Camp Coordination & Camp Management

Strategic Operational Framework[1]

Kachin and Northern Shan States, Myanmar

August – December 2013

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[1] Note that *this* Cluster also coordinates the NFI sector across Kachin and Northern Shan States. More details can be found in Section 6 of this Strategic Operational Framework.

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Acronyms

AAP	Accountability to Affected Populations
BMO	Bhamo
CCCM	Camp Coordination Camp Management
DRC	Danish Refugee Council
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
IDP	Internally Displaced Person
GCA	Government Controlled Areas
KIO/KIA	Kachin Independence Organisation/Army
LNGO	Local Non-Governmental Organisation
MKN	Myitkyina
NFI	Non-Food Item
NGCA	Non-Government Controlled Area
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
RC/HC	Resident Coordinator/Humanitarian Coordinator
SOF	Strategic Operational Framework
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WaSH	Water, Sanitation and Hygiene
WHO	World Health Organization

1. Introduction

In an inter-dependent humanitarian world, strategic approaches allow multiple agencies with diverse mandates to achieve goals collectively that could not be achieved by individual approaches alone. Clusters are the expression of that collective realization and as such aim to provide the "enabling environment" that allow diversity to strengthen both the effectiveness and efficiency of aid delivery.

A strategic operational framework (SOF) does more than outline the Clusters' strategic orientation: it goes into more detail about operational ways of working. As a framework, it is also flexible enough to allow Cluster partners to develop their own approaches according to their own mandates, capabilities, and capacities.

As the NFI distribution is closely linked to the CCCM activities in Kachin State, it has been decided to integrate the NFI SOF here.

This document was drafted by the CCCM Cluster in consultation with stakeholders including IDPs, LNGOs, UN agencies and NFI cluster, as well as taking into account International Guiding Principles on Internal Displacement, SPHERE Standards, and the Accountability to Affected Populations (AAP) component of IASCs Transformative Agenda.

The SOF intends to address the remaining gaps and needs in regards to CCCM in the over 150 registered IDP camps in Kachin and Northern Shan States. The SOF will be embedded in the national Shelter/NFIs/CCCM Cluster strategy. As this document is a 'living document', it will be updated and reviewed as required to reflect the changing situation and priorities of the cluster, specifically regarding Non-Governmental Controlled Areas (NGCAs) to which access for the Cluster has so far been very limited and mainly indirect. Six humanitarian convoys in September will offer an opportunity for better assessment and depending on results this SOF will be adapted.

2. Background

Fighting between the Myanmar Government army and the Kachin Independence Army (KIA) broke out in June 2011 after 17 years of cease-fire. There are many reasons for this resumption: ethnic, politic and to some extent economic. The violence has led to the displacement of an estimated 100,000 people or so until August 2013. Some IDPs displaced due to immediate security threats and/or destruction of houses. Others moved following loss of livelihood opportunities (movements made dangerous by fighting and/or landmines mainly). Around 80, 000 IDPs are estimated sheltered in over 150 camps scattered throughout Kachin and Northern Shan States and a further 15, 000 residing with host families, some of them progressively joining camps to receive assistance as the resources of the hosts is reducing over time.

Another 5,000 are thought to be living in small groups in the forest/jungle. Only very partial information is available regarding this caseload. In Kachin State, the numbers have been quite stable in 2013. In Northern Shan State, most of the displacement (concerning around 5, 000 individuals) has happened during the first six-months of 2013. About 40% of the IDPs are in Government Controlled Area (GCA) and 60 % in Non-Government Controlled Area (NGCA). While the humanitarian access to most GCAs has been satisfactory, the government imposes strict control over access to NGCA, to the exception of a few humanitarian convoys per-year. In these areas, humanitarian assistance mostly reaches the displaced through LNGOs. Despite an agreement to stop hostilities between both parties in May 2013, the situation remains highly tense and final return to a fully peaceful situation is likely to take a long time. Further, and even though complete assessment could not have been carried out, several areas have reportedly been heavily contaminated by landmines and unexploded ordinance, adding an obstacle to a large-scale return of IDPs anytime soon.

