitual residence, or to resettle voluntarily in another part of the country. Such authorities shall endeavor to facilitate the reintegration of returned or resettled internally displaced persons.
2. Special efforts should be made to ensure the full participation of internally displaced persons in the planning and management of their return or resettlement and reintegration.

#### Principle 29

1. Internally displaced persons who have returned to their homes or places of habitual residence or who have resettled in another part of the country shall not be discriminated against as a result of their having been displaced. They shall have the right to participate fully and equally in public affairs at all levels and have equal access to public services.
2. Competent authorities have the duty and responsibility to assist returned and/or resettled internally displaced persons to recover, to the extent possible, their property and possessions which they left behind or were dispossessed of upon their displacement. When recovery of such property and possessions is not possible, competent authorities shall provide or assist these persons in obtaining appropriate compensation or another form of just reparation.

## Principle 30

All authorities concerned shall grant and facilitate for international humanitarian organizations and other appropriate actors, in the exercise of their respective mandates, rapid and unimpeded access to internally displaced persons to assist in their return or resettlement and reintegration.

## Humanitarian Action

Previously, humanitarian aid exclusively focused on armed conflict and refugees. However, today it includes response to natural and manmade disasters.

Good Humanitarian Donorship Initiative (2003)<sup>15</sup> defines the objectives of humanitarian action as saving of lives, alleviation of suffering and maintaining human dignity during and in the aftermath of crises and natural disasters, as well as preventing and strengthening preparedness for the occurrence of such situations.

According to the Active Learning Network for Accountability and Performance in Humanitarian Action, ALNAP (2016),<sup>16</sup> *“Humanitarian action includes responding to a crisis, supporting preparedness and disaster risk reduction (DRR) before a crisis, and recovery and rehabilitation afterwards – although preparedness and recovery fall between humanitarian and long-term development activities. There is a growing recognition of the importance of addressing recovery needs in the immediate wake of a natural disaster. In conflicts and other protracted crises, it is often unclear when the emergency ends and recovery begins. In practice, both types of support are often needed and provided simultaneously.”*

There is also the growing acceptance that saving livelihoods is also an important element of humanitarian action.

## Conceptualizing the Humanitarian System

ALNAP (2015),<sup>17</sup> a global network of NGOs, UN agencies, members of the Red Cross/Crescent Movement, donors, academics, networks and consultants dedicated to learning how to improve response to humanitarian crises, defines the humanitarian system as *“the network of interconnected institutional and operational entities through which humanitarian assistance is provided when local and national resources are insufficient to meet the needs of the affected population.”*

Although the term “ecosystem” originated in the discipline of biology to refer to all of the living things (plants, animals and organisms) in a given area, interacting with each other, and also with their non-living environment; the term has been adopted for many other sectors to mean *“any system or network of interconnecting and interacting parts.”*<sup>18</sup>

---

15 Good Humanitarian Donorship Initiative, (2003), International meeting on good humanitarian donorship. Stockholm: GHD. ([www.alnap.org/resource/22940.aspx](http://www.alnap.org/resource/22940.aspx)).

16 ALNAP (2016) Evaluation of Humanitarian Action Guide. ALNAP Guide. London: ALNAP/ODI.

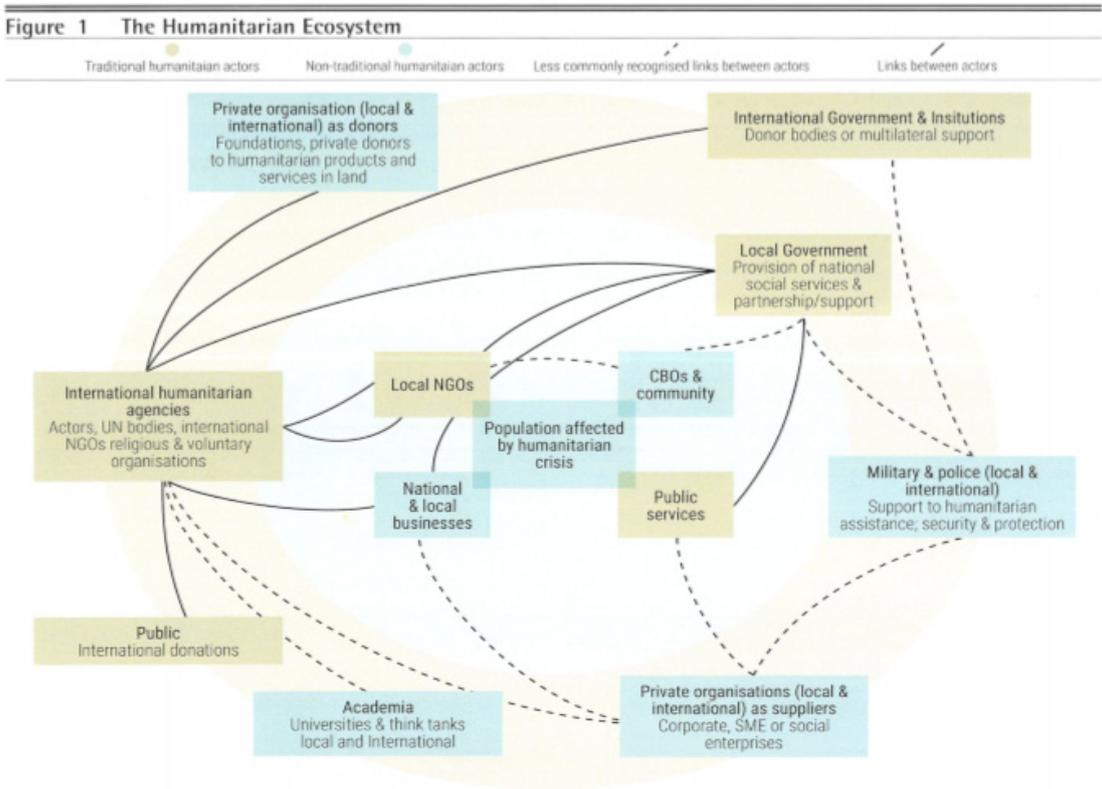
17 State of the Humanitarian System (Ed. 2015).

18 <http://www.dictionary.com/browse/ecosystem>

OCHA (2014),<sup>19</sup> conceptualizes the Humanitarian Ecosystem as the spread of actors and the opportunities for connections in a network through both common linkages and less-common ones for greater engagement in and potential for humanitarian initiatives to provide an “innovation ecosystem” that can accelerate adaptation and learning. This concept is graphically depicted in Figure 8 below.

The “Istanbul Dispatch”<sup>20</sup> from the World Humanitarian Summit 2016, states that the use of the words “*Humanitarian Ecosystem*” by UN relief chief Stephen O’Brien in his speech, signaled a paradigm shift for the humanitarian system. From a single model of one large humanitarian machine, the humanitarian system underwent a shift to a much more realistic and cooperative model of a lively ecosystem of distinct actors.

Figure 8. **The Humanitarian Ecosystem**



**The World Humanitarian Summit (WHS) 2016<sup>21</sup>**



The former United Nations Secretary-General Ban Ki-moon convened the first-ever World Humanitarian Summit to generate commitments to reduce suffering and deliver better for people caught in humanitarian crises, and to demonstrate support for a new Agenda for Humanity. The Summit took place in Istanbul on 23-24 May 2016. It brought together 9,000 participants representing 180 Member States, including 55 Heads of State and Government, hundreds of civil society and non-governmental organizations,

19 OCHA (2014) Humanitarian Innovation: The State of the Art, OCHA Policy and Study Series 2014/009  
 20 <http://blogs.icrc.org/law-and-policy/2016/05/26/istanbul-dispatch/>  
 21 <https://www.agendaforhumanity.org/summit> retrieved 10 August 2019.

and partners including the private sector and academia. Together, they generated more than 3,500 commitments to action and launched more than a dozen new partnerships and initiatives to turn the Agenda for Humanity into meaningful change for the world’s most vulnerable people. The Platform for Action, Commitments and Transformation was created to host these commitments and as a hub to track progress and change beyond the WHS.

### Asia Pacific Humanitarian Leadership Conference

In 2017 was the first event of its kind in the region to debate and discuss some of the most critical challenges and opportunities for the humanitarian system in the region and globally.<sup>22</sup> The second conference took place in 2019.

### Humanitarian Principles

Humanitarian Principles govern the way humanitarian response is carried out. The four principles of humanity, neutrality, impartiality and operational independence represent the ethical foundation for stakeholders carrying out humanitarian work in emergencies.<sup>23</sup> The four principles are defined as follows:

Figure 9. **Humanitarian Principles**

Humanitarian Principles			
Humanity	Neutrality	Impartiality	Operational Independence
Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.	Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.	Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinction on the basis of nationality, race, gender, religious belief, class or political opinions.	Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

The humanitarian principles have resulted from the work of the International Committee of the Red Cross and the national Red Cross/Red Crescent Societies. The first three principles (humanity, neutrality and impartiality) were endorsed by UN General Assembly in 1991. Operational Independence as a fourth key principle was endorsed in 2004.

**Accountability to Affected Populations (AAP)** is now recognized as an additional humanitarian principle, supplementing the traditional four mentioned above.

There are many definitions of AAP. “The GAP Framework, 2005<sup>24</sup> defines it as *“the processes through which an organization makes a commitment to respond to and balance the needs of stakeholders in its decision-making processes and activities and delivers against this commitment.”*

22 <https://centreforhumanitarianleadership.org/research/asia-pacific-humanitarian-leadership-conference-proceedings/> retrieved 10 August 2019  
 23 [https://www.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples\\_eng\\_June12.pdf](https://www.unocha.org/sites/dms/Documents/OOM-humanitarianprinciples_eng_June12.pdf) retrieved 18 Jul 2019.  
 24 [http://www.oneworldtrust.org/uploads/1/0/8/9/108989709/pathways\\_to\\_accountability\\_the\\_gap\\_framework\\_lo\\_res\\_.pdf](http://www.oneworldtrust.org/uploads/1/0/8/9/108989709/pathways_to_accountability_the_gap_framework_lo_res_.pdf) retrieved 17 Jul 2019.

Code of Conduct Principle 9 for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief adopted by the Steering Committee for Humanitarian Response (SCHR) in 1994 states that “*We hold ourselves accountable to both those we seek to assist and those from whom we accept resources.*” Core commitments for accountability have been endorsed by the Inter Agency Standing Committee (IASC) as Transformative Agenda Protocols,<sup>25</sup> and provide the normative AAP framework.

## **The Humanitarian Accountability Partnership (HAP)**

HAP was established in 2003 to promote accountability to people affected by humanitarian crises and to acknowledge those organizations that meet the HAP Principles of Accountability, which the founding members developed as a condition of HAP membership. It was revised in 2010.

The HAP Standard can apply to all types of local, national and international organizations that assist or act on behalf of people affected by or prone to disasters, conflict, poverty or other crises.

## **Core Humanitarian Standards (CHS)<sup>26</sup>**

In 2006, Quality and Accountability Initiatives Complementarities Group was established to link and replace existing humanitarian standards such as the 2010 HAP Standard, People In Aid’s Code of Good Practice (2003) and the former Sphere Project’s Core Standards (1998) (now replaced by Sphere Handbook). The 2010 earthquake in Haiti and 2010 floods in Pakistan highlighted once again the gaps between the aid that was needed and that which was provided, and illustrated the need for greater effectiveness, impact, accountability and quality in humanitarian action.

The Humanitarian Accountability Partnership (HAP), People In Aid, and the Sphere came together under the *Joint Standards Initiative* (JSI) with the common goal of making it simpler and easier for aid workers to implement standards.

The JSI consultation in 2013, which received feedback from more than 2,000 humanitarian and development practitioners, found that there was a desire for:

- More harmonization among standards, with common terminologies
- More awareness of, and guidance for standards
- An architecture that links the various standards together
- Putting communities and people affected by crisis, and humanitarian principles at the heart of standards in the sector.

---

<sup>25</sup> <https://interagencystandingcommittee.org/iasc-transformative-agenda> retrieved 17 Jul 2019.

<sup>26</sup> <https://corehumanitarianstandard.org/the-standard/history>

As a result of the JSI process, Core Humanitarian Standard was formulated, and launched in December 2014, to support the harmonization process.

As a core standard, the CHS describes the essential elements of principled, accountable and high-quality humanitarian action. Humanitarian organizations may use it as a voluntary code with which to align their own internal procedures. It can also be used as a basis for verification of performance, for which a specific framework and associated indicators have been developed to ensure relevance to different contexts and types of organization.

