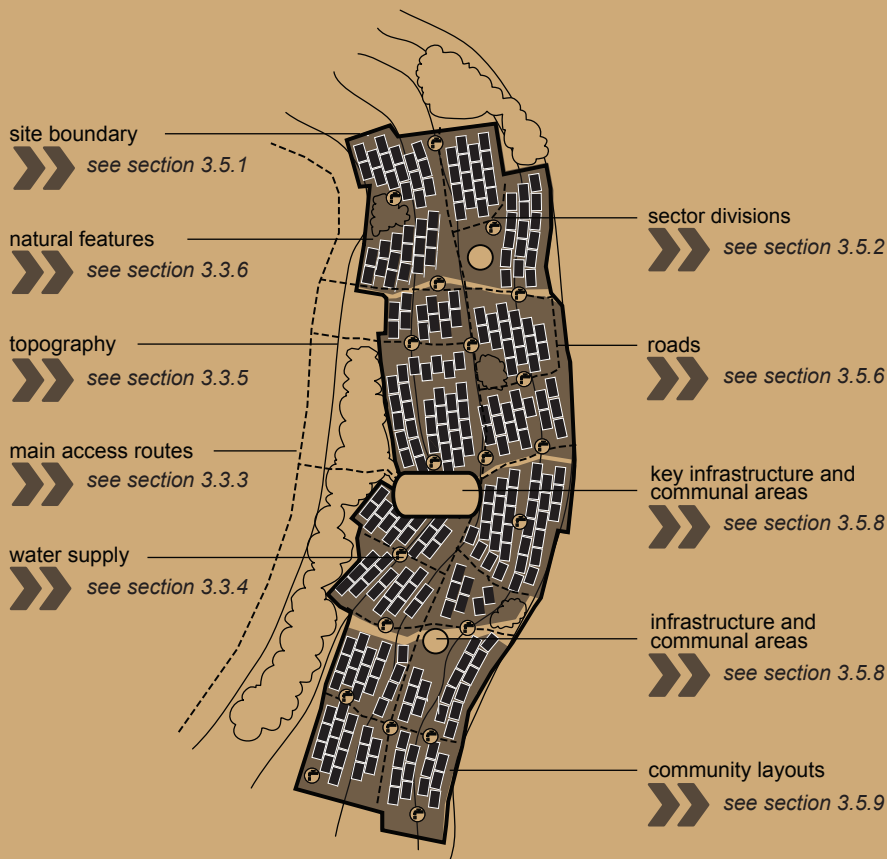# camp planning | guidelines | 07b

"Providing step-by-step guidance on camp planning for both specialists and non-specialists, as well as local governmental bodies concerned with camp planning."

site boundary
» *see section 3.5.1*

natural features
» *see section 3.3.6*

topography
» *see section 3.3.5*

main access routes
» *see section 3.3.3*

water supply
» *see section 3.3.4*

sector divisions
» *see section 3.5.2*

roads
» *see section 3.5.6*

key infrastructure and communal areas
» *see section 3.5.8*

infrastructure and communal areas
» *see section 3.5.8*

community layouts
» *see section 3.5.9*

Incomplete draft distributed for comment
at Shelter Meeting 07b, 15th - 16th November 2007

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i Acknowledgements

These draft guidelines are the result of a collaboration between Shelter Centre, which funded the project and drafted the guidelines, and Médecins Sans Frontières, which requested and reviewed the project. In addition, drafts of the guidelines have been reviewed by participants of the Shelter Meeting, www.sheltermeeting.org, the biannual sector forum.

Shelter Centre (www.sheltercentre.org)

Shelter Centre is an NGO supporting communities impacted by conflicts and natural disasters by serving collaboration and consensus in humanitarian transitional settlement and reconstruction response.

Médecins Sans Frontières (www.msf.org)

MSF is an independent humanitarian medical aid agency committed to two objectives: providing medical aid wherever needed, regardless of race, religion, politics or sex and raising awareness of the plight of the people we help.

The lead contributors and executive editors were:

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ii Who these guidelines are for

These guidelines are intended for:

• governments, including national, local, task forces and emergency services

• the humanitarian aid community, including humanitarian coordinators, country managers, programme managers, camp managers, shelter specialists and camp planners (also called site or physical planners).

These field guidelines have been developed for those working in humanitarian relief who are concerned with the physical planning of camps for refugees or Internally Displaced Persons (IDPs) that are established following both conflicts and natural disasters. Emphasis is placed upon the upgrading of existing self-settled camps, however guidance is also offered on the planning of new camps.

These guidelines are intended for both specialists and non-specialists from national governments and NGOs, as well as from the international humanitarian community.

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iii When to use the guidelines

These guidelines should be used to upgrade or extend existing camps or during the planning of new ones.

Establishing or supporting camps following natural disasters is only acceptable under very specific circumstances. Unless such circumstances exist, support to camps following natural disasters is understood to be an indicator of bad practice.

Camps are one of six transitional settlement options available to those displaced by conflicts and natural disasters (see section 1.3), and alternatives to camps include supporting accommodation with host families. Supporting camps is recognised as the option of last resort of both the affected families and of the international humanitarian community. Under specific circumstances, camps may be an appropriate transitional settlement option for support, however other options must always be supported at the same time (see section 1.1).

Always consider the wider strategic context, and monitor the choice made throughout the response process, and adjust the strategic plan as appropriate.

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iv How these guidelines are structured

The Camp Planning Guidelines comprises four chapters:

- Chapter 1: Introduction
- Chapter 2: Strategic planning
- Chapter 3: Self-settled and planned camps

Chapter 1: Introduction – this chapter introduces the two transitional settlement options considered in these guidelines, self-settled and planned camps, in the context of the other four transitional settlement options available to displaced populations. It emphasizes the necessity of ensuring that the entire displaced population is supported and ensuring good practice in camp planning. The chapter includes the distinctions between conflicts and natural disasters and that of refugees and IDPs.

Chapter 2: Strategic planning – this chapter describes the role of strategic planning, and provides a template for strategic planning in operations. It also offers a guide to integrating law, principles and standards into a coordinated strategy.

Chapter 3: Self-settled and planned camps: this chapter addresses the elements of self-settled camps, planned camps, and camp extensions. It covers the process from the arrival of the camp planner, the assessment of both the displaced and the host population, the site selection, and the decision on whether to support an existing site. Plan implementation from layout to handover is delineated.

Guidelines for the management and closure of camps are published by the Norwegian Refugee Council and CARE International, respectively. Those guidelines and these guidelines are available for download from the Shelter Library, www.shelterlibrary.org.

This is intended as a step-by-step guide to camp planning. It deals with two different situations: the assessment, upgrading and extension of self-settled camps and the planning and construction of a camp prior to the arrival of displaced populations. Both conflict and natural disasters circumstances are dealt with..

These guidelines cover only camp planning and must therefore

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be used in conjunction with other camp guidelines, such as the 'Camp Management Toolkit' (NRC, 2004) and the Guidelines on Camp Closure (CARE International, forthcoming), and with guidelines on the full range of transitional settlement options such as 'Transitional Settlement: Displaced Populations' (Corsellis & Vitale, 2005).

Icons and navigation

The >> icon in the margin refers to other parts of these guidelines where additional guidance on a specific topic can be found.

The 📖 icon in the margin gives references to external resources, for readers who seek additional information on the topic. The references are given with author or organisation name and publication date. The **WWW.** icon directs readers to web services where further useful information may be found. Full references can be found in the bibliography.

The tabs on the outside edge of the page indicate which chapter you are in.