3. Situational Analysis of CCCM

In December 2012, the Humanitarian Country Team (HCT) decided to activate three clusters for the Kachin and Rakhine responses to enhance sector/cluster-specific humanitarian coordination. The Health, WaSH, and Shelter/Non-Food Items (NFIs)/Camp Coordination and Camp Management (CCCM) clusters were established with WHO, UNICEF and UNHCR as respective lead agencies. Other sectors such as Protection, agreed to function in a similar fashion to clusters.

CCCM encompasses three distinct functions namely camp administration, camp management and camp coordination.

Camp Administration

Camp administration refers to the functions carried out by governments and national authorities that relate to the overseeing of activities in camps and camp-like situations. It comprises such State functions as securing land and occupancy rights for temporary settlements and resolving disputes arising from land appropriation, providing security, preserving law and order and facilitating access to camps by humanitarian agencies. National authorities also play a key role in camp phase out and closure, as well as in leading the identification and facilitation of durable solutions.

Camp Management

This is often performed by a local or international NGO/agency. The camp management function involves the coordination of assistance and services at the level of a single camp and entails coordinating protection

and services, establishing governance and community participation, ensuring maintenance of camp infrastructure, collecting and sharing data and monitoring the standard of services and identifying gaps.

Camp Coordination

This refers to the overall coordination of the roles and responsibilities in the camp response, in support of the national/regional response plans. The coordination function is closely linked to the administration and management functions, as well as those of other humanitarian and development partners, such as agencies providing assistance, civil society, donors, the diplomatic community, the host community, the media, and others involved in response. Within the Myanmar CCCM Cluster framework, camp coordination is the role of the Cluster Lead Agency, UNHCR.

Camp management and camp coordination has been taken in charge by LNGOs, often faith based, from the beginning of the crisis. They had existing networks, were structured, could reach camps in both areas and could access funds through churches and private donors network worldwide to compensate to a certain extent the limited funding available during the first phase. Therefore, they have been able to provide a life-saving emergency response and set-up in most cases basic camps' structures.

In June 2012, UNHCR launched the first large-scale CCCM project. This consisted first in financial support to LNGOs partners to recruit CCCM focal points at camp level, CCCM coordinators, and eventually provision of Camp Running Costs (CRC) to 84 camps from October 2012. UNHCR provided trainings for LNGOs members and camp focal points. Camp running cost guidelines, including cost categories for CRC depending on camps' situation, have been developed in consultation with LNGOs to ensure accountability. The focal points are chosen by the camps' management in consultation with the IDP population.

Unfortunately, funds ran low in 2013 and not all what had been put in place end of 2012 could be maintained: CRC had to be significantly reduced; trainings limited and larger coordination meetings between LNGOs and camp managers could not be organized as regularly. In July and August the activities were essentially put on stand-by and focal points could not be paid. This led to many of them abandoning their responsibilities and therefore an important loss in terms of capacity as for new persons training will need to be resumed from the beginning.

In August 2013, UNHCR received new funds allowing to re-launching activities and extending them to 131 camps. DRC also implements CCCM activities in targeted camps.

For these reasons, CCCM has already reached some important milestones in Kachin State and the general management of camps is not as *yet* a major concern, it still falls short of reaching all standards and coverage remains incomplete. In Northern Shan State, where displacement occurred mainly in 2013, up to June, camp management structures are either at a very early stage or not yet existing.

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In absence of registration, camp management plays a vital role in providing key data of the population in camps and alerting the humanitarian agencies about extremely vulnerable individuals (EVIs).

In terms of coordination, the Cluster was activated 18 months after the beginning of the crisis, leading to a real challenge of standardization of approaches and general coordination as habits have formed. This has also created a weakness for the sector when it comes to engaging authorities from both sides and advocacy messages.