CHS draws together key elements of existing humanitarian standards and commitments. These include but are not limited to:

- The Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- The 2010 HAP Standard in Accountability and Quality Management
- The People In Aid Code of Good Practice in the Management and Support of Aid Personnel
- The Sphere Handbook Core Standards and the Humanitarian Charter
- The Quality COMPAS
- The Inter-Agency Standing Committee Commitments on Accountability to Affected People/Populations (CAAPs)
- The Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) Criteria for Evaluating Development and Humanitarian Assistance.

## The Nine Commitments of CHS and Quality Criteria

Figure 10. **The Nine Commitments of CHS**



Source: <https://corehumanitarianstandard.org/the-standard>

1. Communities and people affected by crisis receive assistance appropriate and relevant to their needs.  
*Quality Criterion:* Humanitarian response is appropriate and relevant
2. Communities and people affected by crisis have access to the humanitarian assistance they need at the right time.  
*Quality Criterion:* Humanitarian response is effective and timely
3. Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action.  
*Quality Criterion:* Humanitarian response strengthens local capacities and avoids negative effects
4. Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.  
*Quality Criterion:* Humanitarian response is based on communication, participation and feedback

5. Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.  
*Quality Criterion:* Complaints are welcomed and addressed
6. Communities and people affected by crisis receive coordinated, complementary assistance.  
*Quality Criterion:* Humanitarian response is coordinated and complementary
7. Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection.  
*Quality Criterion:* Humanitarian actors continuously learn and improve
8. Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers.  
*Quality Criterion:* Staff are supported to do their job effectively, and are treated fairly and equitably
9. Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically.  
*Quality Criterion:* Resources are managed and used responsibly for their intended purpose

## **The Humanitarian Charter<sup>27</sup>**

The Humanitarian Charter forms the basis of a commitment by humanitarian agencies that endorse Sphere and an invitation to all those who engage in humanitarian action to adopt the same principles.

These include the rights to protection and assistance reflected in the provisions of international humanitarian law, human rights and refugee law. The charter centers around the following rights:

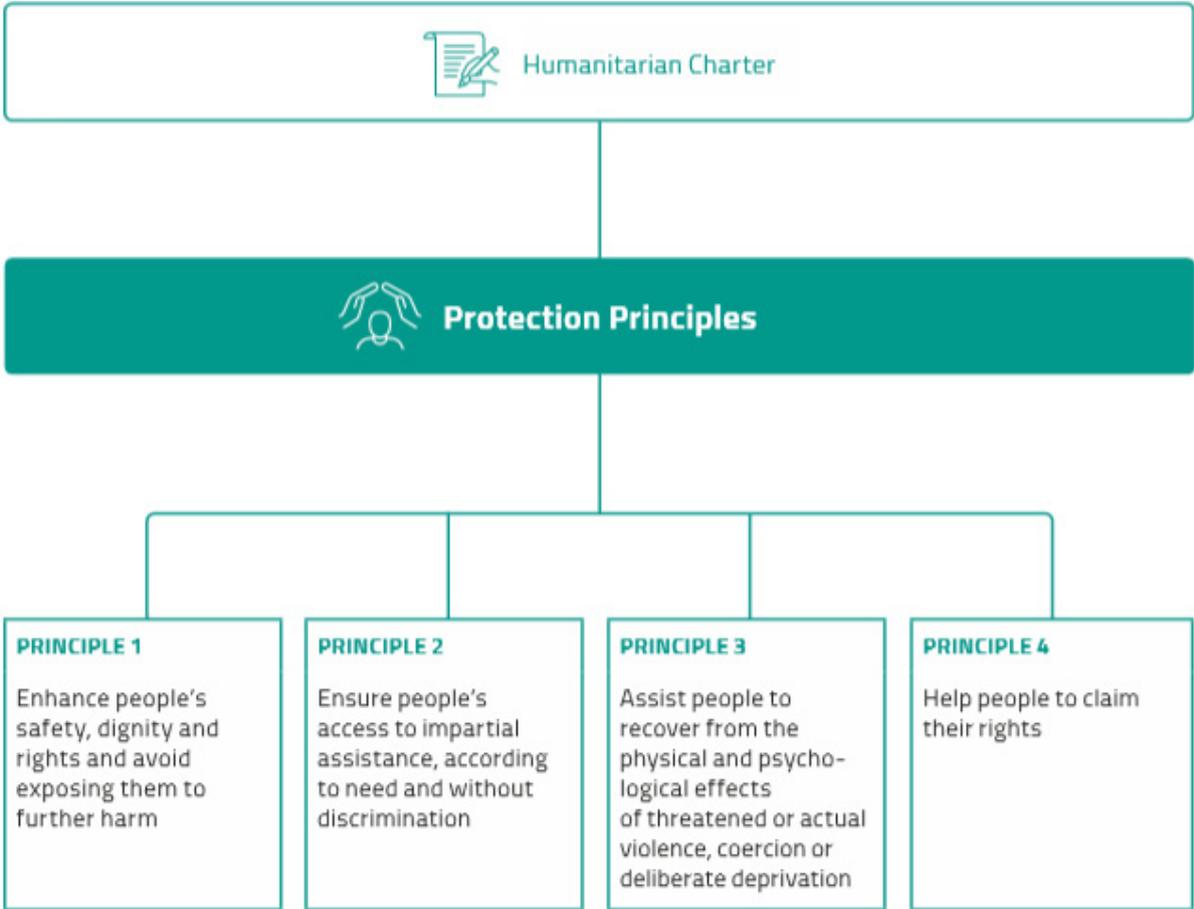
- The right to life with dignity
- The right to receive humanitarian assistance
- The right to protection and security

---

<sup>27</sup> Sphere Association. The Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response, fourth edition, Geneva, Switzerland, 2018. [www.spherestandards.org/handbook](http://www.spherestandards.org/handbook)

The charter leads to four protection principles depicted in the chart below.

Figure 11. **Protection Principles**



## Session 4

# Country-wise institutional frameworks for emergency management

---

### Learning Objectives

At the end of this session, Participant will be able to:

- Describe a selected number of emergency management approaches and present a SWOT Analysis for each

This session will focus on policy, legal, and institutional frameworks for emergency management in each of the participant countries.

Prior to the start of the course, participants will be informed to prepare a Poster Presentation (one or two flip-chart sheets) based on the following information for emergency management in their countries. If there are several participants from one country, they will present a group poster.

### Contents of the Poster

- Legal enactments/policy/guidelines available for emergency response (using text)
- Institutional arrangement for emergency response (National to sub-national) (graphic)
- Status of cluster approach and international and national leads (graphic)
- Types of shelter provided and sizes of camps based on historical events (table)
- Challenges faced in providing shelter to IDPs (bullet points)

### Steps for the Session

1. At the commencement of the session, posters will be displaced on the walls.
2. Participants will observe all posters and cluster the posters into groups based on those that are comparable in policy and institutional framework. Note: In some cases, all posters may be comparable and hence all the posters may be grouped into one cluster).
3. Participants will then divide into voluntary groups and each group will pick on one cluster (or work on the single cluster)
4. Participants will develop a graphical model for each cluster and carry out a SWOT Analysis for the Model. An example will be presented.
5. The facilitator will explain SWOT Analysis prior to starting group work.
6. Time will be allocated for the activity based on the number of clusters.
7. Group presentations will be followed by a discussion on emergency management and the importance of shelter provision.

## Session 5

# Roles and Responsibilities

---

### Learning Objectives

After completion of this session, the participant will be able to:

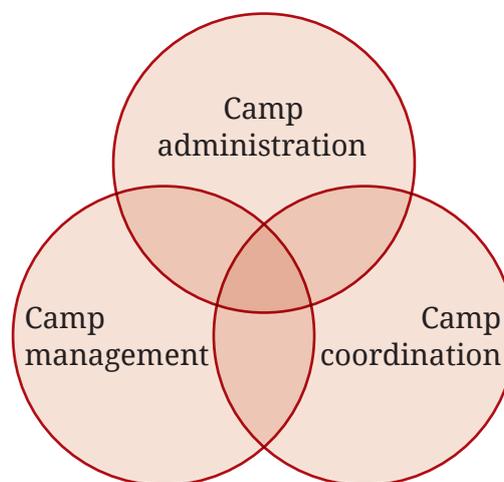
- Explain the three levels of management responsibility, namely administration, coordination and camp management
- Describe the importance of information management
- Discuss advantages of community participation

### Concept of Three Levels of Management Responsibility

Camp coordination and management is based on the concept of three levels of responsibility:

- Camp Administrator, which is generally the State
- Camp Coordinator (dependent on the scale of displacement), which is generally the State with international assistance in the case of large-scale displacements (e.g. conflict)
- Camp Manager (dependent on the scale of displacement), which is generally the government relief agency, local organizations, or international organizations for large scale displacements (e.g. conflict)

Figure 12. **The Three Levels of Management Responsibility**



Where national authorities have the capacity to address all the needs and rights of IDP residents, the international humanitarian community may identify gaps in government-led coordination and build its capacities, assuming a co-leading position.

## **Camp Administration**

The traditional role of Camp Administration refers to the functions carried out by national authorities that relate to the oversight and the supervision of activities in camps. It is comprised of functions such as:

- Designating, opening, and closing camps
- Securing land and occupancy rights for a temporary settlement
- Resolving disputes arising from land appropriation
- Preventing claims against individuals and agencies living and/or working in a camp
- Providing security, maintaining law and order, and guaranteeing the civilian character of a camp
- Organizing a registration system
- Issuing documentation necessary for residents
- Facilitating access to camps by humanitarian agencies.

## **Camp Coordination (Camp Coordinating Agency)**

The need for coordination is very high, especially during the emergency phase. The diversity of camps, variation in terms of needs and assets, and variable management mechanisms create challenges to achieve the primary objective of effective delivery of protection and assistance to IDPs. This is especially critical when there are a large number of camps scattered over an extensive geographical area. In such situations, central and decentralized coordination hubs combined with frequent information exchange allows for strong coordination.

Roles and responsibilities for camp coordination are generally as follows:

- Support plans to establish and manage camps
- Ensure that plans incorporate exit and solutions strategies
- Guarantee that situational assessment, operational planning, strategic design, monitored and evaluated program implementation, technical support and cluster coordination are implemented

- Support ongoing consultation with:
  - > Displaced populations, such as involving them in needs assessment, delivery of protection/assistance, and development/implementation of durable solutions
  - > National authorities in control of the area where the camp(s) are situated
  - > Humanitarian and development partners
  - > Camp management
  - > Service delivery partners
  - > Other actors such as civil society, donors, the diplomatic community, host communities and the media
- Engage in dialog with the authorities to discuss any problems arising as a result of stakeholder activities
- Promote the application and the maintenance of international standards in camps
- Identify and designate Camp Management Agencies and service providers
- Establish and maintain assessments, monitoring, and information management systems
- Ensure that all partners and service providers have access to and share operational data at the camp and inter-camp levels to identify and address gaps and avoid duplication of efforts.

### **Camp Management (Camp Management Agency)**

The Camp Management has the oversight of both the camp residents and the physical infrastructure of the camp. Its core responsibilities include:

- Recruiting, training and supervising Camp Management Agency staff
- Coordinating and monitoring the delivery of, and access to, services and protection in accordance with international standards
- Establishing camp governance mechanisms and enabling community participation
- Ensuring the care and maintenance of camp infrastructure, while mitigating impacts of environmental degradation
- Managing information on the camp population's changing needs
- Disseminating information both to the camp population and other stakeholders

- Participating in strategic planning with relevant stakeholders for contingency planning, environment, exit strategy, camp closure and facilitation of durable solutions.

## **Information Management**

Precise, up-to-date, reliable, and properly disaggregated information is essential to camp management.

### **Registration**

In most contexts, the management of information is closely linked to the registration of a camp population. Registration allows a Camp Management Agency to obtain baseline information on the characteristics of a population. This can inform the quality and effectiveness of protection and assistance programs.

Registration information may include name, age, gender, family size, vulnerability, place of origin, ethnicity, language skills and education. This information will help identify groups and individuals in need of special assistance or protection and enable monitoring of the movement of the displaced population, including those leaving the camp and new arrivals. The confidentiality of the camp population's private information must be respected. Data security is of particular importance in conflict situations.

### **Other information**

In addition to the aforementioned information, there may be additional information relevant to filling gaps and or new issues that may help with the improvement of protection and services. Diversity, the availability and accessibility of basic services (water, health, etc.), and needs of residents must be considered when collecting or disseminating information. Timely provision of contextually appropriate, quality assistance largely depends on the quality of data collected.

All information should be shared with stakeholders at regular intervals using appropriate methods arrived at through consultation.