The ⚠ icon in the margin indicates a topic where special caution is required, such as issues requiring advice from sector specialists.
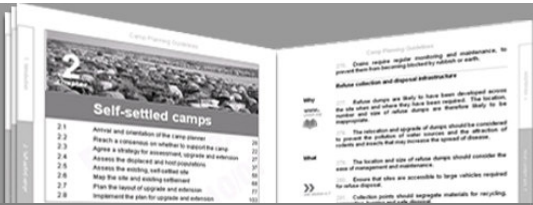
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1

Introduction

1. This chapter introduces the two transitional settlement options considered in these guidelines, self-settled and planned camps, in the context of the other four transitional settlement options available to displaced populations. It emphasizes the necessity of ensuring that the entire displaced population is supported and ensuring good practice in camp planning. The chapter includes the distinctions between conflicts and natural disasters and that of refugees and IDPs.

1.1   Supporting the whole displaced population

2. When responding to a crisis resulting in the displacement of individuals, families or communities, it is important to support the whole displaced population in the transitional settlement options that they will have chosen, often prior to the arrival of any international and some times national aid on the ground.

3. In general, displaced groups will move between options throughout the duration of their displacement. For example, displaced families with links to communities in the host area may choose to live with host families immediately after their flight, especially if the international aid community has not reacted fast enough to develop appropriate support. After some time, some families may decide to move on to urban areas, or to camps. This movement between options should be encouraged and supported by the aid community as it allows families and individuals to make best use of their coping strategies.It is important to note that camps are unlikely to be the most

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appropriate transitional settlement option available to displaced individuals.

4.   Camps may not be the most appropriate transitional settlement option, as they:

•   can increase the dependency of the displaced population

•   are more expensive to manage than other options.

5.   can provide costly exit strategies for the encamped population.

6.   The alternatives to camps are outlined below. Additional information on all transitional settlement options is available in 'Transitional Settlement: Displaced Populations' (Corsellis & Vitale, 2005), which is available free of charge, in electronic format, from www.shelterlibrary.org.

7.   The alternatives open to displaced individuals for finding shelter following conflict or natural disaster have been categorised into the six transitional settlement options illustrated in the figure below.
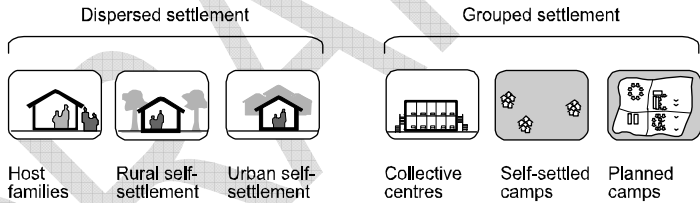
Figure 1.1   **The six transitional settlement options**

8.   It is important to stress that in the case of natural disaster response, encamped solutions are seldom the most appropriate.

9.   **Host families** - the displaced population is sheltered within the households of local families, or on land or in properties owned by them.

10.   **Rural self-settlement** - displaced peoples settle on rural land that is owned collectively, or privately.

11.   **Urban self-settlement** - displaced individuals or families settle in an urban environment, often occupying unclaimed properties or land, or settling informally.

12.   **Collective centres** - also referred to as mass shelters, displaced people are sheltered in pre-existing structures, such

as schools, worshipping centres, stadiums, community centres, gymnasia, hotels, disused factories and unfinished buildings.

13. **Self-settled camps** - the displaced community settles as a group in camps. Self-settled camps are often sited on state-owned or communal land, often without any formal negotiations with the local population over use and access.

14. **Planned camps** - displaced people find accommodation on purpose-built sites, where services infrastructure is provided, including water supply, food and non-food item distribution, health care and education.

15. When camps are the most appropriate option, they:

• make the provision and coordination of support to a displaced population more easily manageable and more efficient in monitoring the changing profile or needs of the affected population

• facilitate the protection of vulnerable groups or individuals, such as unaccompanied minors

• allow greater visibility of the displaced population in need of assistance.

16. Relocation and reorganisation of camps is difficult, expensive and often requires a lot of work to be done with affected communities in order to avoid causing further conflict. If displaced people have to be relocated, it is usually best to support them to move as early as possible. As time goes by, the displaced population will invest time and money into their settlement, so they are likely to be more reluctant to move.

1.2 Supporting self-settled and planned camps

17. **Self-settled camps** are those in which a displaced community has settled as a group independently of assistance from local government or the aid community. They are often sited on state-owned or communal land, often without any formal negotiations with the local population over use and access.

18. **Planned camps** are where displaced populations find accommodation on purpose-built sites, where services infrastructure is provided, including water supply, food and non-food item distribution, health care and education, usually exclusively for the populations of the site.

19.   Most camps are self-settled, and therefore in most instances the humanitarian community arrives once a displaced population has already settled.

Self-settled camps

20.   In many cases, self-settled camps arise when a group of displaced persons settles without knowing the numbers of people following. The camp is therefore established in an area unsuitable for the number of people who will eventually be living there. Such camps have been planned the wrong way round.

21.   In self-settled camps, the centre of the camp is the densest part of the camp.

22.   Land tenure is often an issue with self-settled camps, as is safety. Self-settled camps are usually established on land which is not in use by the local population, either because it is not productive or because it is vulnerable to natural hazards, such as flooding.

Planned camps

23.   Planned camps should a contingency option, used as a brief interim before the displaced population moves on to other transitional settlement and reconstruction options. They may be an appropriate option when it is essential that the affected population must quickly be moved to a new location, or if people are living with host families, but there is an imbalance in the numbers of displaced and host populations.

24.   Camps may be useful for influx management or in acting as reception facilities before displaced persons move on to other transitional settlement options.

25.   Extensions to camps will be required in order to keep ahead of an influx rate which threatens to exceed the current capacity of the camp.

26.   Planned camps include those which have been self-settled, but in a situation in which influx is such that another camp or an extension to the existing camp must be planned.

1.3   Responding to conflicts or natural disasters

27.   While camps should be a last resort in both conflict and natural disaster circumstances, with preference given to supporting other transitional options such as host families, the extended use of camps in natural disaster response is of

particular concern, as distancing the affected population from their livelihoods and property for any period will impact negatively upon their livelihoods and coping strategies.

28.   The table below provides a summary of the main differences between camps resulting from conflicts and natural disasters.

	Conflict response	Natural disaster response
Characteristics of the cause of displacement	Duration and variations in location and situation: complex and unpredictable	Duration and variations in location and situation: more predictable

	Conflict response	Natural disaster response
Duration	Relatively long-term	Relatively short-term

	Conflict response	Natural disaster response
Camp use	Functions - *same as for natural disaster response camps, and additionally:* 1. long-term settlement for the displaced population	Functions: 1. registration centre and place for regrouping following the disaster 2. settlement for the duration of the displacement or for a period while the displaced population find alternative settlement options 3. transit/rest facility upon return

	Conflict response	Natural disaster response
Camp location and site selection	Significant distance from the cause of displacement to minimise threats to safety and security.	Close to the cause of the displacement as is safe and appropriate. This will assist the displaced population in: - retaining or re-establishing livelihood support mechanisms - the reconstruction of settlement - maintaining links with family and community.

	Conflict response	Natural disaster response
Provision of services and facilities	In addition to water, sanitation and health facilities needed for immediate survival, schools, clinics and other more substantial facilities may also be required.	Services and facilities should only be required to support the displaced population over a relatively short period. The provision of long-term facilities may lead to dependency or act as a source of attraction to populations not affected by the disaster.

	Conflict response	Natural disaster response
Camp management and maintenance	Aim: - to maximise independence and self-reliance of the displaced population. - to be a camp involving the maximum participation, management and maintenance by the displaced population. Extensive support from aid organisations will be required during the emergency phase but, if appropriate support is offered, may be gradually reduced over the life of the camp.	The relatively short duration of the camp will reduce the opportunity for independence and self-reliance to develop amongst the displaced population. There is likely to be a greater reliance of the aid community throughout the life of the camp. Longer-term use is likely to be a result of political and capacity reasons, rather than due to an extended risk from a hazard. Consequently, significant attention should be given to identifying and supporting political and capacity critical paths.