Globally, the local authorities' understanding of CCCM is low. Out of over 80 camps situated in GCA the Government is involved in the management of only one. The local authorities have very little involvement in terms of securing necessary lands for camps' set-up, collection of waste management and support to camp management administration. To-date, the Cluster has hardly any working relation with the local Government's administration.

Despite more involvement from the KIO side the limited existing knowledge of CCCM reduces the impact. The KIO has requested seven trainings in different geographical areas for a wide range of persons involved in CCCM. Unfortunately, so far due to access issue only one could be carried out.

The monitoring in NGCA is a real problem. Indeed, not only can the Cluster not carryout monitoring visits, LNGOs cannot regularly access. The result is camp management operates without close supervision, heightening the risk of lack of accountability and making adequate training of persons' in-charge challenging. Ideally, more direct assessment is needed in NGCA to allow the Cluster to refine its strategy and adapt its response.

4. Goal, Objectives and Response Strategies

Goal

The overall goal of the CCCM Cluster is to ensure equitable access to services and protection for displaced persons living in camps and camp-like settings, to improve their quality of life and dignity during displacement, and advocate for solutions while preparing them for life after displacement. It should be remembered that camps and camp-like settings are temporary sites that should be established only as a **last resort**.

More specifically, the objectives in Kachin and Northern Shan States for the remaining of 2013 (and 2014) will be to ensure that the coverage of CCCM is extended to non-covered camps and that people in-charge at all levels (camps, LNGOs, government and opposition group) are adequately trained to understand and perform CCCM requirement up to accepted standards.

To meet the overall goal**, priority strategies** are therefore to:

a) Continue and intensify trainings for focal points, focusing on newly recruited individuals, and for LNGOs' CCCM coordinators, focusing on Training of Trainers (ToT) to enable them to repeat trainings for sustainability;
b) Provide trainings and workshop for relevant administration bodies from both sides;
c) Include in the training curriculum subjects about return and camp closure in the context of potential spontaneous returns, as suggested by the framework for durable solutions;
d) Intensify contacts and advocacy with parties to the conflict to increase their understanding of and commitment to CCCM;
e) Give specific focus to Northern Shan State where the CCCM structures are much weaker as the camps are much more recent and few actors are involved;
f) Support local partners in improving mechanism of data collection and gap analysis;
g) Develop cross-sector coordination to ensure that all sector issues are well integrated in the CCCM approach;
h) Equip camp management with stationary boxes as some essential items for proper bookkeeping are not always locally available;
i) Assess with LNGOs the possibility to initiate small-scale community participation into CRC to increase ownership and sustainability;
j) Work with Cluster members to agree on selection process for camp management representatives and committees to standardize the practices according to accepted standards.

5. Population of Concern

The Cluster will target the overall IDP population leaving in recognized IDP camps in Kachin and Northern Shan States, estimated to around 82, 000 persons.

6. Non-food Relief Items

NFIs are designed to meet the most immediate and basic needs of the affected population. Provision of these supplies help IDPs prepare and consume food, water, offer some emergency shelter, provide some

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clothing and meet personal hygiene needs. Core items include tarpaulin, blankets, mosquito nets, kitchen sets, buckets, mats and clothing. Beyond this, the more widely termed *family kit* includes not just *core* items but a *sanitary* kit and a *hygiene* kit. The first is specifically designed for women while the second includes the likes of laundry and body soaps, water purification means and sealed containers for water-storage, both for potable water and water for washing and cleaning.

With the Shelter/NFI/CCCM Cluster being activated at the start of the year, efforts to reach a standard kit were achieved early March, agreed amongst Cluster members and critically with the WASH Cluster in light of the sanitary and hygiene elements of the family kit.[2] Note that some organisations in terms of their internal procurement mechanisms work to an average family size of five, others seven therefore two versions of the standard pack were agreed. One for each family size was agreed. This raises the wider point that kits are calculated and distributed on an average family size calculation. Using this simple quantitative method has logistical and standardization benefits but naturally smaller families benefit more and larger families less. It appeared in Kachin State that many households in camps actually comprise only two or three persons. Therefore, the relevance to create a further standard based on a three person household will be explored.