### **Participation**

Active participation allows the affected populations to play an active role in the decision-making processes that affect them through the establishment of clear guidelines and practices to engage them appropriately. This also helps to ensure that the most marginalized and affected are represented and have influence.

Participants should be engaged in all phases of the camp management cycle, including site and camp design, assessments, implementation, monitoring and evaluation and camp closure.

Some strategies to encourage active participation of the affected populations include, but are not limited to:

- Inviting the community to be part of camp planning from the outset, and be informed of the results
- Asking about the participants' understanding of their roles and responsibilities
- Asking what can they provide to the camp life
- Ensuring access to participation, including different ethnicities, children, people of different ages and different genders, both together and separately as required by the context in coordination forums, meetings and activities
- Exploring which forms of participation and governance are normal and accepted in the pre-crisis community
- Being transparent about the limits to participation.

## **Checklist for Provision of Shelter/Camps**

### **PRE-DISASTER PREPAREDNESS**

- A Contingency Plan has been formulated
- Multi-Hazard Mapping of the vulnerable area under focus has been done and a database has been compiled based on demographic variables (i.e., disaggregated by sex and age), community resources, livelihoods, persons with special needs, etc.
- Camps have been inspected based on available facilities and amenities required (e.g., adequate space, latrines, bathing cubicles, kitchen counters, water points, hand pumps, garbage disposal, storage for food and NFIs, etc.). Refer to Tables 2 and 3 in Session 1)
- Mechanism for stockpiling of relief goods and dry foods established
- Host Families identified, where relevant
- Early warning needs identified and end-to-end early warning mechanisms established with adequate community-centered communication mechanisms for accurate, timely, clear and immediate dissemination of warnings
- Logistics for transport, search and rescue and access to health facilities identified
- Volunteers identified to assist camp management services and capacity building carried out, sub committees established and roles and responsibilities outlined
- Simulation drills conducted for evacuation and camp management procedures

## **DURING EVACUATION**

- Registration completed with a master list of IDP families extracted from the database
- Compilation of assistance received
- Allocation of accommodation ensuring protection
- Tent numbering (if tents) completed
- Establishment of CCCM Command Center CCCM Teams as required with community participation
- Information Board provided
- Coordination of camp services (Food, NFI, WASH, Health, Protection, Education, Livelihood, Information Management, Grievance)
- Camp Situation and Monitoring Reporting ongoing
- Camp stockpile inventory of available relief supplies maintained
- Hygiene kits (e.g., bath/laundry soap, sanitary napkins for women, diaper for children, tooth brush, tooth paste, buckets, water dipper, jerry cans, bath towel etc.) provided
- Family Kits (e.g., bedding/blanket, mats, plastic sheets, clothing) provided
- Stoves and kitchen utensils (e.g., glass, cup and saucer, spoon, fork, plates, ladle, frying pan, kettle, casserole) for community and individual cooking provided
- Hygiene promotion completed and provision of latrines (for male, female, People With Disability (PWDs)), handwashing area for after toilet use, bathing cubicles (male, female, PWDs), laundry area, and water points
- Waste disposal (e.g., garbage bins, compost pits) provided
- Adequate drainage ensured
- Mechanisms to access health services in place
- Psycho-social support to the needy provided
- First Aid Kits available

## **PROTECTION**

- Gender segregated, PWD sensitive latrines and bathing cubicles (with door locks from the inside, well lit) provided
- List of vulnerable groups (female-headed households, elderly, PWDs, terminally ill, orphaned children) established, with police visibility where possible.
- Community Security Groups established

## **EDUCATION**

- Child-friendly space with trained mentors provided
- Temporary Learning Centers School Kits established, where possible

## **LIVELIHOOD**

- Skills inventory (extracted from database) completed
- Inventory of community resources for livelihood (extracted from database) completed
- Cash for Work provided
- Food for Work Programs established

## **POST EVACUATION**

- Cash for Work/Food for Work Programs phased out
- Durable solutions for camp closure established
- Groups most at risk and vulnerable individuals are supported and protected throughout the process
- Administrative procedures ensure that all documents are either with their owners before they leave, with lead agencies (Sector/Cluster/Protection), NGOs, or are destroyed.
- The monitoring of the returns process is in place to ensure safety, security and dignity
- Any camp residents staying behind have been provided with adequate assistance and protection
- The future maintenance/care of infrastructure is handed over to the authorities or appropriate people
- Latrines, rubbish pits, and washing facilities are safely decommissioned

## Group work

Build upon group work carried out in Session 1 and Session 4.

Divide into four groups. Each group selects one of the following themes and discusses based on disaster situations experienced.

- Challenges experienced in information management
- Experiences of camp coordination after high impact events with a large number of camps
- Challenges in providing cooked food and NFIs
- Challenges anticipated in their respective countries in facilitating community participation

(**20 minutes discussion** time and **5 minutes** per group for presentation as bullet-points)

Session 6

# Safety and Protection

---

## Learning Objectives

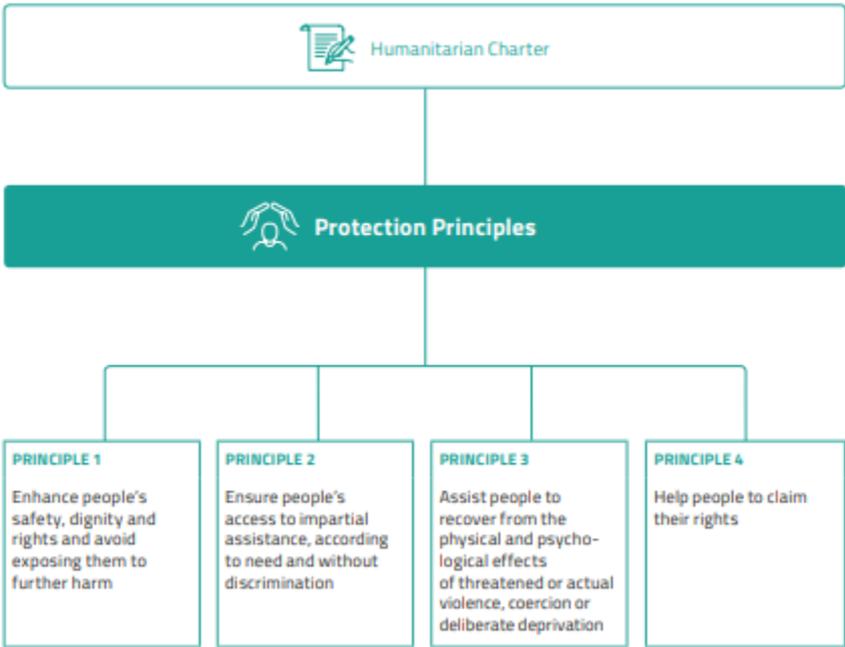
After completion of this session, the participant will be able to:

- Explain the goal of protection measures
- List and discuss common protection issues within camps
- Discuss possible remedial measures to enhance protection
- Describe groups with special needs

Session 2 described in detail the rights-based approach. Refugees and internally displaced persons are protected by a number of international, regional and national legal instruments:

- International human rights and humanitarian law
- The Convention relating to the Status of Refugees (the 1951 Refugee Convention)
- The Guiding Principles on Internal Displacement.

Figure 13. **Protection Principles**



Protection focuses on ensuring the rights of IDPs without discrimination based on age, gender ethnic, social, and religious grounds. Displacement is a traumatic experience and protection prevents further vulnerability of the displaced while harboring in camps.

## **Common Protection Issues**

Typical protection risks arising in camps include the following:

- **Lack of safety and security**
  - > Breakdown of social and family structures
  - > Restrictions on freedom of movement
  - > Exposure to hazard situations
  - > Theft and violence
- **Problems in accessing assistance and services**
  - > Limited participation in camp management
  - > Discriminatory access to basic provisions and services
- **Difficulties in assessing protection**
  - > Lack of personal documents (birth certificates, ID or other documents)
  - > Difficulty in obtaining key documents
  - > Inadequate law enforcement
  - > Restricted access to fair and efficient justice systems (referral system)
- **Gender-based violence (GBV)**

GBV is any harmful act perpetrated against a person's will, based on socially ascribed gender differences between males and females. Acts of GBV violate a number of universal human rights protected by international instruments and conventions. Many, but not all, forms of GBV are illegal and criminal acts in national laws and policies. Around the world, GBV has a greater impact on women and girls than on men and boys. Survivors of GBV requires specialized expertise. GBV acts may include any of the following:

- > Sexual harassment
- > Marital violence

- > Rape
- > Abuse
- > Neglect
- > Sexual exploitation
- > Trafficking

Possible consequences of GBV are listed in Table 5 below.

Table 5. **Consequences of GBV**

Physical health consequences	Psychological health consequences	Social health consequences
<ul style="list-style-type: none"> <li>- Physical injury</li> <li>- HIV/AIDS</li> <li>- Sexual transmitted infections</li> <li>- Unwanted pregnancy</li> <li>- Fistula</li> <li>- Death</li> </ul>	<ul style="list-style-type: none"> <li>- Depression</li> <li>- Fear</li> <li>- Self-blame</li> <li>- Anxiety</li> <li>- Mental illness</li> <li>- Suicidal thoughts or attempts</li> <li>- Post Traumatic Stress Disorders (PTSD)</li> </ul>	<ul style="list-style-type: none"> <li>- Victim-blaming</li> <li>- Stigmatisation</li> <li>- Rejection</li> <li>- Isolation</li> <li>- Honour crimes</li> </ul>

Lesbian, gay, bisexual, transgender and intersex (LGBTI) individuals are often stigmatized and may be at risk of physical assaults, violence or even persecution. Furthermore, national laws often criminalize against LGBTI-identifying individuals. However, a rights-based approach demands equal protection and safety to this group.

- **Child abuse**

Special focus should be given to unaccompanied and separated children. Unaccompanied children are those who have been separated from both parents or guardians and are not being cared for by an adult who by law or custom is responsible for doing so. They are also categorized as persons with special needs (PWSN).

Children may be vulnerable to the following:

- Abuse
- Neglect
- Sexual exploitation
- Trafficking

Adolescent and young boys are more likely to be recruited as soldiers by armed forces and groups or to participate in the worst forms of child labor. Adolescent girls are more likely to be recruited as sex slaves or trafficked. Children with disabilities are more likely to be abandoned or neglected. Girls with disabilities require particular attention because they face greater risk of sexual violence, sexual exploitation and malnutrition. Establishment of specialized psychosocial care in the camp must be promoted. This includes safe spaces for children.

- **Psycho-social problems**

These may include pre-existing mental problems as well as emergency or disaster-induced psychological conditions. Post-traumatic stress disorder (PTSD) may occur as a result of experiences during conflict, disaster and/or flight from such events. People may also suffer from anxiety and depression due to camp conditions such as fear and insecurity and not being able to care for oneself and family members. Some causes are listed below.

- > Lack of privacy as a displacement stressor
- > Lack of psycho-social counseling
- > Lack of equal access to services
- > Unemployment and lack of money
- > Unequal access to employment possibilities
- > Alcohol abuse
- > Drug abuse

- **Relocation or camp closure problems**

- > Forced relocation
- > Unsafe or involuntary return
- > Lack of property restitution
- > Lack of access to permanent housing
- > Lack of livelihoods

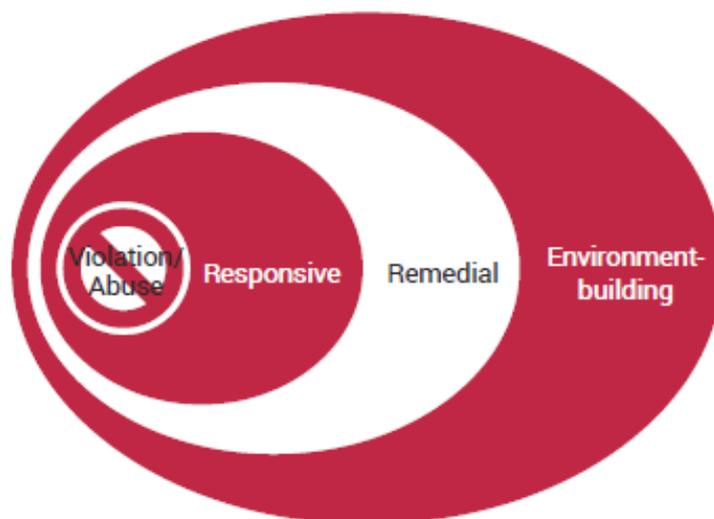
## **Remedial Measures**

- Build small collective centers, whenever possible, which are suitable for less than 100 people

- Smaller sites are preferable since self-regulation within the group and solidarity from the host-community is usually more feasible
- Provide minimum living standards
- Allocate sufficient space to prevent overcrowding
- Seal off unguarded entry points and or illuminate areas where abuse can occur
- Adopt a community participatory approach for monitoring safety
- Provide focused attention on unaccompanied children
- Provide training and awareness-raising on protection issues for Collective Center representatives, Collective Center residents, and authorities

## Egg Model – Spheres of protection activities and Responses

Figure 14. **Spheres of Protection Activities and Responses**



The egg model depicts short (i.e. responsive), medium (i.e. remedial) and longer-term (i.e. Environment building) approaches to protection and reiterates that such protection interventions can occur simultaneously. Sphere standards also recommend prevention.