	Conflict response	**Natural disaster response**
Livelihood support	The displaced population is likely to have moved a considerable distance from the source of livelihood support. The camp will therefore need to provide alternative sources of income including services and facilities to support existing livelihoods. This may include grazing areas for cattle and markets for the sale of commodities.	Ideally the camp will be located in close proximity to existing sources of livelihood support, allowing the displaced population to redevelop them over time. Support will be required while livelihoods are re-established. In situations where the disaster has caused the loss of livelihood support, including the death of livestock, flooding of land and destruction of crops, longer term support may be required.

	Conflict response	**Natural disaster response**
Support	Attention should be given to paths of information and participation that will support those encamped to explore options for return. Equally such paths should be used by assisting organisation to identify and develop their plans for support. Support may be required to improve and upgrade shelter and settlement to an acceptable and sustainable level in the long-term. However, it is vital that the camp is not viewed or treated as a permanent solution, and alternative should be sought: it is highly unlikely that emergency phase site selection and later planning will result in a sustainable settlement. A balance must be reached between achieving a sustainable and comfortable solution and encouraging dependence and permanent relocation of the displaced population.	Attention should be given to paths of information and participation that will support those encamped to explore options for return. Equally such paths should be used by assisting organisation to identify and develop their plans for support. Training in the methods of reconstructing safer housing, resistant to the type of natural disaster may be required during the period of displacement. (e.g. earthquake)

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	Conflict response	Natural disaster response
Resource provision	Due to the duration of the camp, natural resource management will need to be carefully considered to prevent long-term environmental damage and degradation. Where possible local services and resources should be used. This should not be done if it will result in shortage of provision for the host population.	Aim to procure resources, labour and services locally. If this is not possible, resources can be imported, nationally or internationally, in order to meet short-term needs.

	Conflict response	Natural disaster response
Environment	Longer-term, more attention will be required on resource management.

More materials will be required for more sustainable shelter. In parallel, the host population natural resource management should be understood and accommodated.

Consideration will also have to be given to any livestock kept or other agriculture undertaken that the camp inhabitants use as their means of livelihood support. | It will be necessary to ensure that the host and displaced populations have access to clean water in floods.

Consideration will also have to be given to any livestock kept or other agriculture undertaken that the camp inhabitants use as their means of livelihood support

If the camp may become longer term, see conflict camps. |

	Conflict response	Natural disaster response
Security	A greater level of security, particularly from external threats, is likely to be required.

Setting the camp away from the front line of the conflict, including from a national border, is a proven method of increasing security.

Security will also need to be provided to protect the displaced population from internal threats, such as conflict over resources.

Smaller camps often improve internal security. | External security threats are less likely to be a major concern.

Protection from internal threats such as conflict over resources may be required.

Additional protection from, and method of mitigating natural hazards may also be required, especially if the camp is in close proximity to the cause of displacement. |

Table 1 **Main differences between camps resulting from conflicts and natural disasters**

1.4 Responding to refugees or IDPs

29. An IDP is "an internally displaced persons are persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border." (Guiding Principles on Internal Displacement, UN/OCHA, 2004)

30. A refugee is a person who "owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country..." (1951 Convention relating to the Status of Refugees).

31. The Refugee Convention means that the obligation of governments is extended to refugees. Refugees have the right to safe asylum. Refugees should also receive at least the same rights and basic help as any other foreigner who is a legal resident, including freedom of thought, of movement and freedom from torture and degrading treatment. Economic and social rights are equally applicable. Refugees should have access to medical care, schooling and the right to work.

32. UNHCR's primary purpose is to safeguard the rights and well-being of refugees. In its efforts to achieve this objective, UNHCR strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, and to return home voluntarily. By assisting refugees to return to their own country or to settle permanently in another country, UNHCR also seeks lasting solutions to their plight. UNHCR's efforts are mandated by the organization's Statute, and guided by the 1951 United Nations Convention relating to the Status of Refugees and its 1967 Protocol. International refugee law provides an essential framework of principles for UNHCR's humanitarian activities.

33. In the case of IDPs, there is a danger that there may be a conflict of interest for the government, which has a responsibility to protect IDPs, but may in fact have been instrumental in their displacement.

34. There is a danger that camps become a focus of the politicisation of refugee and IDP concerns against their will and interests.

1.5   Achieving good practice in camp planning

35.   It is important to avoid planning camps unless they are the most appropriate transitional settlement option.

36.   See the provision of shelter within a community context, considering settlements rather than family shelters isolated from the necessary infrastructure, which allows a community to operate.

37.   A distinction should be made between conflict response and natural disaster response. During a conflict, the camp should be as far away as possible from the cause of displacement. Whereas, after a natural disaster, it at all appropriate, it is most suitable for the displaced population to be kept as close as possible to their original settlements and houses.

38.   Emphasis is given to the importance of the analysis of the needs and circumstances of the host population as well as of the displaced population. Assistance programmes which support both the displaced and the host population are most likely to increase the integration opportunities of the displaced and the hosting populations.

39.   Avoid planning camps which are for more than 20,000 people. Whenever possible, it is best to plan several smaller camps, which integrate better with the host population village or urban structure while reducing the impact on the natural resources available.

40.   Additional information on all transitional settlement options is available in Transitional Settlement: Displaced Populations (Corsellis & Vitale, 2005), which is available free of charge, in electronic format, from www.shelterlibrary.org.

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Strategic planning

41.　　This chapter describes the role of strategic planning in camp planning, and provides a template for strategic planning in operations. It also offers a guide to integrating law, principles and standards into a coordinated strategy.

Chapter 2 actions

The following actions, listed chronologically, may form a valuable checklist when developing a strategic plan.

a. **Form a team** by identifying representative stakeholders able to initiate, develop and maintain a plan through to completion

b. **Agree** objectives with stakeholders

c. **Agree** the steps that will be required to achieve the strategic plan

d. **Inform** all stakeholders or their representatives of the development of the strategic plan, or ensure their participation

e. **Initiate** assessment, after identifying focal points for assessment

f. **Monitor** progress of each activity

g. **Evaluate** strategic plan results against objectives.

2.1   Using the strategic planning template

42. Strategic planning must occur at every level of response, including camp planning. Strategies must be consistent in order to facilitate handover, for example between camp planning and camp management.

43. A strategic plan is required to ensure a coordinated, appropriate and sustainable response which meets the needs of the entire affected population. A continuously developed and maintained strategic plan ensures consistency with the wider transitional settlement and reconstruction strategy, which itself supports the overall inter-sectoral strategy.

44. Development and maintenance of the strategy is the responsibility of all those concerned with camp planning and the management of self-settled camps. There should be strategies both for building and managing camps. One purpose of the template is to ensure that consistent activities exist for both.

45. Strategies must also be understood and agreed to by the affected population, and by all government, national and international stakeholders at both local and national levels.

46. As well as bringing together stakeholders, the strategic plan is a tool for information management as it forms part of the process of obtaining and communicating information, for example, on pre-disaster demographics and national law.

Opportunities and threats in strategic planning

47. An integrated strategic plan can be used to ensure that efforts are combined across all stakeholders in a coherent way.

48. A strategic plan ensures that all those involved

understand their rights and responsibilities as well as the agreed course of action. It therefore increases the likelihood that camp planning activities proceed according to the needs of the affected population.

49.   However, a strategic plan also makes it possible that expectations are raised inappropriately among the affected population, and care must be taken over realistic, consistent and timely communication.

50.   The risk is that once the initial plan is agreed on, there is a decreased desire to consult stakeholders. In order to be effective, the plan must be constantly updated and improved with the participation of all stakeholders.