The Cluster has an NFI tracking system, which is regularly updated and shared with all relevant humanitarian actors. This has the benefit of giving an overview of the NFI needs and response, distribution of what items by which agency, and in which location, specifying township and camp. This is generated monthly.[3]

Until July of 2013, *this* Cluster took responsibility for coordinating hygiene and sanitation (H&S) items. In July-August this year it was agreed that the WaSH Cluster will now be responsible for coordinating the distribution of these items.[4] This shift also applies to the information management of H&S items, which is now the responsibility of the WaSH Cluster. *This* Cluster will continue to coordinate, track, update and report on NFI core items.[5]

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[2] For more details on these agreed standards see *Cluster Agreed NFI Standards for family of 5 and 7, 13th March 2013* at: https://www.sheltercluster.org/Asia/Myanmar/RakhineAndKachin/Pages/Standards_Guidelines.aspx

[3] For details of the tracking system see *Shelter-NFI-CCCM Kachin Cluster Analysis Report, 1st August 2013* at:

https://www.sheltercluster.org/Asia/Myanmar/RakhineAndKachin/Pages/Kachin-DataAnalysis.aspx

[4] This shift is in accordance with the following guidance; see *INTER-CLUSTER MATRIX – WASH/Shelter at Country Level*.

[5] For confirmation of this transition, see *Shelter-NFI-CCCM YGN Cluster Meeting Minutes 10.7.'13 & 14.8.'13* at: https://www.sheltercluster.org/Asia/Myanmar/RakhineAndKachin/Pages/Meeting_Minutes.aspx

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The gap of coverage for the NGCA is thought to remain significant, even though once again precise data collection is difficult. However, the humanitarian convoys in September should help clarify the picture. More widely, this may be an opportunity to assess with more rigour the situation and refine this SOF. The needs of IDPs in host families and of host families themselves needs to be further assessed.

Due to the late activation of the Cluster (meaning no standardisation of NFI for a long time and no centralised data collection), the difficulty of access and the high number of camps it has proved challenging to compile precise data about NFI distribution since the beginning of the crisis. The objective of the Cluster is that all IDPs have received core, sanitary and hygiene kits at least once and that replenishment of consumables is systematically put in place by the end of 2013. In GCA it appears that IDPs often have access to some sort of livelihood, though limited. While consumables will continue to be renewed regularly and new arrivals will continue to receive full core, hygiene and sanitary items, the relevance of renewed blanket distributions in 2014 will be assessed.

Due to the colder weather, agencies have distributed winter items. There is no Cluster agreed standard for these items and until August 2013 no consolidated data on such distribution. For the winter 2013-2014 (November to February) agencies have already purchased items but the Cluster will make sure to collect necessary data and start the process of standardisation for next year and at least avoid duplication during this year's distribution.

As the situation remain tensed in the area despite on-going peace talks, the Cluster will in-conjunction work on consolidating emergency stocks.

7. Inter-cluster/sector linkages

In the absence of existing inter-cluster meetings in Kachin State, the Cluster Coordinator (CC) will work closely with sector and cluster leaders. He will also attend the OCHA led General Coordination Meeting to be informed of the general situation and other sectors' plans and strategies as well as raising advocacy points. As relevant the CC will attend other clusters or sectors regular meetings.

The CC will approach Government authorities and KIO representatives to develop greater coordination and buy-in with the authorities.

8. Cross-cutting Issues

Age

It is important for CCCM programming to be aware of the different age groups
as the capacities and needs of these groups are different. Age influences, and can enhance or diminish, a person's capacity to exercise his or her rights.