- **Preventive:** Preventing threats to safety, dignity or rights from occurring, or reducing exposure or vulnerability to these threats
- **Responsive:** Immediate response actions to stop, prevent or alleviate the effects of the violation and over time prevent new violations, which may be related to:
  - > Health treatment for injuries
  - > Psychosocial support

- > Incident referral and response system
- **Remedial:** Actions to restore normality and assist and support survivors, which may be related to:
  - > Therapy for victims
  - > Follow up cases with the judicial system
  - > Participation in camp activities and committees
- **Environment-building:** Actions to strengthen protection by working on laws, politics and attitudes in order to promote full respect for the right of the individual, which may be related to:
  - > Monitoring and evaluation of the referral/response system
  - > Increasing measures for safety and security in and around the camp
  - > Community mobilization and participation in camp activities
  - > Sensitization of the camp population
  - > Information dissemination
  - > Encouragement of cultural activities

## Persons with Specific Needs (PWSN)

Within camp populations, certain groups may have specific needs. In order to provide assistance and protection in line with their needs, it is important that all stakeholders are aware of who they are and what these needs are. This must be done through information gathered during registration and follow up. Some groups that may have specific needs are given in the Table 6 below.

Table 6. **Groups that may have special needs**

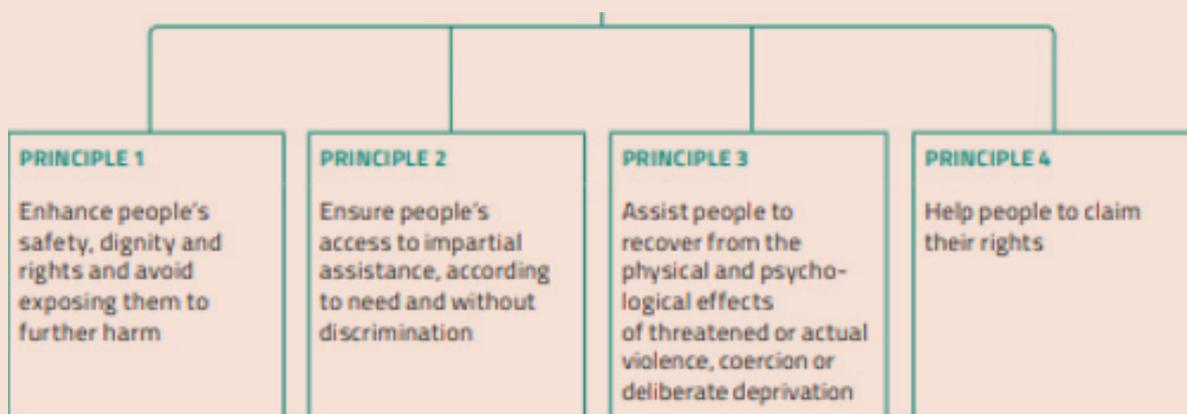
Population Category	Groups with Specific Needs
Boys and girls	<ul style="list-style-type: none"> <li>• Unaccompanied and separated children</li> <li>• Child head of households</li> <li>• Child spouses</li> <li>• Pregnant girls</li> <li>• Child survivors of GBV</li> </ul>
Youth	<ul style="list-style-type: none"> <li>• Out of school and unemployed youth</li> </ul>
Women	<ul style="list-style-type: none"> <li>• Women head of households, including widows</li> <li>• Women without male support</li> <li>• Pregnant and lactating mothers</li> <li>• Survivors of GBV</li> </ul>

Elderly	<ul style="list-style-type: none"> <li>• Older persons without family or community support and/or with responsibility of children under 18</li> </ul>
Persons affected by sickness, disability, trauma	<ul style="list-style-type: none"> <li>• Sick persons</li> <li>• Persons with physical disabilities</li> <li>• Persons with mental disabilities</li> <li>• Persons living with HIV/AIDS</li> </ul>
Men	<ul style="list-style-type: none"> <li>• Male survivors of sexual violence</li> <li>• Single male heads of households</li> </ul>

In a camp setting, specific needs of a person may arise from vulnerabilities that existed before the crisis, but may also be due to vulnerabilities related to the changed situation caused by the crisis. Traditional support systems, like family, friends and neighbors, may be lacking or reduced in the camp and PWSN have to rely on unfamiliar people for protection. Attempts must be made to strengthen the support the remaining family and/or network around the person.

### Group work

Divide into four groups. Using your learning so far in this course, each group will pick one protection principle given below, and discuss ways to ensure implementation of the selected principle in a shelter/camp environment.



**(20 minutes for discussion and 5 minutes per group for presentation as bullet-points)**

## Session 7

# Camp Services

---

### Learning Objectives

After completion of this session, the participant will be able to:

- Explain the value of data and information collated using a contingency plan and during registration for assessing camp needs and scale of services
- Describe minimum standards for WASH
- Discuss initiatives for nutrition and food security
- Explain the provision of NFIs
- Briefly discuss provision of educational continuity
- Briefly describe potential livelihood recovery strategies

### Cluster Guide to Camp Services

Camp services are listed under the cluster approach. Although, these are for large scale displacements, the individual cluster services are relevant to small scale camps as well. Shelter, camp management and protection has been discussed during earlier sessions. This session will look at Registration, WASH, Food Security and Nutrition.

### Importance of Situational Analysis Based on a Contingency Plan to Plan Services

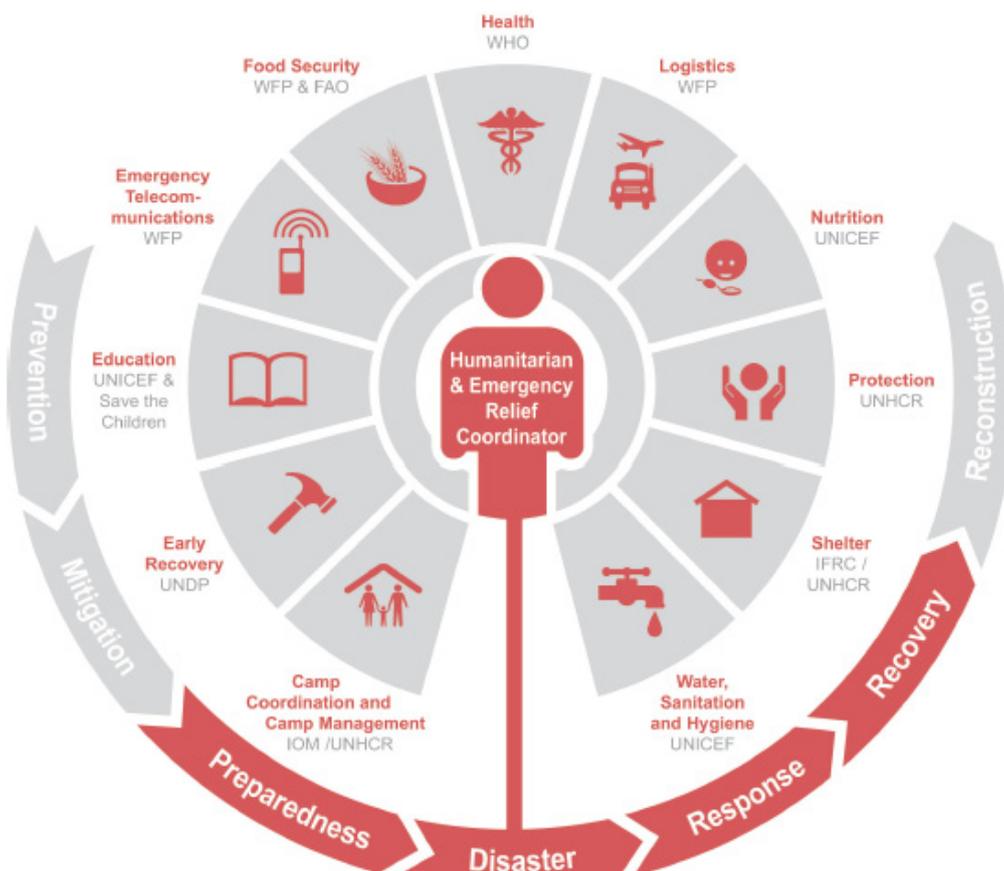
The types of services needed and the scale of the need can be estimated prior to a disaster event as a preparedness measure. This could lead to a Preparedness, Response and Recovery Plan.

The most practical way is to concentrate on small geographical boundaries and cater to shelter needs of the population within that boundary. Foremost, this facilitates smaller camps and better protection and safety as well as ability to adhere to minimum standards. There are many methods in use for small and large geographical coverage. These may be as follows:

- National Census data
- Sample profiling of large geographical areas

- Satellite imagery and analysis
- Key Informant Interviews
- Focus Group Discussions
- Household Surveys

Figure 15. **The Cluster System**



### **Household Survey as a Preparedness Measure**

Out of all these methods, a questionnaire-based household survey within a small geographical boundary and centered around a single or few camp sites (Collective Centers) would allow for the collation of data that could assist both emergency response, shelter needs, estimates of probable loss and damage, risk transfer initiatives, livelihood recovery and early recovery. These can be compiled into a GIS Database and regularly updated to provide necessary data and information. A generic questionnaire is given in Annex 1 as an example.

## Registration Data on Resident Families and Individuals

This should include the total number of camp inhabitants as well as their age, sex and protection needs. Validation against a database and further follow up will enable collection of information about groups and individuals most at risk: this may include children, women, pregnant and lactating mothers, older persons, sick persons, persons with disabilities, ex-combatants and persons living with HIV/AIDS.

Figure 16. **Registration Data**

Sex	Disability status	Age									
		0-5	6-12	13-17	18-29	30-39	40-49	50-59	60-69	70-79	80+
Female	Without disabilities										
	With disabilities										
Male	Without disabilities										
	With disabilities										

### Camp profile

This is developed and shared by the Information Management facilitator for the Camp Coordinator. It provides an overview of the main population data broken down by demographic statistical data, geographic data, cross-cutting sectoral analysis and information on activities and gaps identified via Who Does What Where (3W data). With identification of gaps in services, camp coordination and management can be more effective in better shelter provision.

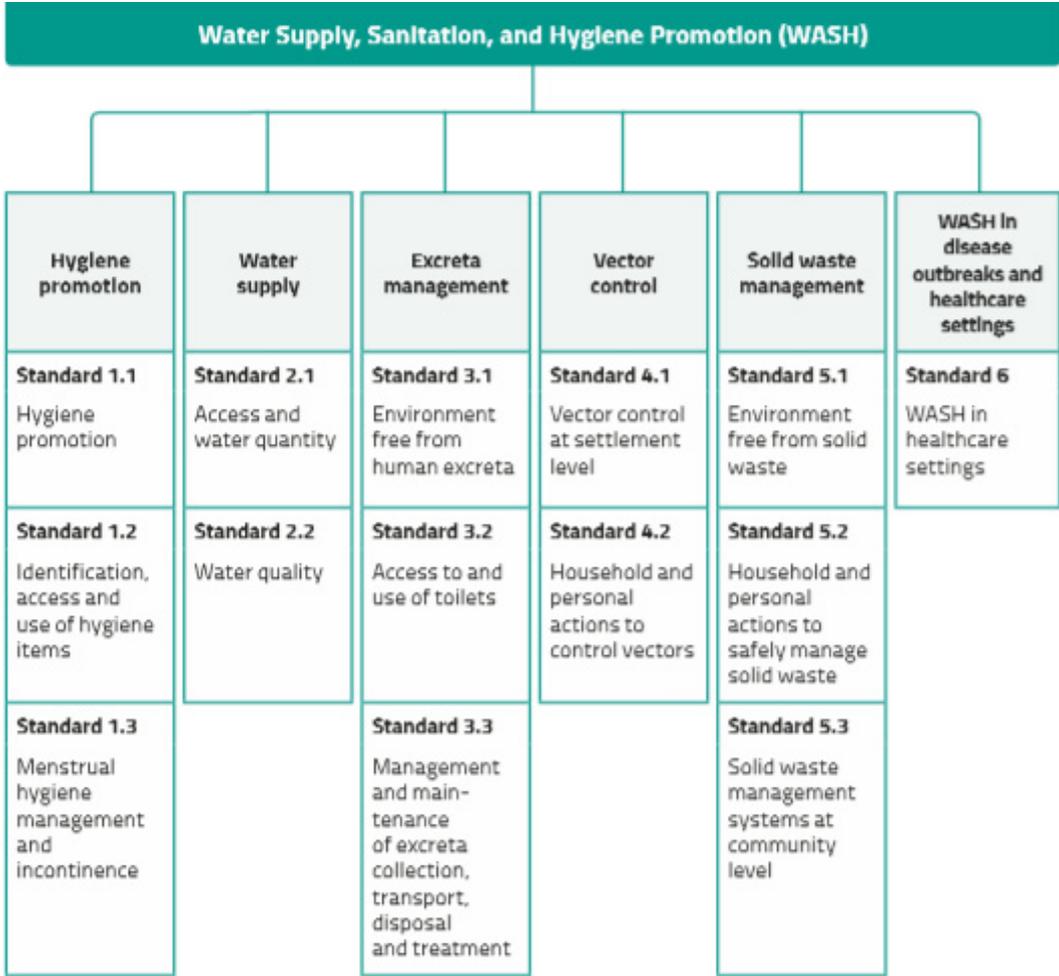
### Sphere Standards and Provision of Assistance

The Sphere Project framed a Humanitarian Charter and identified a set of minimum standards in key lifesaving sectors which are now reflected in the Sphere Handbook’s four technical chapters:

Below are some of the key activities associated with basic standards.

