

**Camp Management Committee Guidelines**

**CCCM Cluster**

1. **Introduction:**

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

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

Displacement in Somalia has recently been exacerbated due to extended drought and continued conflict forcing individuals to relocate from their areas of origin to spontaneous settlements. These sites tend to be located on private land and underserved translating to poor site standards and substandard housing/WASH conditions. Furthermore, displacement sites tend to be smaller in size and dispersed around urban centers, integrated at times with protracted settlements and host communities. Residents of such sites are often frequently threated with eviction and are without meaningful opportunities to advocate for adequate aid. The CCCM cluster was activated in May 2017 with the goal of improving living conditions and protection in IDPS sites and ensuring equitable access to services and assistance of all persons in need. In order to achieve this, it is imperative to enhance community participation within displacement sites in Somalia. Moreover, sites in Somalia feature a unique management structure. Gatekeepers or Site Managers act as de facto camp managers that are at times landowners, individuals with loose association to local authorities, or clan elders/community leaders that voluntarily watch over sites. Within such sites, community committees do exist; however, they are often comprised of members of the dominant clan or individuals that may not adequately represent the demographics of the site. CCCM partners with support from the CCCM national cluster are working to create camp management committees that fully represent the sites’ population and effectively convey gaps/challenges/issues from the site resident-level to partners and site manager. Moreover, CMCs which will be targeted by implementing partners with trainings and workshops, and will serve to represent the sites community when it comes to overcoming threats of eviction and advocating for durable housing solutions.

1. **Camp Management Committee and Appointing Members:**

The camp management committee is a vital representative body within the site’s community. One of the tangible differences CMCs can make is through information sharing. CMCs can play a critical role in supporting site management in relaying information to community members, as well as gathering information regarding their needs and other feedback. CMCs can also approach site management when issues arise regarding demographic changes, identified gaps/needs, and distribution assistance for his/her respective geographical area. While site management and partners are able to affect information management at the macro level of the site, camp management committees disseminate such information at the household level which allows for improved transparency of site activities. This relationship with site management encourages swift distributions, and interventions that reduce confusion, and increase site residents’ ability to access and receive items. It also provides site management with an appropriate tool used to capture household level data and area level needs and infrastructure gaps. Establishing and maintaining such committees and community leaders is a catalyst for creating a site operating to a greater potential. Camp Management Committees will also have a direct interface with site management and partners through regular camp committee meetings including participation by committee members, partners, stakeholders and camp management.

**Basic Guidelines for CMCs**

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

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

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

**3.1. Selection Process**

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

1. **Self-selected Committees**

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

**2.     Partner-selected Committees**

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

**3.    Election of Committees**

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

**3.2. CMC Contingency Scenarios**

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

* **Community Representation Already Established**

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

* **Host Community Conflict or Hostility**

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

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

In situations in which site managers wish to appoint committee members without community influence, calmly explain and reiterate the mission of CMC creation within the site. Committees will not impede or obstruct the roles that site managers have. In turn, committees will enhance the effectiveness of site managers through creating an additional layer of site knowledge which will be an invaluable resource for site managers. It must also be articulated that CMCs aim to promote the voices of the most marginalized and disenfranchised residents of the site. The appointment of individuals to the committee is less about power and influence and more about providing an accurate narrative of needs that all residents have within the site. We welcome site managers to be a part of the CMC to promote accountability and improve relations.

**4.    Objectives and Activities of the CMC**

CMCs can play an influential role improving dignity and the overall quality of life within IDP sites. While outcomes and activities may be less immediately tangible than aid distributions or WASH programming, their burgeoning presence within the community can have a lasting effect in ensuring that IDP site residents are engaged in decision-making, have two-way information channels, and are able to voice complaints and give feedback. From a partners perspective, CMCs can be mobilized to target context-specific challenges and hurdles. Training sessions and coordination meetings can be set up by partners, with the aim of working on issues relating to quality of life for site residents. With that being said, partners must meticulously plan objectives and goals for the CMCs prior to their inception with alterations created based on new challenges.

**4.1. Trainings**

Partners should commit to facilitating trainings for CMC members such that they are well-equipped to address pertinent issues that arise at site-level. This may include trainings in GBV referral pathways, principles of site management/CCCM, fire prevention, coordination with partners, holding site-level meetings, liaising with government officials, etc. While training curricula depend on what issues need to be addressed at the site-level, partners should allow for the CMCs to decide what trainings would benefit them, and would further reinforce their abilities to advocate for broader site changes. In addition, locations and material used for trainings depend on partners’ preference – however, trainings should be practical, enriching and relevant for CMCs.

**4.2. Activities and Added Value**

**4.2.1. Providing Improved Fire Safety**

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

**4.2.2. GBV Focal Points**

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

**4.3.3. Advocate for Durable Solutions**

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

**4.3.4. Enhance Information Management**

It is in the best interest of IDP stakeholders that CMC members are trained in data collection and reporting on standards. Already experts on issues occurring at site-level, CMCs that have the ability to record and report this information can better inform a partners response to the area. Moreover, CMCs can become focal points for monthly site monitoring, recording and managing information on populations and demographics within the site, and assisting government in identifying and registering IDPs within the community. Trainings in Open Data Kit (ODK) and the methodology of recording data is important for humanitarian responses as they can greatly improve the efficiency of information gathering at the site level. In turn, these skills can be useful for CMC members seeking employment within the humanitarian field and in other professional sectors.

**4.3.5. Improve Conflict Resolution/Management**

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

**4.3.6. Promote Partner Responses**

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

**5. Conclusion**

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

**Annex 1: Camp Management Committee ToR Sample**

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| **1) Committee Name: Camp Management Committee** |
| **2) Committee Location: XXX Site** |
| **3) Start Date: XXX** |
| **4) Aim: The Camp Management Committee members are responsible for fairly and impartially representing the interests of each site. The committee will include 10 members (5M/5F) representing different interests of both the IDP site and the host community. Committee members will be appointed on the process agreed upon by partner and site manager. Moreover, all members are to follow the below responsibilities in order to remain as active members. In addition, committee members are to relay challenges and needs from the household level to site managers and partners when information is requested or when deadlines are set.** |
| **5) Communication Paths:**  **a)       Reports to (partner): This individual reports directly to XXX CCCM officer (male/female staff)**  **b)       Reports to (camp):** |
| **6) Overall responsibilities**  **CMC members are responsible for the following:**   * **Record household demographic information such as population information, needs/gaps at household level.** * **Meet with site manager and partner either weekly/monthly or on an ad hoc basis to discuss the dynamics and environment of the site.** * **Meet regularly with members of the community to discuss issues, challenges and recommendations** * **Participate in all trainings designed and implemented by CCCM partners or other humanitarian service providers** * **Focal points for sharing information conveyed by service providers to members of the community with particular emphasis on people with special needs (PwSNs)** * **Meet with partners and site manager to advocate for greater support where needs are identified** * **Represent communities during coordination meetings and meetings with other stakeholders ensuring that the requests of the community are accurately conveyed and argued for** * **Assist in utilizing referral pathways in cases of emergencies within the sites** |