Gender

Women, girls, boys and men are affected very differently by crises, and need to be assisted in different ways and for humanitarian action to be effective, the different needs of women, girls, boys and men must be understood and met. While camp managers and CCCM focal points positions are already in several cases hold by women, the Cluster will assess the figures and to try and ensure fair representation, mainly within the frame of the current extension. The Cluster will also work with the protection sector. Finally, organization of youth committee, mainly in larger camp, and their representation at camp committee level will be encouraged.

Environment

The CCCM Cluster will seek to ensure that assistance projects are implemented in respect to the environment and pay specific attention to appropriate disposal of waste.

9. Partnership and Coordination mechanisms

The Cluster will uphold and apply IASC Transformative Agenda and in particular the Accountability to Affected Populations (AAP) component. In its broadest sense, AAP is intended to provide meaningful and constructive engagement between service providers and affected populations.

This includes but is not limited to supporting the establishment of trained camp committees in all camps; advocating for accountable practices from service providers; conducting regular needs assessments and registration/household survey activities; and establishing effective complaints mechanisms in camps.

Due to the wide dispersal of IDP location, spreading over two States, difficulties of access in terms of authorization, logistical challenges, the high number of camps, ranging from a few families to thousands of individuals, coordination and standardization are a challenge in Kachin and Northern Shan States.

Organisations implementing CCCM activities have monthly camp level coordination meeting, by gathering camp managers and/or CCCM focal points from a geographical area in one camp, rotating each month to

take the opportunity for managers to be exposed to other camps, and share the burden of the travel. This is already functioning well in GCA in Kachin State and will be extended to Northern Shan State. In NGCA, even though the same mechanism exists, access constraints impose important limits. Each implementing

LNGO has one or more CCCM coordinator who has been provided training by
the Cluster. Their training will continue, as well as more ad hoc on the job capacity building exercises, mainly centred on data collection and complaint mechanisms. The CC will approach international organisations providing capacity building to LNGOs implementing CCCM activities, and assess how coordination could increase efficiency.

A monthly shelter/NFI/CCCM Cluster meeting is organized in MKN and BMO in Kachin State and in Lashio in Northern Shan State. A CCCM specific working group with implementing agencies' CCCM coordinators will be organized at least every six weeks. This will be the opportunity to strengthen coordination and standardization of practices as well as sharing experiences. Additionally, this will be the opportunity for the Cluster to identify which specific training should be prioritised. Ad-hoc meetings will continue to be regularly organized with all CCCM Cluster members as needed (for example in the last few months to adapt the CRC to high cost areas).

The Cluster will regularly meet bilaterally with all members to avoid gaps and duplication and ensure good understanding and acceptance of Cluster's role and responsibilities.

The Cluster will advocate for an official counterpart from authorities on both side.

3W matrix system has been introduced since July 2013. The cluster will work closely with implementing agencies to ensure good usage of the tool.

Joint assessments, implementation monitoring and reporting with other sectors will be developed.

10. Information Management

Information management encompasses the activities through which relevant, accurate and up-to-date information about a camp is used among partners. Collecting and sharing data and information is key to identifying gaps and needs in camp operations, planning and implementing accordingly.

CCCM Cluster members, with support from the UNHCR Information Management Unit (IM) conducted an extensive camp profiling exercise completed in July 2013. Detailed information was collected from 126 camps using over 120 cross-sector indicators, in both NGCA and GCA. The Cluster will provide a first basic cross-camp analysis. This analysis and complete raw data will be shared with partners in soft and hard copies, as well as posted on the cluster website, to support their own analysis according to their needs. Ideally this exercise will be renewed every six months if funding can be secured.

Every month the Cluster publishes an updated camp list, including demographic data. Data is collected from the Government and KIO concerned departments, and cross-checked with data received from CCCM focal points. Camp committees have been trained in demographic data recording, and the extension of the focal points to 131 camps will enhance capacities and coverage. However, the quality of recording is still quite inconsistent between camps and further training will be needed.