# Water, Sanitation and Hygiene (WASH)

Figure 17. WASH Promotion



## Water Supply

Chlorine tablets or solutions may be used if there is uncertainty of quality of water for drinking.

Identify appropriate water sources for the situation, taking into consideration the quantity and environmental impact on the sources

Prioritize and provide water to meet the requirements of the affected population

Table 7. **Basic survival water needs per person**

Survival needs: water intake (drinking and food)	2.5–3 liters per day	Depends on the climate and individual physiology
Basic hygiene practices	2–6 liters per day	Depends on social and cultural norms
Basic cooking needs	3–6 liters per day	Depends on food type and social and cultural norms
Total basic water needs	7.5–15 liters per day	

**Minimum number of people per water source**

250 people per tap	based on a flow of 7.5 liters/minute
500 people per hand pump	based on a flow of 17 liters/minute
400 people per single-user open well	based on a flow of 12.5 liters/minute

Source: *Sphere Handbook (2018)*

**Vector Control**

- Raise the awareness among all affected people who are at risk from vector-borne diseases about possible causes of vector-related diseases, methods of transmission and possible methods of prevention
- Help the affected population to avoid exposure to mosquitoes during peak biting times by using all non-harmful means (e.g., bed nets, repellent lotions, etc.)
- Pay special attention to the protection of high-risk groups such as pregnant and feeding mothers, babies, infants, older people, those with restricted mobility and the sick
- Carry out control of human body lice where louse-borne typhus or relapsing fever is a threat
- Ensure that bedding and clothing are aired and washed regularly

**Excreta Disposal**

- Implement appropriate excreta containment measures immediately
- Carry out rapid consultation with the affected population on safe excreta disposal and hygienic
- Carry out concerted hygiene promotion campaign on safe excreta disposal and use of appropriate

Table 8. **Alternatives for Safe Excreta Disposal**

	<b>Safe excreta disposal type</b>	<b>Application remarks</b>
1	Demarcated defecation area (e.g. with sheeted-off segments)	First phase: the first two to three days when a huge number of people need immediate facilities
2	Trench latrines	First phase: up to two months
3	Simple pit latrines	Plan from the start through to long-term use
4	Ventilated improved pit (VIP) latrines	Context-based for middle- to long-term response
5	Ecological sanitation (Ecosan) with urine diversion	Context-based: in response to high water table and flood situations, right from the start or middle to long term
6	Septic tanks	Middle- to long-term phase

### **Solid Waste Management**

- Involve the affected population in the design and implementation of the solid waste disposal program
- Organize periodic solid waste clean-up campaigns
- During long-term residency, consider the potential for small-scale business opportunities or supplementary income from waste recycling
- In conjunction with the affected population, organize a system to ensure that solid waste is sorted and put in containers for regular collection
- Remove refuse from the settlement before it becomes a health risk or a nuisance
- Provide additional waste storage and collection facilities for host families, reflecting the additional waste accumulation in disaster situations
- Ensure there is a regular refuse collection system in place
- Undertake final disposal of solid waste in such a manner and place as to avoid creating health and environmental problems for the host and affected populations
- Provide personnel who deal with the collection and disposal of solid waste material and those involved in material collection for recycling with appropriate protective clothing and immunization against tetanus and hepatitis B

### **Drainage**

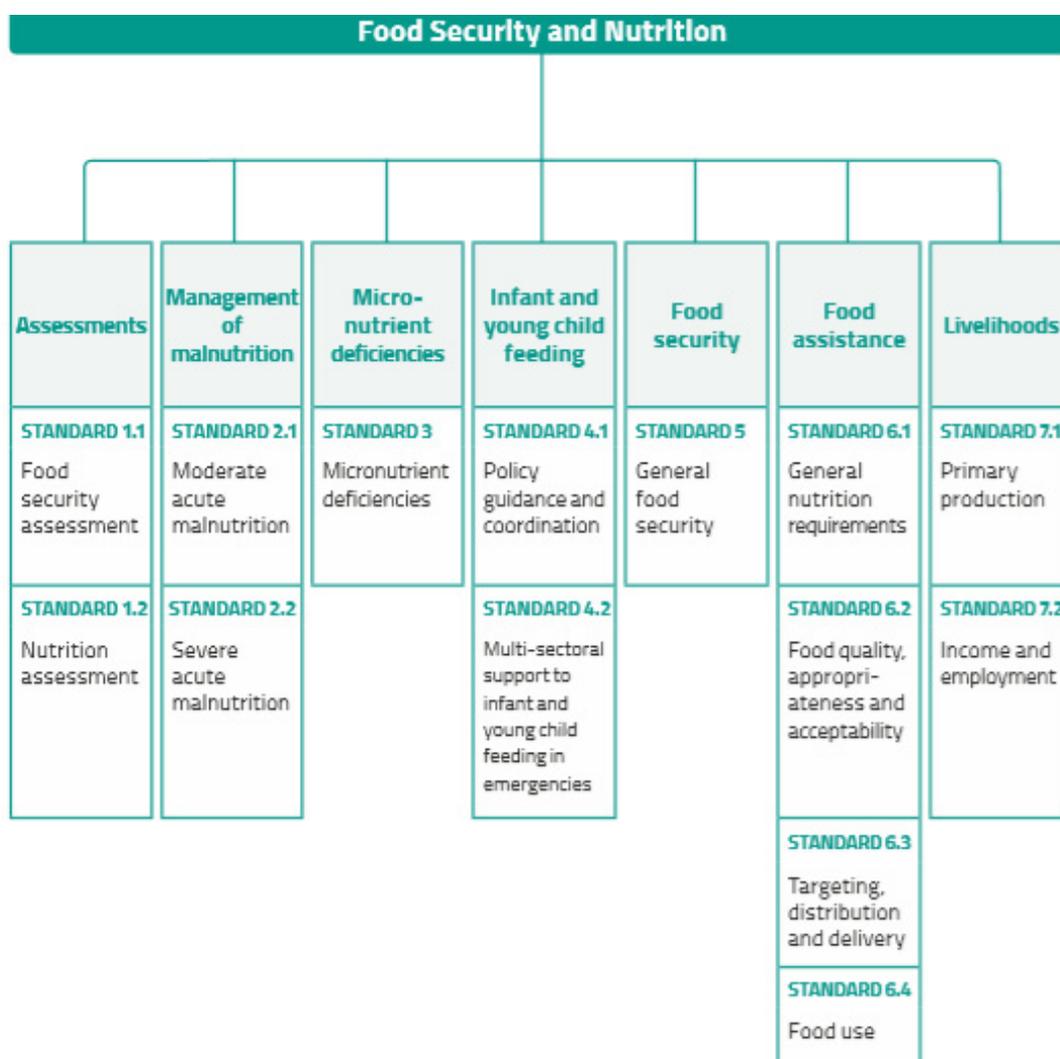
- Provide appropriate drainage facilities so that dwelling areas and water distribution points are kept free of standing wastewater and ensure storm water drains are kept clear

- Seek an agreement with the affected population on how to deal with the drainage problem and provide sufficient numbers of appropriate tools for small drainage works and maintenance where necessary
- Ensure that all water points and hand washing facilities have effective drainage to prevent muddy conditions

## Food Security and Nutrition

Under-nutrition reduces people’s ability to recover after a crisis. It impairs cognitive functions, reduces immunity to disease, increases susceptibility to chronic illness, limits livelihoods opportunities and reduces the ability to engage within the community. It undermines resilience and may increase dependence on ongoing support.

Figure 18. **Food Security and Nutrition**



Source: *Sphere Handbook (2018)*

Food assistance is typically the earliest and most sustained form of support provided. Food assistance is a fundamental platform of the humanitarian response to displacement, seeking to empower displaced people and to protect household and community access to nutritious food. If food is not provided within the camp, food transfer is done to families and persons.

**Example: Drought assistance in Ethiopia.** WFP is providing food assistance to IDPs in East and West Hararghe for an initial six months, from July to December 2018. A standard monthly food basket containing cereals (15kg), pulses (1.5Kg) and vegetable oil (0.45kg)<sup>28</sup> is provided. Additionally, specialized nutritious foods to an estimated 3,000 moderately acute malnourished children under 5, and acutely malnourished pregnant and nursing women are being provided. Where market access is possible, cash transfers or vouchers are used in lieu of food baskets.

## **Non-Food Items**

Core Relief Items (CRIs) sometimes known as Non-Food items (NFIs) or Non-food relief items (NFRIs) are items other than food used in humanitarian contexts when providing assistance to those affected by natural disasters or crisis.

Essential household items such as mattresses, blankets, plastic sheets, containers for water, cooking utensils and hygiene kits are the usual items. These may be enhanced for seasonal variations when needed, such as warm clothing.

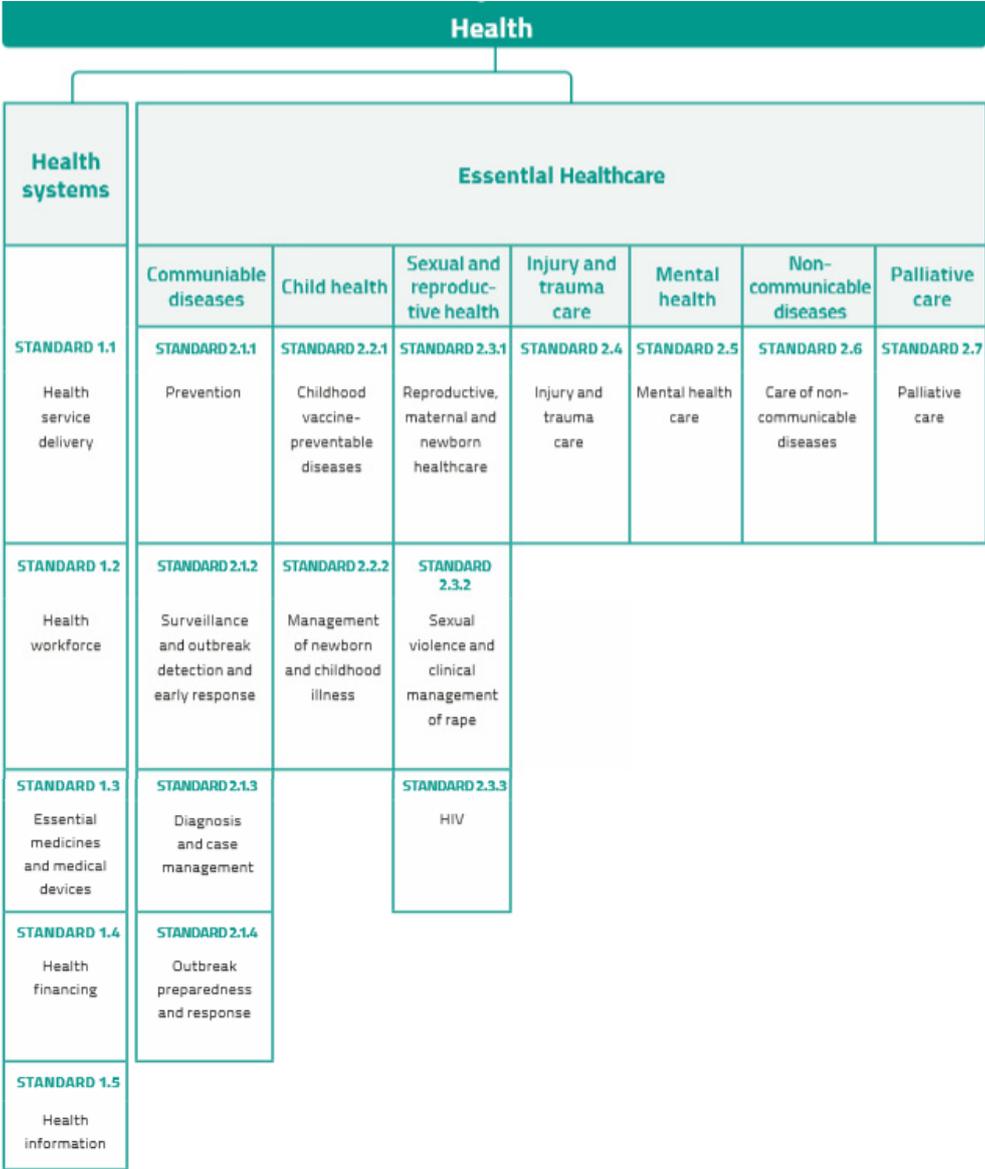
For further information access Non-Food Items Distribution EMERGENCIES IDPs/ REFUGEES and NATURAL DISASTERS, <https://www.humanitarianlibrary.org/sites/default/files/2014/02/Pocket%2520Guide%2520NFI.PDF>

---

<sup>28</sup> <https://reliefweb.int/sites/reliefweb.int/files/resources/WFP%20Ethiopia>

# Health

Figure 19. **Health**



Health response during a crisis attempts to prevent and reduce excess mortality and morbidity.