51.   The strategic plan requires continual elaboration and amendment through consensus. The activities are not listed in a hierarchical or chronological order, and in most cases will require repetition over the strategic planning life cycle. They are interdependent, concurrent and incremental (see Figure 2.1, *overleaf*).

52.   The preliminary strategy should be led by a technical specialist, and the strategy developed over time as more capacity and information arrives.

53.   The strategy needs to be phased. The preliminary strategy covers the immediate steps required. As the strategy is developed, the steps required in each phase of response are identified.

54.   The rest of the chapter elaborates on the planning process, activity by activity. For each activity this will involve:

•   a brief explanation of the purpose of the activity

•   ways of achieving agreement on each activity among stakeholders.

Figure 2.1   **Suggested activities to inform the development of a strategic plan**

1. Strategic planning objectives
2. Coordination plan
3. Critical path analysis
4. Camp plan
5. Resource plan
6. Schedule for implementation
7. Participation plan
8. Assessment, monitoring and evaluation
9. Scenarios
10. Legal plan
11. Handover plan
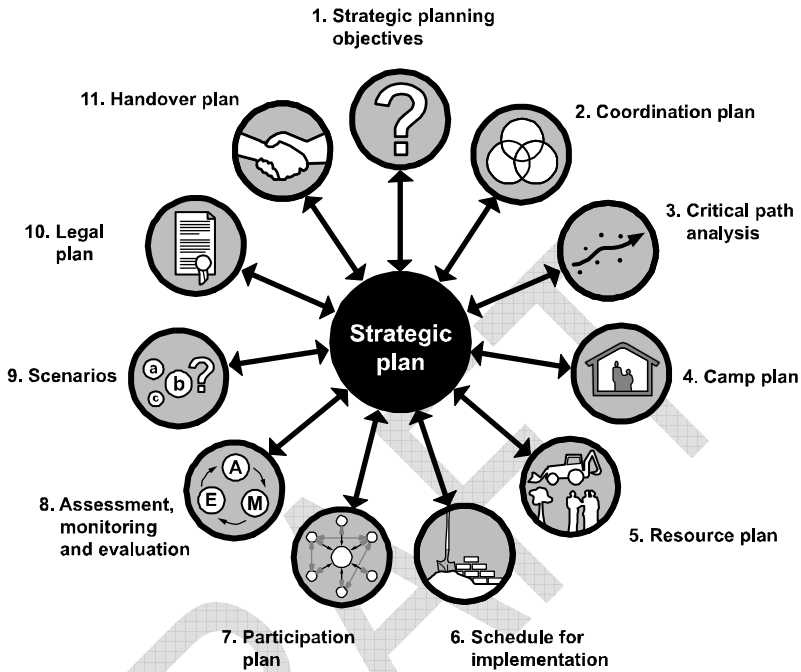
Strategic plan

55.   This section offers a checklist of activities for developing a strategic plan, describing the function of these activities within such a plan. The activities may be used to guide the development and implementation of a strategic plan, and may also inform the structure of the planning document itself, acting as a template which can be used as the basis for developing a plan in operations.

56.   A preliminary plan can be developed within hours of the emergency. The preliminary plan should then be agreed with government and other stakeholders, and developed and maintained as a consensus process among stakeholders throughout the response. The document must be altered to meet changing circumstances. The preliminary strategy may not be quantified, but as detail is added, quantification of indicators and deliverables should be added.

2.1.1	Activity 1. Strategic planning objectives
?	Achieving consensus over the desired end state.

Purpose

57.   To express the intended outcome for displaced and host populations, taking into account their livelihoods and the need for communal service infrastructure, and ensuring support to the vulnerable.

58.   To bring stakeholders together to agree on collective objectives.

Achieving agreement on the strategic planning objectives

59.   A collective statement should be drafted by stakeholders on what the response aims to achieve, in order to gain consensus over the desired end state. Discussions should include the desirability of supporting encamped solutions as other options such as host family accommodation might be preferable to camps in the given circumstance and better allow the displaced population to resort to their own coping mechanisms and recover their livelihoods faster.

60.   The strategic planning objectives will include summaries of:

- who the main affected stakeholders are

- who the main assisting stakeholders are

- who should participate in the planning process

- the desired end state, including vulnerability reduction

- a time frame

- situation-specific concerns

- how the camp plan fits into the wider strategic plan.

61.   Agreeing the objectives requires discussion with all relevant stakeholders, particularly the affected population. While it may be impractical to involve representatives from all stakeholder groups in all levels of planning, their guidance should be sought, and informal committees may be maintained for relevant discussion.

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62.   Indicators to warn if objectives are not being met, acting as 'tripwires', should be agreed on by all stakeholders. Equally important is for stakeholders to commit to modifying the programme if required.

☑	**Checklist for strategic planning objectives**, requiring revision and updating
a.	**list** strategic planning objectives
b.	list **main activities** required to reach the objectives
c.	describe and allocate **main roles**
d.	draw up a **schedule** for achieving the strategic objectives
e.	*further checklist points agreed within strategic planning group*

2.1.2	**Activity 2 Coordination plan**
⊛	Establishing inter-sectoral coordination.

Purpose

63.   To ensure that camp planning and management activities are coordinated within wider sectoral and inter-sectoral coordination services, in order to provide unbiased, timely and implementation-oriented services and tools.

64.   To serve all stakeholders in supporting the strategic planning objectives equitably and in a timely manner.

65.   To ensure that agreement is reached on focal points and their responsibilities, and to communicate this information, with contact details, among those who need to know.

Achieving agreement on the coordination plan

66.   Agreeing on effective operational coordination mechanisms enables all stakeholders to communicate with each other, including the formal and informal coordination mechanisms of communities, governments, and humanitarian actors.

67.   Each of these coordination mechanisms changes over

each phase of the operation. The changes may not be recognised by other coordinating mechanisms and attention is needed to support effective handovers.

68.   A public information plan should be developed. The aim is to engage the public and provide accurate and realistic technical advice and information on matters such as their rights, and what to expect from the response.

	Checklist for a coordination plan, requiring revision and updating
a.	list **required participants** in coordination bodies
b.	secure **commitments** from stakeholders to respond to needs, fill gaps, ensure an appropriate distribution of responsibilities within the coordination body, with clearly defined focal points for specific issues where necessary
c.	ensure that **sectoral coordination mechanisms** are **adapted over time** to reflect the capacities of local actors and the engagement of development partners
d.	map **government's role** in the response
e.	**budget** for the coordination plan
f.	define the **role of humanitarian aid agencies** against the government's role
g.	*further checklist points agreed within strategic planning group*

2.1.3   Activity 3. Critical path analysis

Summarising resolved, outstanding and predicted opportunities and barriers, based upon likely scenarios.

Purpose

69.   To identify and describe the main barriers and opportunities facing the response so that the required measures can be taken to achieve the strategic planning objectives.

Achieving agreement on critical path analysis

70.   Meeting all relevant stakeholders enables the group to list the main physical, operational or institutional opportunities and barriers to achieving the strategic objectives, including such factors as physical access, capacity, land rights, and weather.

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71.   Each barrier or opportunity identified requires the following:

•   discussion of its likely impacts

•   quantifiable indicators as to whether the situation is improving or worsening

•   what has been done about it?

•   what can be done about it?

✓	**Checklist for a critical path analysis**, requiring revision and updating
a.	list the **main predicted barriers** to achieving the strategic objectives
b.	list **what can be done** about each
c.	draw up a **schedule** for overcoming each
d.	*further checklist points agreed within strategic planning group*

2.1.4   Activity 4. Camp plan

The camp plan requires stakeholders to agree on whether camps will be supported, how to support them, and for how long.