As mentioned earlier, a 3W template has been designed to facilitate identification of gaps and risks of duplication.

A CCCM dashboard will be regularly updated and made available on the CCCM/NFI/Shelter website.

11. Monitoring and Evaluation

The challenges mentioned for coordination also applies to monitoring activities. To overcome these challenges the following strategies will be or continue to be implemented:

- ✓ Monitoring activities will continue to be carried out by individual agencies to ensure that they are meeting project objectives as well as contributing to the overall Cluster objectives.

- ✓ CCCM Cluster lead will conduct unannounced monitoring visits along with partners at least once/quarter. At the end of these visits a common report will be produced focusing on lessons learned and future strategies to solve issues. Producing a common report will ensure that partners and the Cluster agree on problems and solutions. During the visits, the Cluster Lead will ensure that all groups can voice their concerns; particularly that women and youth are not excluded, by organizing focus groups.

- ✓ Each project will include indicators, outputs and a monitoring plan.

- ✓ The effectiveness of the CCCM response will be monitored. It will require adequate field presence and visits with the inclusion of all stakeholders to ensure comprehensive coverage and practices that are accountable.

- ✓ Implementing agencies will be sensitized to the necessity of efficient complaint mechanisms. As required, the Cluster will support the agencies in establishing such mechanisms.

- ✓ Cluster performance and performance of partners within the Cluster will be independently monitored.

- ✓ Pilot cross-sector monitoring visits will be organized.

12. Cluster Exit Strategy/De-activation of Cluster

As stated earlier, clusters are supposed to be a temporary coordination solution and the aim should be to either resume or establish national, development-oriented coordination mechanisms as soon as the humanitarian emergency phase ends. The CCCM Cluster exit strategy is therefore based on:

- A regular review questioning the on-going need for clusters by the RC/HC and HCT, and the required planning to ensure transitional arrangements are put in place and are being supported by capacity development and preparedness efforts;
- Identifying and training adequate counterparts to 'hand over to'.

In Kachin State, where the situation has already been protracted for over two years, a number of factors could lead to a long transitional process:
- ✓ Peace talks are still at an early stage and their progress is likely to be slow given the number of questions to resolve;

- ✓ So far the involvement of local authorities from both sides in CCCM is limited. Further, in GCA LNGOs and authorities have limited experience of working together in a coordinated approach;

- ✓ LNGO, Government and opposition group still need further capacity building and support to be able to take over the Cluster's responsibilities and so far the number of international actors involved to support them is very low;

- ✓ Access to more than half of the IDP population for international, and even local, organisations, remains an issue. It is difficult to define a transitional strategy while even basic emergency needs still struggle to be met and regular access cannot be secured.

Short-term CCCM activities will complement the longer-term transition/exit plans as follows:
- Capacity-building in sustainable Information management systems;
- CCCM trainings for stakeholders at local level;
- Complete the set-up of the camp focal point system in remaining camps, and continuous capacity building of individuals taking responsibility;
- Contingency planning/lessons learned exercise;
- Performance assessment;
- Comprehensive needs assessment and gap analysis.

13. International Guiding Principles

CCCM activities will be planned and undertaken according to international guidelines and principles. This includes:

- International Human Rights Law
- International Humanitarian Law
- OCHA Guiding Principles on Internal Displacement
- Sphere Project: Humanitarian Charter and Minimum Standards
- Camp Management Toolkit – Norwegian Refugee Council
- Handbook for the Protection of IDPs - Global Protection Cluster Working Group

14. Constraints/Challenges

Main challenges faced by the Cluster in reaching its objectives are:

- ❖ Lack of direct and regular access (or in some cases access at all) to over 50% of the IDP population;
- ❖ Limited number of international actors that could act as relays in capacity building and structural support towards LNGOs;
- ❖ Limited resources of LNGOs, both human and financial, meaning they are already heavily stretched to meet the vital needs of the IDPs, and therefore leaving them with limited possibility to become more committed and engaged in CCCM;
- ❖ Lack of understanding and/or involvement from the authorities;
- ❖ Shortage of funding leading to impossibility to cover all IDP camps with regards to regular training and coordination activities, as well as sufficiently meet CRC.