The scale of response will depend on the type and extent of the crisis. In most cases, the camp may be beyond walking distance of a health care center. There may not be medical staff or medicines at the camp. Health emergencies will then need to depend on emergency transport. Where roads are inaccessible air lifting may be needed. IDP camps in most cases are short-time and therefore health care challenges may be low. However, when long-term shelter is being provided, health care needs must be closely monitored.

## Education

Structures for improving humanitarian aid to education have improved, notably with the creation of an Education Cluster in 2007 and adoption of the INEE Minimum Standards for Education as a companion to the SPHERE guidelines in 2008. Education provision in camps may be limited to a few non-formal emergency education programs such as Child Friendly Spaces. Primary and non-formal basic education may become established in longer-term camps, but camps often lack secondary schooling. IDPs living with host families may not even have access to temporary education provision. Lack of space, educational material and access by teachers hinder educational continuity. Long-term camp residency may lead to increased dropout rates.

Mostly, extended school hours in the post disaster phase attempts to catch up with educational breaks during disaster times.

## Livelihoods

Loss of livelihoods of IDPs may lead to psycho-social problems due to loss of income sources which lower self-esteem. Livelihood programs can be introduced to cover a range of challenges.

Within camps, food or cash-for-work is the most common intervention. Beyond camp life IDPs may require assistance with tools of their trade. Examples would be fishing nets and boats for fishermen, seeds and tools for those engaged in agriculture, livestock for persons engaged in animal husbandry etc. Micro-finance schemes may help business start-up and engagement in other income generating activities. Capacity building initiatives may be needed for long-term recovery, such as skills-training, apprenticeship placement projects and job-placement.

Risk transfer mechanisms may be needed where recovery of livelihoods take a long-term duration.

### Group work

Divide the participants into four groups. Use the questionnaire given below for this session. Discuss and present how each of the information collected in the questionnaire will assist in formulating shelter, camp services, identification of special needs, early recovery and risk transfer through compensation. Identify any other information needs for shelter provision and early recovery. Present as bullet-points (20 minutes for discussion and 5 minutes per group for presentation)

# Questionnaire for Household Survey for Group Work

---

Map ID:.....

1. General information:

- 1.1 District.....
- 1.2 Divisional Secretariat Division.....
- 1.3 Grama Niladhari Division.....
- 1.4 Village.....
- 1.5 Address of the House.....
- 1.6 Assessment/ House Hold No.....

2. Head of the Household information

- 2.1 Name.....
- 2.2 NIC No..... / Senior citizens ID No.....
- 2.3 Contact detail
  - 2.3.1 Mobile.....
  - 2.3.2 Land.....
  - 2.3.3 Email.....

3. Building Information

3.1 Category of the house

1 - Single House	
2 - House with Annex	
3 - House cum shop	
4 - Flat	

### 3.2 Type of usage

1 - Home	
2 - Preschool	
3 - shop	
4 – other (specify)	

### 3.3 Building ownership

1 Owner	
2 Rented	
3 Leased	

### 3.4 Number of Stories

1 One / single story	
2 2 floors	
3 3 floors	
4 4 floors	
5 5 or more floors	

### 3.5 Foundation Height (feet):

Less than 1		1.5 to 3	
1 to 1.5		More than3	

### 3.6 Building materials

#### 3.6.1 Roof

1 - Tiles	
2 - Asbestos	
3 - Tin sheets/ Zin sheets	
4 - Concrete (slab)	
5 - Thatched	
10 – Other (specify)	

#### 3.6.2 Floor

1 - Cement	
2 - Terrazzo	
3 - Tile	
4 - Granite	

5 - Wood	
6 - Mud	
7 - Other (specify)	

### 3.7 Floor area (sq. feet)

1	less than 500
2	500 - 1000
3	more than 1000

### 3.8 State of the House

Permanent	
Semi-permanent	
Improvised	

### 3.9 Water source:

Source	Drinking	Domestic
1 - Main water supply (NWSDB)		
2 - Community water supply		
3 - Pumped water supply (private)		
4 - Dug Well (private or neighboring)		
5 - Tube well (private)		
6 - Public well/tube well		
7 - Rain Water Harvesting system		
8 - Agri well		
9 - River//canal/stream/tank		
10 - Filtered water (from outside source)		
11 - Other (specify)		

### 3.10 Lighting source

1 - Main grid (CEB / LECO)	
2 - Solar	
3 - Kerosene	
4 - Other (specify)	

### 3.11 Toilet facilities

1 - Attached toilet with basic facilities	
2 - Attached toilet with modern facilities	

3 - Separate toilet	
4 - Septic tank, gullies & manholes	
5 – Other (specify)	

#### 4. Family Information

	4.1	4.2	4.3	4.4	4.5	4.6	4.7
Name*	<i>Relation to HH**</i>	<i>Age</i>	<i>Gender 1 = male; 2 = Female</i>	<i>Education level***</i>	<i>Occupation****</i>	<i>Disability 1 = Yes; 0 = No</i>	<i>Special illness</i> <i>0 = None</i> <i>1=Kidney related</i> <i>2 = Heart related</i> <i>3 = Cancer</i> <i>4 = Any other</i>
1.							
2.							
3.							
4.							
4.							

##### 4.8.1 Mobile phone usage

Member of Family (use member Id)	Mobile 01	Mobile 02

4.8.2 Do you/your family have a smart phone? ..... 1 = Yes, 2 = No

#### 5. Income distribution

##### 5.1 Monthly Income of the family (Sri Lankan Rupees)

Less than 20,000 Poverty level	
20,000 – 35,000	
35,000 – 50,000	
More than 50,000	

5.2 Do your family have any other income sources? (which is not mentioned in 4.6)

.....  
If yes, state.....

1 Yes

0 No

5.3.1 Do you receive any public assistance?

5.3.2 If yes, which ones?

1. Poverty alleviation support	
2. Elderly pension	
3. Other (specify)	

5.4 Family assets

1. Motor Bike	
2. Three wheeler	
3. Car/van	
4. Land master	
5. Farm machinery	
6. Livestock	
7. Other (specify)	

5.5 Do you/your family have internet access?

1 Yes

0 No

## 6. Disaster information

6.1 Have you ever faced any natural hazard?

1 Yes

0 No

6.1.1 If yes, fill the below table regarding the impact of the hazard(s) on assets/resources

Hazard	House 1 = yes 0 = No	Agri land (acers)		SME 1 = yes 0 = No	Drinking water
		Paddy land	Highland (HG, chena, other)		1 = yes 0 = No
Flood					
Drought					
High wind					
Wild animals					
Any other (specify)					

If the answer for 6.1 is “No”; your questionnaire is over. If: Yes” continue.

### 6.2 Flood hazard information

Property	(Number of flood events over the last 5 years)	Average Inundation height (feet)	Latest event month/year
House			
Paddy Land			
Other property (specify)			

### 6.3 Did you ever evacuate due to flood hazard?

1 Yes
0 No

#### 6.3.1 If yes, where did you go?

	Time taken to reach
Relative’s house	
School	
Religious place	
Camp	
Other (specify)	

### 6.4 Are you aware about the flood period?

1 Yes
0 No

6.4.1 If yes, do you prepare for it?

1 Yes

0 No

6.4.2 If you prepared for flood events, what actions did you take?

1. Kept goods in a high place (inside the house) in one-story house

2. Kept goods upstairs

3. Water proofed doors (temporary)

4. Moved goods to outside place

5. Other (specify)

6.5 Did you receive any early warning for flooding?

1 Yes

0 No

6.5.1 If yes, from whom did you receive the warning?

1. Irrigation Dept.

2. Disaster Management Authority

3. Village Headman

4. Media

5. Relations/friends

5. Other (specify)

6.6 Overall, how satisfied are you with the current early warning system for flooding?

Very satisfied

Somewhat satisfied

Not satisfied

## Session 8

# Desktop Exercise for Shelter Provision

---

This scenario-based desk-top exercise will enable participants to enact shelter provision after a disaster on a hypothetical village. This will enable the transference of learnings of the past two days. Collated data for the village, impact of an extreme event, information on the Village Pani of Paradise Island and the administrative hierarchy for emergency management for the country are provided.

### Learning Objectives

At the end of the exercise participants will be able to:

- Identify shelter needs of the community in focus and how you would provide them
- Identify upgrading needed for the existing building to serve as a collective center
- Identify camp management options
- Formulate mechanisms for service provision
  - > Registration and Data needs
  - > Search and Rescue
  - > WASH
  - > Food and Nutrition
  - > NFRIs
  - > Protection
  - > First Aid and Health emergencies
- Formulate TORs for the sub committees to provide the camp services
- Recommend durable solutions to implement with camp closure

#### Time Duration

2 morning sessions for group work (3 hours). 1 afternoon session for presentations and discussion.

## Situation Overview

The Village Pani covers 4.14 sq. km. The following Tables provide village data and information.

Table 9. **Demographics of Village Pani**<sup>29</sup>

	Age Category (persons)				Age Category (%)			
	Less than 15	15 - 60	More than 60	Total	Less than 15	15 - 60	More than 60	Total
Male	129	363	74	566	11.4	32.0	6.5	50.0
Female	114	338	115	567	10.1	29.8	10.2	50.0
Total Population	243	701	189	1133	21.4	61.9	16.7	100.0

Table 10. **Livelihoods**<sup>30</sup>

Gender	Farming	Laborer	Government Employee	Private sector Employee	Self-employed	Retired	Unemployed
Male	3.16	18.48	2.28	9.49	2.41	0.63	16.33
Female	0.76	9.24	1.39	5.57	1.90	0.38	27.97
Total	3.92	27.72	3.67	15.06	4.30	1.01	44.30

Table 11. **Building Information**<sup>31</sup>

Type	No. of units	Remarks
Occupied houses	315	
Non-Occupied houses	9	
Retail shop	7	
Temple	1	(2 buildings)
School	1	(3 buildings)
Preschool	1	
Post Office	1	
Health care Centre	1	
Hotel	1	
Total	337	

<sup>29</sup> Extracted from the compiled Database

<sup>30</sup> ibid

<sup>31</sup> ibid

Table 12. **Category of the house**

<b>Category</b>	<b>Frequency</b>	<b>%</b>
Single House	307	97.5
Attached House / Annex	3	1.0
House and Shop	5	1.6
Total	315	100.0

Table 13. **Ownership of the house**

<b>Type</b>	<b>Frequency</b>	<b>%</b>
Owner	310	98.4
Rented	2	0.6
Other	3	1.0
Total	315	100.0

Table 14. **Number of Stories**

<b>Stories</b>	<b>Frequency</b>	<b>%</b>
One / single story	291	92.4
2 floors	24	7.6
Total	315	100.0

Table 16. **House Type**

<b>Category</b>	<b>Frequency</b>	<b>%</b>
Permanent	303	96.2
Semi-permanent	9	2.9
Improvised	3	1.0
Total	315	100.0

Table 17. **Drinking water source**

<b>Water source</b>	<b>Frequency</b>	<b>%</b>
Pumped water supply (private)	137	43.5
Dug Well (private or neighboring)	170	54.0
Tube well (private)	7	2.2
Other	1	0.3
Total	315	100.0

Table 18. **Toilet facilities**

Type of toilet	Frequency	%
Attached toilet with basic facilities	69	21.9
Attached toilet with modern facilities	15	4.8
Separate pit toilets	221	70.2
Other	2	0.6
Total	315	100.0

Table 19. **Household Income**

Monthly Income (Sri Lanka Rupees.)	No of houses	%
Less than 20,000.00 (Poverty level)	219	71.6
20,000 – 35,000	75	24.5
35,000 – 50,000	11	3.6
More than 50,000	1	0.3
No response	9	
Total	315	100.0

Table 20. **Education**<sup>32</sup>

	Primary (grade 1-5)	Secondary	G.C.E. (O/L)	G.C.E. (A/L)	Technical/ vocational training	Degree and above	Student
Male	6.35	8.47	15.18	5.21	0.71	0.44	11.39
Female	6.53	7.50	14.92	6.44	0.09	1.06	10.06
Total	12.89	15.98	30.10	11.65	0.79	1.50	21.45

Table 21. **Disabilities**

Age category	No	Yes	Total
More than 60	168	21	189
15 – 60	680	21	701
Less than 15	241	2	243
Grand Total	1089	44	1133

32 ibid

Table 22. **Special illnesses**

Age category	No	Kidney related	Heart related	Cancer	Any other	Total
More than 60	159	3	10	2	15	189
15 – 60	677	4	6	2	12	701

The climate of the area is considered to be Af according to the Köppen-Geiger climate classification. The average annual temperature is 26.9 °C. The rainfall is due to two monsoons: south-west monsoons during May-July, the north-east monsoons during November-January and inter-monsoonal rain.