Purpose

72.   To detail the activities required to achieve the desired end state outlined in the strategic planning objectives.

73.   To define the standards that will be needed.

Achieving agreement on the transitional reconstruction and settlement plan

74.   The camp plan must form part of the wider transitional settlement and reconstruction response.

75.   It is necessary to recognise the diversity of needs within the affected population and the responses required, by using vulnerability criteria in principles and standards. Support should be offered to address the most urgent needs first. Families and communities will have been affected differently and require

different types and levels of support during their recovery.

76.   If encampment is to be supported, the camp plan should include mechanisms and schedules for the following activities:

- agreeing land rights and confirming site boundaries

- reaching consensus on the need for additional services

- establishing access routes

- water supply and sanitation

- location of facilities and services

- phased upgrade and extension.

	Checklist camp plan, requiring revision and updating
a.	decide on the **appropriate support** by government local and international communities
b.	agree the **appropriate level of support** for each of the transitional settlement and reconstruction programmes, defined through principles and standards
c.	*further checklist points agreed within strategic planning group*

2.1.5   Activity 5.   Resource plan

Determining means of obtaining the required resources

Purpose

77.   To identify what resources are available, and where they are. To understand how the funding, materials and capacity required to achieve the strategic planning objectives will be obtained, stored, and distributed.

Achieving agreement on the resource plan

78.   An effective resource plan enables stakeholders to ensure that the right resources are available at the right time. It requires planning for different phases to exploit capacity to best effect, and managing resources.

79.   Agreeing on a resource plan avoids two of the most common threats to an effective response, which are the overexploitation of resources, and underestimation of the funding, materials and capacity required to achieve the strategic planning objectives.

80.   **Funding.** The resource plan identifies funding requirements and sources. The resource plan is a coordination activity because it is crucial to coordinate the process of obtaining funds. Financial tracking identifies and monitors resource needs in evolving situations, tracking the timeliness of donor response to urgent needs.

81.   **Materials.** The resource plan identifies mechanisms for accessing local, regional or international stockpiles, including what can be obtained from each, how much can be obtained from each, environmental sustainability, and what materials will require additional funding.

82.   **Capacity.** The resource plan identifies gaps in capacity, including labour, resources and equipment, and how to fill them.

☒	**Checklist for a resource plan**, requiring revision and updating
a.	list **funding requirements**
b.	identify relevant **donors** and **processes** to obtain funding
c.	**submit** of **appeals**
d.	**list stockpiles** of **materials** and mechanisms for obtaining them when required
e.	draw up a **schedule** for meeting major resource needs
f.	identify **budget** and **capacity**
g.	identified **gaps in capacity**
h.	identify and list **appropriate means** of **capacity building**
i.	**schedule** capacity-building activities, following the overall schedule for implementation
j.	*further checklist points agreed within strategic planning group*

| 2.1.6 | **Activity 6. Schedule for implementation** |

Defining how the main bottlenecks in implementation will be overcome, when each activity will take place, when strategic reviews will take place, and which indicators will be used.

Purpose

»
Overcoming
barriers
identified in
Activity 3
*'Critical path
analysis'*

83.　To ensure that all stakeholders understand which major activities must be undertaken in which phase of the operation. The schedule for implementation includes the activities required to overcome the key barriers identified in Activity 3, such as the onset of winter or monsoon season, floodwaters subsiding, or ending of a ceasefire.

84.　To maximise the opportunity for diversity of response while also maximising equity of response, culturally appropriate design, low-maintenance facilities, and the sustainability of their maintenance.

Achieving agreement on the schedule for implementation

85.　Schedules of works or Gantt charts should be developed and maintained through a consensus process, and include the main tasks to be undertaken to achieve the strategic planning objectives.

86.　Developing and using the schedule for implementation involves a continuous process of:

- mapping where the affected population is located, whether they can be adequately supported where they are, and how they are moving within options

- mapping where the response capacity is, and its scale, recognising and supporting local capacities and resources

- ensuring that geographical and social coverage is complete

- monitoring and evaluating participation levels and the cultural and technical appropriateness of programmes.

☑ **Checklist for a schedule for implementation**, requiring revision and updating

a.　draw up a **timeline** or **Gantt chart**

b.	map **critical paths** in implementation
c.	map **milestones** in each of the other activities of the plan
d.	list **major events** such as monsoon season or winter
e.	map **scenarios** and **indicators**
f.	identify **who** does **what, where**
g.	map **coverage**
h.	*further checklist points agreed within strategic planning group*

2.1.7   Activity 7. Participation plan

Agreeing how affected and host populations will be engaged.

Purpose

87.   To identify the most important relationships and support them, exploiting the opportunities they provide to resolve problems before they become critical.

88.   To ensure that all stakeholders understand their role and representation in strategic planning and implementation.

89.   To ensure that the strategic planning objectives agreed express accurately the needs of affected populations who are the primary actors in the recovery of their own livelihoods.

Achieving agreement on the participation plan

90.   A participation plan explains how affected and host populations will be engaged, including marginalised groups (for example, disabled persons, ethnic minorities, women and children): their participation in decision-making, communication routes, strategic plan development, training workshops, and implementation.

91.   Participation should involve as many stakeholders as possible, not only the affected population. Wherever possible, participation mechanisms should be based upon existing mechanisms that support representation and engagement within and between affected communities and other stakeholder groups. Care should be taken not to disrupt the original

functioning of these mechanisms. They may include:

- community based organisations

- formal and informal conflict resolution systems

- workshops

- formal and informal community committees

- assessment, monitoring and evaluation processes

- public media.

	Checklist for a participation plan, requiring revision and updating

a.	**list** required participants
b.	list **activities** making up the participation plan
c.	**describe** and **allocate** of roles
d.	list the **mechanisms** required to achieve the participation plan
e.	draw up a **schedule** achieving the participation plan
f.	*further checklist points agreed within strategic planning group*

2.1.8   Activity 8. Assessment, monitoring and evaluation

Undertaking continuous assessment, monitoring and evaluation inform the strategic plan.

Purpose

92.   To ensure that the response is appropriate to needs and circumstances, consistent with the agreed strategic planning objectives (Activity 1).

Achieving agreement on assessment, monitoring and evaluation

93.   The assessment process requires the involvement of as many stakeholders as possible, makes reference to existing plans and profiles, takes into account people's livelihoods, and identifies the capacities and resources available.

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94.　　People who are able to collect information from all groups in the affected population in a culturally acceptable manner should be included in assessment teams, especially with regard to gender and language skills. Local cultural practices may require that women or minority groups be consulted separately by individuals who are culturally acceptable.

95.　　Local coping capacities and strategies, both those of the affected population and the surrounding population, should be identified. Experts may be required to support gaps in capacity, for example in land and tenure issues.

96.　　There must be an initial emergency assessment, followed by consistent and comprehensive assessment, monitoring and evaluation which use the emergency assessment as baseline data on which to build. The continuous process includes indicators with feedback so that plans can be altered to fit the changing reality.

97.　　Coordination and cooperation in this process will:

- increase the relevance and accuracy of criteria and methods

- maximise use of the available capacity of stakeholders

- broaden acceptance among stakeholders of the results

- form a basis for coordination and cooperation between stakeholders, including the affected population.

	Checklist for assessment, monitoring and evaluation, requiring revision and updating

a.	list **required assessments**
b.	list **main activities** required
c.	**describe** and **allocate roles**
d.	establish **mechanisms** for achieving the assessments
e.	draw up a **schedule** for achieving assessments
f.	**budget** for achieving the assessments
g.	*further checklist points agreed within strategic planning group*

2.1.9	Activity 9. Scenarios

Establishing possible scenarios, from best to worst, and the most likely to occur, with indicators of progress.

Purpose

98.   To develop a plan based on assumptions about future events. In order to maximise the accuracy of strategic planning, scenarios must be developed of alternative future events in order to identify potential paths towards the planning objectives.