15. Advocacy

In order to improve the CCCM in Kachin and Northern Shan States and work towards durable solutions, the following advocacy needs to be relayed:

- Both parties in the conflicts and humanitarian agencies, *must* engage more in CCCM;
- Both parties and humanitarian partners need to step-up collaboration to develop durable solutions;
- The Government and the KIO to continue and increase their efforts in peace building, a precondition to achieving durable solutions;
- Unrestricted access to all IDPs for humanitarian organisations;
- Donors to continue funding CCCM thus allowing a comprehensive coverage of needs. Without functioning CCCM systems the current situation will deteriorate and transitional and durable solutions all the harder to reach.

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ANNEX 1. CCCM CLUSTER LOG FRAME

Overall Objective (Impact):					
To ensure equitable access to services and protection for displaced persons living in camps and camp-like settings to improve their quality of life and dignity during displacement, and advocate for solutions while preparing them for life after displacement.					

Specific Objective 1 (Outcome)	Outputs	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions	Activities
The humanitarian assistance of the IDP population is well-managed and coordinated, responding to the needs and respecting international standards	Camp management and coordination mechanisms are established and maintained, ensuring a timely and coordinated delivery of humanitarian assistance Regular monitoring and evaluation of the humanitarian assistance is undertaken in	-80% of the camp population have access to basic services -50% of positive responses to reported gaps and duplications -regular monthly CCCM meetings in MKN, BMO and Lashio -camp list, dashboard and 3W updated on a monthly basis and	CCCM camp list CCCM dashboard 3 WWW On-site observations UNHCR field monitoring reports Reports from CCCM Cluster members Minutes of coordination meetings	Security situation remains stable Support from authorities from both sides secured Provision of funding Provision of logistics	With the Government and Cluster members, establish and maintain camp coordination mechanisms Organise and chair CCCM meetings Organise regular meetings with camp committees Prepare and disseminate minutes of meetings, 3 WWW, CCCM dashboard and camp lists

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	accordance with agreed standards, ensuring the identification and reporting of humanitarian gaps	made publically available	UNHCR monthly reports Participation lists			
Specific Objective 2 **(Outcome)**	**Outputs**	**Objectively Verifiable Indicators**	**Sources of Verification**	**Risks and Assumptions**	**Activities**
Representative and functioning leadership structures are established and involvement and participation of IDPs is increased	Representative and functioning leadership structures (camp committees) are established and capable to identify gaps, needs and responses within the camp	One elected camp leadership committee established per camp Minimum of three sector sub-committees established per camp At least 25% female representation in the committees 50% of committee members participating in basic training on ToR and camp management Monthly meetings held	List of committee members Population statistics Referral documents Minutes of camp committee meetings Beneficiary surveys	Same as above	Together with other camp service providers, establish relevant, gender balanced sector committees Evaluate the representativeness of the camp committees Provide material support to camp committees

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		with camp committees			
Specific Objective 3 **(Outcome)**	**Outputs**	**Objectively Verifiable Indicators**	**Sources of Verification**	**Risks and Assumptions**	**Activities**
Affected population has sufficient access to NFIs to meet their most personal human needs for shelter from the climate and for the maintenance of health, dignity and well-being	Affected population's most personal needs (for shelter from the climate and for the maintenance of health, dignity and well-being) are met.	100% of eligible households receive NFI core items consistent with their expected life-span. NFI needs assessments conducted	Population statistics Minutes of meetings NFI tracking system	Logistic and authorisation hurdles can be overtaken to reach all IDPs	Assess core NFI needs and gaps of affected population Organise and chair monthly NFI meetings Prepare and disseminate minutes of meetings Develop NFI tracking system, update and disseminate monthly

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