Flood vulnerability - The Ku River, runs along the border of Village Pani. The Ku River Dam is a 110 m (360 ft) run-of-river-type gravity dam built across it. The dam feeds an underground hydroelectric power station. The community believes that its construction has increased flood vulnerability of the area, a view that is not accepted by the reservoir management. Flooding is a major concern. Major flooding has occurred since 2003 after the Ku dam has been constructed. This had led to the perception that opening of sluice gates during rain is the causative factor for these floods. Although sudden releases without warning could lead to unexpected flood impact, intense rainfall on the upper catchments of Ku River appear to be the cause.

## Historical Timeline of Floods

Table 23 below depicts the level of historical flood impact on households.

Table 23. **Historical flood impact on households<sup>33</sup>**

Year	No. of inundated houses
2003	117
2007	10
2008	91
2011	34
2012	12
2013	9
2014	67
2015	174
106	3

### Worst Flood Record

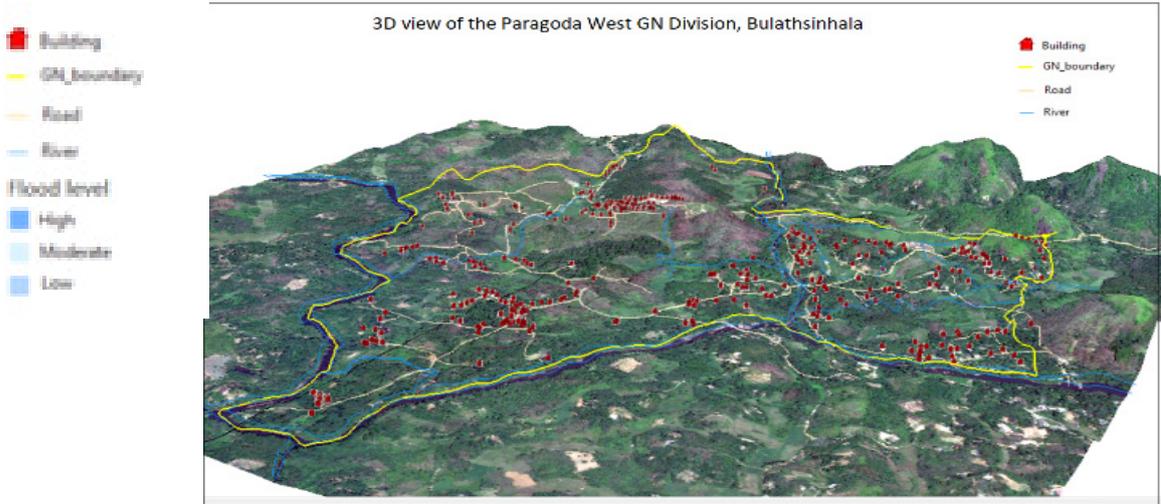
On 25th May 2017, the upper catchment of Ku River received nearly 553 mm rain in about 24 hours, nearly 1/6th of the average annual rainfall. The extreme water volume rushed down the slope across the open sluice gate of the Ku reservoir and inundated the

<sup>33</sup> Based on the GIS Database compiled

downstream area. The flood level at Village Pani in the nighttime, rose above the street lamp posts. Electricity was cut off. The village school and a few houses located on higher elevations harbored the community members rescued by village responders. Figure 20 is a 3D simulation of the flood inundation based on a household survey.

Figure 20. **The 2017 Flood Inundation**

Before



After

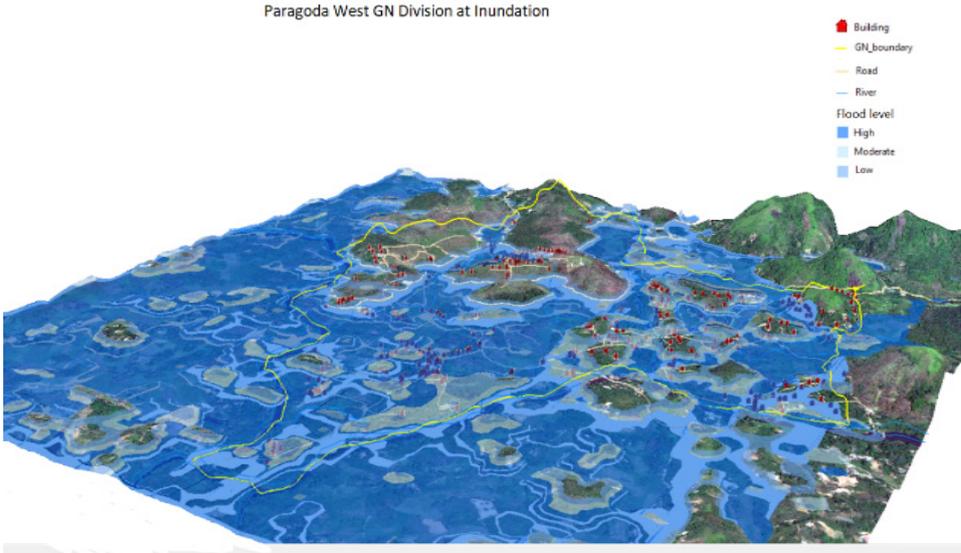
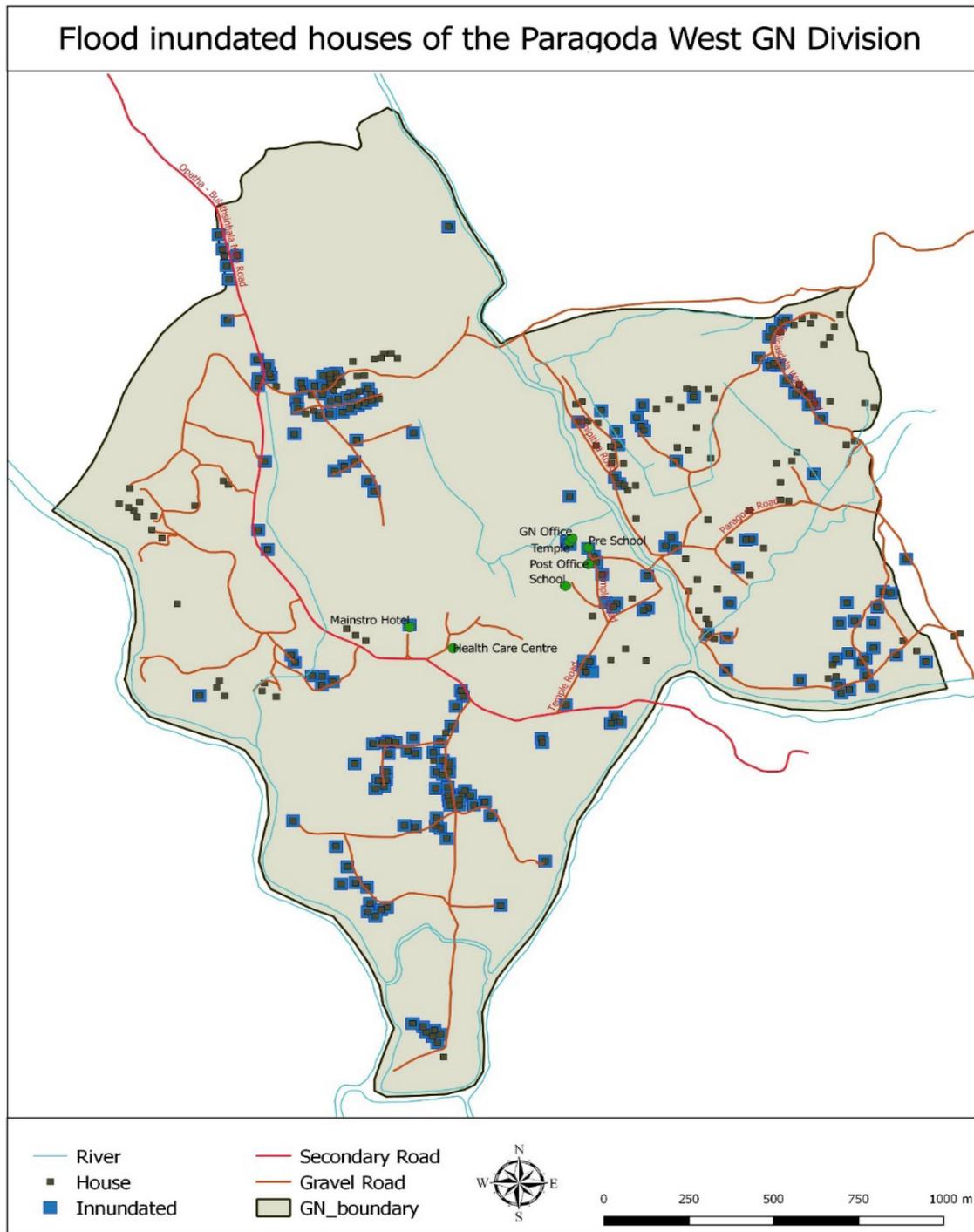


Figure 21. **Map of Inundated Houses**



The following are details about the flooding event:

- 174 houses went under water. Inmates lost most of their belongings.
- Youth responders helped people to reach safety with no fatalities.
- The Village Officer was amongst the IDPs.

- The flood water flowed over the street lamp posts. Access to the area was not possible for relief and response. Navy boats deployed for search and rescue could not navigate as they could not locate routes of access. Boats got trapped in submerged canopy and had to chop inundated branches to free themselves.
- Some people sought refuge at the school building. The school had only three 20 x 40 feet buildings, three latrines and a hut with broken furniture.
- There were no NFIs or food stocks. Young men swam across to the partly inundated temple nearby to collect cooking and other utensils.
- Without dry wood for cooking, they used broken furniture in the school shed for fuel.
- With no access to food, the displaced had to depend on boiled jack fruit and available edibles for meals and underwent tremendous hardship.
- Cooking was not possible within school buildings and had to be done outdoors when it was not raining.
- The water well was not sealed and was inundated. The small pump house was also inundated. Without a potable water source, rain water was collected in available bins for use.
- Without electricity, communication possibilities were lost with inability to re-charge mobile phones.
- Others who were uncomfortable with facilities at the school, sought refuge in neighboring houses that escaped inundation. This created tension amongst host family members and IDPs. Food provisions were inadequate as the village was cut off due to inundation of access routes. Toilet facilities and hygiene became a problem. Good will was lost between families.
- The flood waters did not recede for up to 10 days.
- There was no transport possibility for health emergencies. Fortunately, no such need arose for the inundated period.
- The siltation on crops during floods completely destroyed them.