Achieving agreement on scenarios

99.   Scenario planning builds on the assessment process and therefore involves broad input from stakeholders. It takes into account factors such as population needs, the risk environment, the economic situation, security concerns, and the weather (for example, the approach of monsoons or winter). Scenario planning outlines the likely course of events. It establishes different possible scenarios, and indicators to recognize when these are occurring and changing.

101.   The most likely scenario should be outlined, with an explanation of the reasons for the selection, and the assumptions made. This should be continuously updated, in light of the changing situation and new information.

102.   Scenarios are altered and updated as a result of the assessment, monitoring and evaluation processes. Quantifiable indicators need to be elaborated to allow identification of which scenario is occurring and when a move from one to another is taking place. Scenario planning also includes what to do when this happens.

103.   Contingency planning is usually based on scenario planning. The development of new scenarios as the situation changes allows to the contingency plan to be altered and remain accurate.

Checklist for scenarios, requiring revision and updating

a.   map **best case** scenario, i.e. achievement of the strategic planning objectives

b.   map **worst case** scenario, including existing and potential hazards

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c.	map **most likely** scenario
d.	map **indicators**, including **how they will be revised**
e.	as **variables** in the scenarios, consider hazards, climate, security and funding
f.	*further checklist points agreed within strategic planning group*

2.1.10	**Activity 10. Legal plan**

Understanding the existing and relevant legal framework within which the strategy will be implemented and operations will take place (detailed guidance is provided in Section 2.2, 'Integrating laws, principles and standards').

Purpose

104.   To ensure that camp planning operations are taking place in line with the existing and relevant legal framework.

Achieving agreement on the legal plan

105.   The legal framework should support:

- survival

- emergency coordination

- land rights and use

- beneficiary selection, including definitions of vulnerability.

106.   If gaps in national law, religious and customary law are exposed by the needs for disaster response, guidance should be sought in appropriate international human rights and humanitarian law on how to fill them.

107.   Gaps and/or inconsistencies identified in the national legal framework should be drawn to the attention of the public authorities and the latter should be encouraged to fill them in line with international law and locally and internationally accepted principles and standards.

108.   International humanitarian and human rights law provides the normative framework and should ideally be translated into national legislation. In principle, the norm providing the greatest degree of protection should be applied, be it national or

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international law.

109.   Government should be supported, where required, in filling the gaps identified in national law. For example, international humanitarian aid agencies can provide the expertise necessary to build a comprehensive land register and writing up beneficiary lists.

110.   Principles and standards act as practical expressions of national law and international humanitarian and human rights law.

	Checklist for a legal plan, requiring revision and updating
a.	recognise the **sovereignty** of national governments and list the **major legal issues** likely to confront the response (checking against the scenarios)
b.	determine the degree to which **national law and enforcement mechanisms** are likely to **support the response**
c.	identify **gaps** in national law and what **international human rights** or **humanitarian law** might be used to f**ill the gaps**
d.	propose **measures** on this basis to government for filling any gaps in national law
e.	work with government to achieve a sound **legal framework,** that is **enforceable** to **support the strategy**
f.	**disseminate** the legal framework in the required languages and ensure **that all stakeholders are aware** of it as a basis for their actions. The framework needs to be **understood and adequately supported** at **national** and **local levels**
g.	*further checklist points agreed within strategic planning group*

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2.1.11	Activity 11. Handover plan

Summarising the limits of humanitarian intervention against Activity 1; engagement with follow-on coordination and capacity; agreeing handover deliverables, such as community and family case files.

Purpose

111.   To ensure that as each coordination mechanism changes phase and responsibility throughout the operation, entire areas of responsibility are handed over, and any additional responsibilities are identified. This occurs through evaluation at the handover stage. The final purpose of the handover plan is to make sure that assistance is provided to the affected population through each phase of response up to recovery.

Achieving agreement on the handover plan

112.   Successful handover involves identifying who is handing over to whom. Handover is required in passing responsibility for the assistance of the affected population between those responsible within the various coordination mechanisms. In the case of camp planning, the camp planner has to hand over responsibility to those mandated with the management of the camp.

113.   Handover also occurs between individuals within organisations as staff members change, and the same handover principles apply in this case as to handover between organisations.

114.   Handover should be a gradual process, which allows time overlap, whereby those handing over communicate with those who will later be taking over. This requires identifying and holding discussions as early as possible with the handover parties.

115.   Handover is a constant process. It is the responsibility of every individual to maintain documentation to enable immediate handover, recognising the dynamic nature of a humanitarian response.

116.   The success of strategic and implementation plans is heavily compromised by lack of effective handover.

117.   Final handover occurs once strategic objectives have been achieved.

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118. An exit strategy needs to be identified so that donors, government, and humanitarian agencies understand the limits of their responsibility.

 Checklist for a handover plan, requiring revision and updating

a.	list the **main handovers** required between stakeholders throughout the process
b.	list **capacity, handover materials and information required** for each handover
c.	undertake **risk analysis** and **risk management**
d.	ensure that handover plans are fed into the **assessment process**
e.	draw up **exit strategies**
f.	*further checklist points agreed within strategic planning group*

2.2 Integrating law, principles and standards

119. A sound legal basis in national and international law for camp planning activities is essential, for the following reasons:

- operations can be halted or undermined by legal issues, for example over land rights. If the legal basis for the response is understood and established correctly and early on, there will be no such obstacle to progress

- the legal basis for the response is equally essential for government and local authorities of the affected country and area, so that all those involved have a clear idea of their rights and duties, and of who is being supported to recover

- the legal basis for the response is also an essential part of making the response sustainable, and contributing to livelihoods support in a coordinated way. Basing the legal framework on existing national law, in recognition of the sovereignty of national governments, also improves the

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chances of laws being enforced

- if a sound legal basis for the response is established, it lays the foundation for the response to any future emergency. Land tenure might be established for the entire population, for example.

120. Legal frameworks, including arbitration and enforcement mechanisms, provide the normative basis for the protection of the lives, health, safety, livelihoods and dignity of affected populations.

121. Principles and standards complementary to these frameworks provide qualitative and quantitative indicators to ensure that this protection is appropriate and relevant to operational considerations. Principles and standards are an essential tool in providing an appropriate response that supports the most vulnerable.

2.2.1   Hard law: the national and international legal framework

122. Recognising the sovereignty of the national government and understanding the legal framework in force in the area of operations is an essential first step.

123. The legal framework consists of the various bodies of law applicable in each country. These are national law, including religious and customary law, as well as relevant international law. The legal framework and its particular norms will directly affect operations (for example, the use of land for settlements).

124. If gaps in the national legal framework are exposed by the needs for disaster response ('a' on Fig 2.2, below), guidance should be sought in appropriate international human rights and humanitarian law on how to fill them ('b' on Fig 2.2).

125. Gaps and/or inconsistencies identified in the national legal framework should be drawn to the attention of the public authorities and the latter should be encouraged to fill them in line with international law and locally and internationally accepted principles and standards ('c' on Fig 2.2).

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Figure 2.2 **How appropriate international human rights and humanitarian law can be used to fill potential gaps in national law**
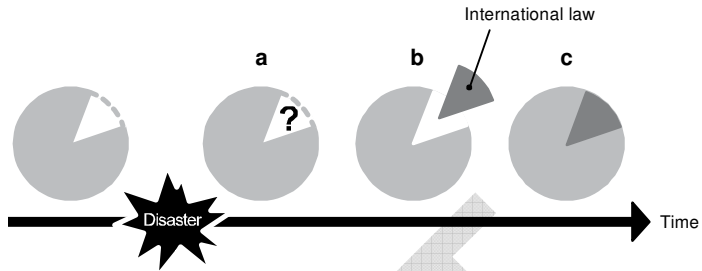
126. International humanitarian and human rights law provides the normative framework and should ideally be translated into national legislation. In principle, the norm providing the greatest degree of protection should be applied, be it national or international law. If national legislation gives less protection than international law, humanitarian agencies must apply international law.

127. **International law includes the following:**

- international human rights law, such as the International Bill of Human Rights consisting of the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, and the International Covenant on Civil and Political Rights and its two Optional Protocols. The International Bill of Human Rights provides for the security of the person, privacy, peaceful enjoyment of possession, and adequate housing

- international humanitarian law, such as the Geneva Conventions and its additional protocols, which provide for the protection of civilians in time of war and the protection of victims of international and non-international armed conflicts

- regional law, such as the African Charter on Human and People's Rights, which includes the right to property

- refugee law, such as the 1951 United Nations Convention Relating to the Status of Refugees, including Article 21, on treatment of refugees. The 1951 Convention and the 1967 Protocol to the Convention are the modern legal embodiment of the ancient and universal tradition of

providing sanctuary to those at risk and in danger. Both instruments reflect a fundamental human value on which global consensus exists and are the first and only instruments at the global level which specifically regulate the treatment of those who are compelled to leave their homes because of a rupture with their country of origin.

128. **As coordination tools, the legal framework, principles and standards:**

*   provide guidance to stakeholders on how the affected population will be assisted

*   ensure that equitable support is provided, taking account of ethnicity, gender, age and all causes of vulnerability

*   facilitate communication with other stakeholders, including governments.

129. **Legal frameworks, principles and standards must be:**

*   appropriate to the situation and to all stakeholders

*   agreed among all stakeholders

*   achievable with available capacity and materials.

130. Principles and standards of response will need to be agreed with local community, government and international community. They must be consistent with the legal framework (see Fig 2.3).

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Figure 2.3 **The relationship between laws, principles and standards**
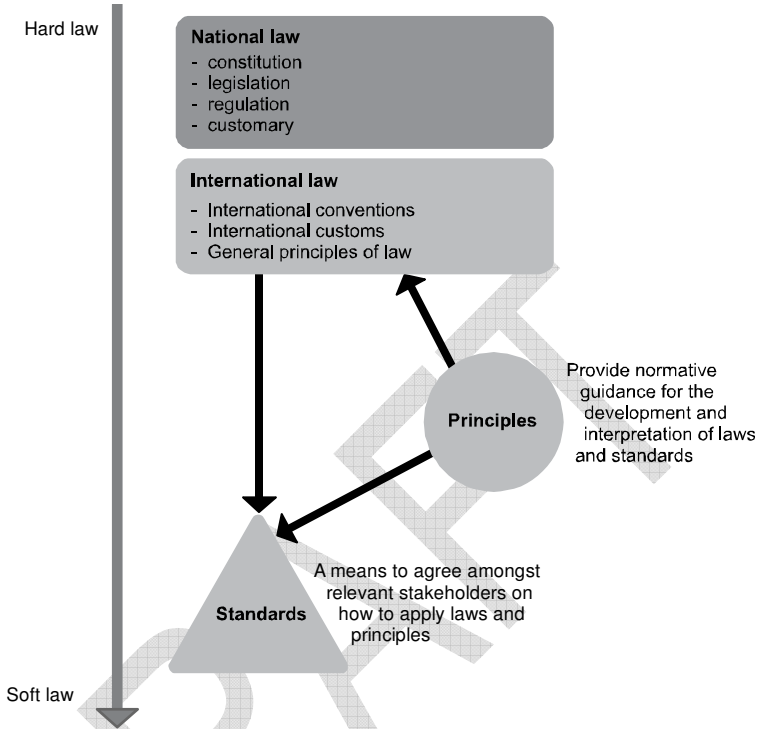
2.2.2 Soft law: international guiding principles

131. This section provides an overview of the principles most relevant to camp planning following disaster, including a draft list of transitional reconstruction and settlement principles.

132. Principles provide practical normative guidance as to how the affected population will be assisted. They should be agreed amongst all stakeholders, including the affected population, local civil society and NGOs, the international community, and the government. They should also be complementary to and consistent with the legal framework. The options chosen by the affected population should be supported where they are safe and appropriate, and principles assist in making these decisions.

133. ***Guiding Principles on Internal Displacement*** (UN/OCHA, 2004, also called Deng's Principles): the Guiding Principles describe the rights of the internally displaced at all stages of their displacement, right up to their safe return or

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resettlement, and also cover the prevention of displacement. Although not legally binding, the principles are based on binding law and provide valuable practical guidance for governments, authorities, intergovernmental organizations and NGOs in their work with the internally displaced. The principles do not contain specific guidance on implementing shelter.

2.2.3 Transitional reconstruction and settlement principles

134. The draft sector principles presented here are intended to cover all transitional settlement and reconstruction activities, including camp planning and management. The suggested indicators are intended to ensure general adherence to the principles and will have to be adapted to local circumstances.

Principle 1. Understand the roles and resources of the affected community

135. The first and main effort in responding to an emergency is always that of the affected community, which includes survivors, their friends and their families. They should be supported in their responses when these are appropriate and safe. The response strategy (Principle 2) provides an understanding of appropriateness, while assessment (Principle 3) provides an understanding of what is safe.

Suggested indicators

- Representatives of the affected population should be immediately and consistently involved in discussions on the elaboration of the response strategy.

- Assessments of resources and needs in the affected population should be undertaken, to identify *vulnerable individuals and groups*.

Principle 2. Coordinate development of a strategy for response

136. Effective coordination is required to ensure an adequate and coherent response as well as continuity, accountability and transparency. Coordination between governmental and international stakeholders must be based on a consensus strategy, developed and maintained with the participation of the affected population and local government, through any displacement until reconstruction is complete, providing a durable solution to their shelter needs. The strategy must be consistent with international and national law, and with standards and principles agreed among stakeholders, to ensure

that assisting groups respond to the needs of the affected population.

Suggested indicators

- The strategy must support *all affected individuals* (regardless of whether or not they owned land or property).

- *Local and national governments* in affected countries begin to coordinate response before international assistance arrives and *should be supported on request*.

- *Coordinated integration* of transitional settlement and reconstruction programmes with other sectors, such as health, water and sanitation, is vital.

- Principles and standards of assistance should be *shared and agreed with all stakeholders*.

- *Information campaigns* should be run with content agreed among stakeholders.

- If local authorities do not have the necessary capacity, appropriate support should be offered by the international community in a coordinated, consistent and coherent manner.

- *Whenever needed, sectoral* and inter-sectoral coordination mechanisms should engage in *advocacy with the government*, in order to achieve the political will essential for the implementation of the response.

Principle 3. Maintain continuous assessment of resources, risks and capacities

137. A significant barrier to appropriate action is uncoordinated and late assessment that is not followed through with monitoring and evaluation. Assessment should cover: the resources, needs and priorities of affected and host populations; the combination of risks from hazards and environmental management; and the capacities of government, construction industry and humanitarian aid agencies.

Suggested indicators

- The assessment process itself should be *as inclusive as possible*, to ensure accuracy, with wide participation and ownership of the assessment and its results.

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- Assessment should take into account the *different needs of the affected population*, including women, girls, boys and men, the elderly and disabled persons. They must all have appropriate access to aid provision including support for livelihoods, education and recreation.

- Care should also be taken to prevent discrimination in the assistance provided to owners, tenants and informal settlers.

Principle 4. Avoid relocation or resettlement unless it is essential for reasons of safety

138. Whenever it is safe to do so, enabling affected households to remain on-site minimises problems arising from any changes in land use and tenure. Remaining at home or close to home enables survivors to support themselves and recover their livelihoods. Relocation must always be voluntary.

Suggested indicators

- If evacuation is necessary to avoid risk due to physical hazards, *advocacy may be required* to ensure that the *rights of relocating populations are respected*.

- *If evacuation is necessary*, *the reasons must be explained clearly* to the affected population in order to persuade them to relocate voluntarily.