Table 24. **Number of People who Needed Camps**

Did you evacuate with flood hazard	Gender		Age category			Total population	Total houses
	Male	Female	0-15	16-60	>60		
Yes	324	308	146	377	109	632	172
No	56	62	27	73	18	118	35
Total	380	370	173	450	127	750	207

Table 25. **Number of People Sheltered in Neighbors' Houses**

Evacuate location	Gender		Age category			Total population	Total houses
	Male	Female	0-15	16-60	>60		
Relative's house	174	172	84	198	64	346	95
School	82	69	33	90	28	151	41
Camp	2	7	1	6	2	9	3
Other	66	60	28	83	15	126	33
Total	324	308	146	377	109	632	172

Table 26. **Type of Inundated House**

Inundated	Single storey houses	Two storey houses	Total houses
Yes	185	22	207
No	106	2	108
Total	291	24	315

Table 27. **Disabled People affected**

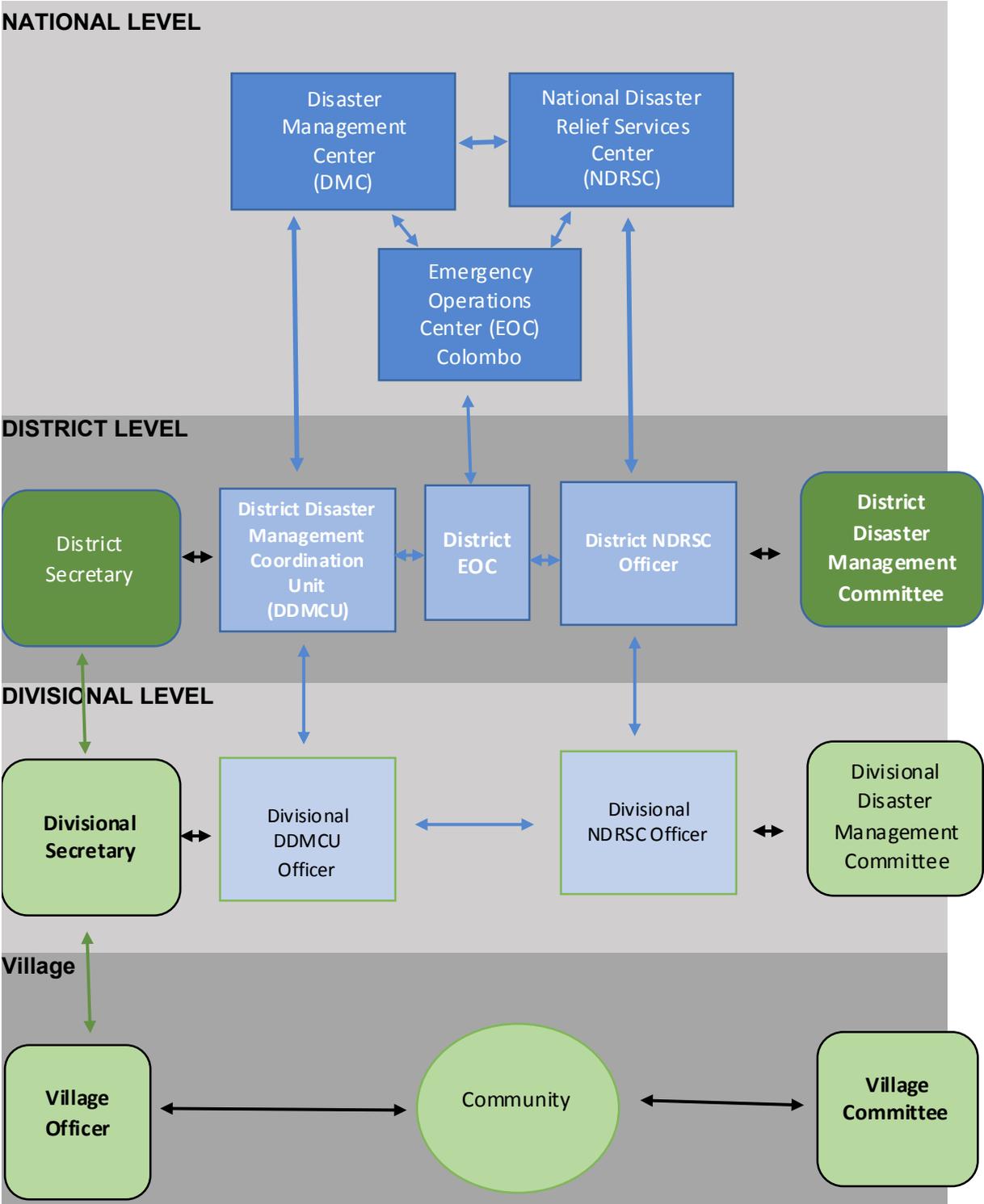
Annual income	Count of disability members	Count of special illness
Less than 200,000 (USD 3.2 per day)	27	35
200,000 – 350,000	2	8
350,000 – 500,000		1
No response		1
Total	29	45

Table 28. **Affected Livelihood Assets**

Crops	Extent (acres)	No. of farm HH
Paddy	30.5	44
Vegetable	1.25	2
Tea	25.5	53
Other	0.75	4

Figure 22 depicts the coordination hierarchy for devolved emergency management in Paradise Island.

Figure 22. **Vertical and Horizontal Integration of Emergency Management**

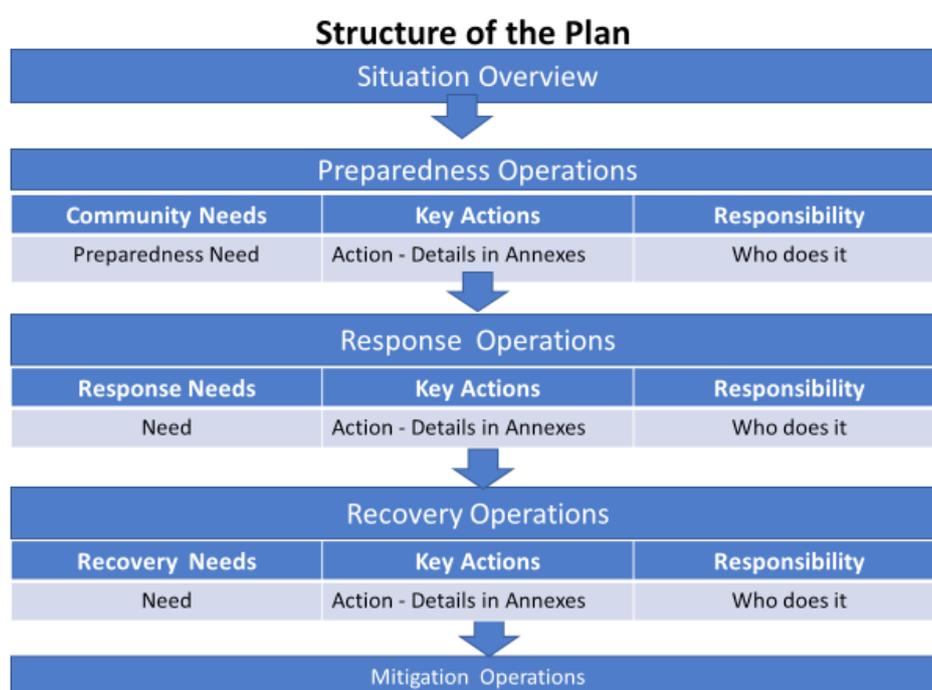


## Your Tasks

Divide into four groups. Read the scenario provided.

- Identify shelter needs of the community and formulate a *preparedness plan for shelter provision* using the format of Concept of Operation (CONOPS)<sup>34</sup> that will be provided.
- Prepare a sex and age disaggregated list of IDPs for such an event inclusive of people with special needs. Using these numbers and quantities (using Sphere minimum standards) transform the preparedness plan into a contingency plan. This will be discussed with you prior to group work.
- Propose the most suitable humanitarian shelter solution for the IDPs.
- Propose a mechanism for camp management and formulate TORs if you intend to recommend committee formation for a collective center.
- Propose ways to ensure provision of services needed as annexes to your CONOPS.
- What would be your durable solutions at camp closure?

Make a presentation on your proposals and recommendations.



<sup>34</sup> **A concept of operations (abbreviated CONOPS, CONOPs, or ConOps) is a document describing the characteristics of a proposed system from the viewpoint of an individual who will use that system.** CONOPS is intended to facilitate a common understanding of ideas, challenges, and issues on possible solution strategies without addressing the technical solution or implementation; it is often a first step for developing system requirements.

The Table below provides an example of how to compile your Preparedness Plan

Preparedness for Shelter Provision Operations		
Assessed Community Needs	Key Actions (formulated through consultation)	Responsibility
XXXXXXXX • XXXXXXXXXXXXXXXXXXXX	• XXXXXXXXXXXXXXX (See Annex 1 – for details)	• XXXXXXXXXXXXXXX
XXXXXXXX • XXXXXXXX • XXXXXXXX	• XXXXXXXXXXXXXXX See Annex 2 – for details)	• XXXXXXXX • X XXXXXXXXXXXX
• XXXXXXXXXXXXXXX	• • XXXXXXXXXXXXXXX	• XXXXXXXX • XXXXXXXX • XXXX
XXXX • XXXXXXXXXXXXXXX	• XXXXXXXXXXXXXXXXXXXXXXX.	• XXXXXXXXXXXXXXXXXXXXXXX
	• XXXXXXXXXXXXXXXXXXXXXXX See Annex 3 – for details)	• XXXXXXXX

Please compile sections for Response and Recovery operations in a similar manner.

# Training of Trainers on Camp Management (ToT on S/CCCM)

---

## Part 1 – Evaluation of content and mode of delivery

Please provide one response for each question based on a range of 1 to 5, in which 1 = **unsatisfactory**, 2 = **satisfactory**, 3 = **good**, 4 = **excellent**, 5 = **outstanding**.

Please tick ( x ) the appropriate box provided.

### Table 1

Rank content, delivery, engagement and discussion for individual sessions.

1 = poor 2 = fair 3 = Average 4 = very good 5 = excellent

Circle the appropriate number.

1. How well were the training objectives explained at the start of the course?

1       2       3       4       5

2. How well did the content achieve the objectives set at the beginning?

1       2       3       4       5

3. How did delivered content enhance your understanding of the theme(s) of the workshop?

1       2       3       4       5

4. How relevant is the knowledge gained to the work you do?

1       2       3       4       5

5. Rank the usefulness of materials provided (power point presentations etc.)

1       2       3       4       5

Session Title	Content	Delivery	Engagement
Session 1 An Introduction to Camp Management Terminology	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Session 2 An Introduction to Displacement	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Session 3 Rights-Based approach to Humanitarian work	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Session 4 Country-wise institutional framework for emergency management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Session 5 Roles and Responsibilities	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Session 6 Safety and Protection	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Session 7 Camp Service	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Simulation Exercise	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

## Part-2 Category Responses on Content and Outcomes

Tick the appropriate box ( x )

6. From the options given below, please select the one that best describes the depth of content (how detailed) delivered?

- Too advanced
- At the right level
- Too basic

7. Do you feel that you can apply the knowledge gained in what you do when you return?

- Yes
- No

If your answer is 'no', please explain why.

8. From the options given below, which best describes time allocation for individual sessions?

- Appropriate
- Too much time (should be shorter)
- Insufficient (needed to be longer)

If time was not 'appropriate', please take time to comment on the specific sessions and why it needs to be longer or shorter.

9. Did this training provide you with an opportunity to enhance networking with other professionals with whom you could have exchange of experiences in the future?

- No
- To some extent
- To a significant extent

### **Part-3 Open Ended questions on value addition to the course**

10. In your opinion what session (s) was / were not needed in this training and why??

11. In your opinion what session (s) are needed to be newly integrated to enhance value?

12. After attending this course, what do you think should be the next capacity building area(s) you need to participate in?

### Part 4 – Logistics and Coordination

Please provide one response for each question based on a range of 1 to 5, in which **1 = unsatisfactory**, **2 = satisfactory**, **3 = good**, **4 = excellent**, **5 = outstanding**.

Please tick ( x ) the appropriate box provided.

13. How satisfied were you with the coordination of the course?

1       2       3       4       5

14. How did you feel about the following logistical arrangements?

Meeting Room                      1    2    3    4    5

Food                                      1    2    3    4    5

Accessibility of the venue        1    2    3    4    5

Training Materials                  1    2    3    4    5

15. Final Comments:



**ASIAN DISASTER PREPAREDNESS CENTER (ADPC)**

**Head Office**

SM Tower, 24th Floor, 979/69 Paholyothin Road,  
Samsen Nai Phayathai, Bangkok 10400 Thailand  
Tel: + 66 2 298 0681 Fax: + 66 2 298 0012  
Email: [app@adpc.net](mailto:app@adpc.net)

 <https://app.adpc.net>

 @AsiaPrepared

 Asian Preparedness Partnership