- Preparations must include the duration of the relocation and long-term solutions.

Principle 5. Minimise duration and distance of displacement

139. If displacement is essential for reasons of safety, the displaced population should be supported to minimise the distance and duration of the displacement. Populations displaced by natural disasters usually remain displaced long after it is safe for them to return, because of capacity and resource constraints.

Suggested indicators

- *Camps and collective centres*, which have several serious disadvantages, are often built despite the fact that following natural disaster they *are very rarely an appropriate solution*.

Principle 6. Support transitional reconstruction and settlement for all those affected

140. Support must be offered to all affected persons, regardless of whether or not they are land or property owners, and including host families. Assisting groups should identify and monitor major problems facing the response so that the needs of all affected persons can be met, including those who settle in a new location. The affected population should be informed and involved throughout the development of the response strategy and its implementation. Programme planning should maximise the opportunities for the affected population to begin to regain their livelihoods.

Suggested indicators

- *The aim is to rebuild entire communities*, so reconstruction must include the infrastructure required for a community to function.

- *Reconstruction must begin as soon as possible* when appropriate and safe, and for all those affected, including tenants, informal owner-occupiers and those living in apartments.

- *A coordination body and preliminary plans* for reconstruction of rural and urban communities should be prepared, on which to base all implementation programmes as outlined in Principle 2.

- *All stakeholders* should be *informed of* and given the opportunity to be *involved in* the development of plans.

Principle 7. Ensure rights and secure tenure for all those affected

141. The main barriers to achieving durable solutions are usually related to the need for land rights and secure tenure for all those affected. Capacity must be supported in generating appropriate emergency legal measures in order to support transitional reconstruction and its financing. The international community should promote and protect the right to housing, land and property restitution, as well as the right to voluntary return in safety and dignity.

Suggested indicators

- Advocacy efforts are often required to ensure that secure tenure is established for all those affected by the disaster.

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- An appropriate reconstruction strategy must include programmes for *tenants and informal settlers as well as owners.*

- Ways of *accrediting informal local tenure methods* should be considered, and support designed around them.

- Post-disaster *spatial, urban and village planning*, together with environmental assessments, must be integrated to the wider response strategy.

Principle 8.   Allow access to finance

142.   One of the most important components of a post-disaster shelter programme is its financing system. The methods used to provide finance for communities to recover their homes and livelihoods should be based on the assessment of needs, capacities and resources available. The most appropriate financing method should be selected after careful assessment, and include support to those who are not owner-occupiers.

Suggested indicators

- *Cash disbursements* to displaced families and their hosts *are often an appropriate response* where markets are functioning.

- *Recognition of personal finance issues* of the affected population, including personal indebtedness, is essential to ensuring appropriate financing.

- *Distributions* of materials and cash *are best made in instalments*, with monitoring of usage.

- A *monitoring programme* should be in place to implement phased disbursement.

- *Jump-starting disaster-affected settlements* may entail *grant funds*, often in kind and in cash rather than via loans.

- If loans are used, the ability to service them is essential.

Principle 9.   Introduce risk management measures

143.   Disasters often offer opportunities to reduce the risk of future disasters, by beginning the process of improving protection and mitigation measures. The result of risk management efforts should be that communities manage their

own risks better.

Suggested indicators

- *Risk management measures need to be a sustainable mixture* of site selection, zoning and planning, building codes, training and certification, incentive and conditions of credit and insurance, construction methods and materials, and upgrading policies.

- *Government should be supported* in improving site selection, land-use planning, hazard-resistant building methods and building regulations.

- The construction of *evacuation centres* and the development of *plans linked locally to early warning systems* should be supported, where relevant. *Infrastructure and provisions* for the evacuation of the alerted population should be put in place.

Principle 10. Undertake contingency planning

144.   Contingency planning is a forward planning process, in which scenarios and objectives are agreed, managerial and technical actions defined, and potential response systems put in place to prevent, or better respond to, an emergency situation. Contingency planning should be participatory, in order to maximise the benefits of the planning process.

Suggested indicators

- Governments should be supported where necessary in the development and maintenance of contingency plans and the capacity required to implement them.

- Contingency planning processes should be *regularly tested* through exercises.

- Participants in a contingency planning process ideally include *all those who will be involved* in responding to a crisis.

- Contingency planning should include a *procurement strategy* based on knowledge of local and regional markets and capacities. Pre-positioning materials is very expensive and often unsustainable.

- It is important to *support governments* in the *development and maintenance of contingency plans* and the capacity

required to implement them.

2.2.4 Soft law: international guiding standards

145. This section presents the agreed standards most relevant to camp planning. Standards of response provide benchmarks, often quantitative, against which the response can be measured, and which link national and international law to operational good practice.

146. Standards of response consistent with the legal framework and principles will need to be agreed with local community, government and international community.

147. The agreed standards will need to be validated with donors.

148. Standards provide locally agreed benchmarks for assistance through which humanitarian response can be monitored and evaluated.

149. Internationally agreed standards may be relevant to specific situations, but always require adjustment to local circumstances and agreement by all stakeholders.

150. Existing standards are not comprehensive and currently focus on collective centres and planned camps. They are sometimes applied to other transitional settlement and reconstruction options.

Standards and indicators published by The Sphere Project and UNHCR

151. Two leading texts currently provide standards for the response of the international community and aid organisations in humanitarian emergencies.

152. *Humanitarian Charter and Minimum Standards in Disaster Response* (The Sphere Project, 2004): integrates the standards common to all sectors. The aim is to guide and inform decisions at all levels of response in a humanitarian emergency, to improve the quality of assistance, and to enhance the accountability of implementing agencies to both beneficiaries and programme donors.

153. *Handbook for Emergencies* (UNHCR, 2007): includes practical guidance notes and checklists. The handbook provides guidance for the provision of protection to those covered by the mandate of UNHCR, and aims to meet the shelter-related and

settlement-related needs of persons who are of concern to UNHCR. The emphasis is on collective centres and planned camps.

154. The Sphere Project and UNHCR use the term 'standard' in different ways. Standards in the *'Humanitarian Charter and Minimum Standards in Disaster Response'* are qualitative in form and universally applicable to all operational environments. Indicators are qualitative or quantitative tools for measuring the appropriateness and impact of applied standards. Meeting one indicator does not translate into meeting the Minimum Standard. In the UNHCR *'Handbook for Emergencies'*, standards are determined by the UNHCR, governments and partners, and are often quantitative in form.

155. The tables on the following pages show the quantified standards and indicators on camp planning contained in *'Humanitarian Charter and Minimum Standards in Disaster Response'* (The Sphere Project, 2004) and *'Handbook for Emergencies'* (UNHCR, 2007).

Space required	The Sphere Project (2004) indicators	UNHCR (2007) standards
Minimum surface area of camp per person	45 m^2 including infrastructure *(pp.216-217)*	45 m^2 per person recommended (including garden). Should not be less than 30 m^2 per person *(p.210)*
Minimum covered floor area per person	At least 3.5 m^2 except in extreme circumstances *(pp. 219–220)*	3.5 m^2 in warm climate 4.5– 5.5 m^2 in cold climate or urban situations, including kitchen and bathing facilities *(p.221)*

Fire break	The Sphere Project (2004) indicators	UNHCR (2007) standards
Minimum distance between buildings	The planning guidance of 45 m^2 per person includes firebreaks *(p.217)*	Minimum twice structure height, 3-4 times structure height if highly flammable *(p.219)*
Minimum distance between blocks of clusters of dwellings		30 m per built-up 300 m *(p.219)*

Water supply	The Sphere Project (2004) indicators	UNHCR (2007) standards

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		15–20 (p.549)
Minimum quantity of water available (litres per person per day)	15 (p.63)	*(tables continued overleaf)*
People per tap-stand (1)	maximum 250 (p.65)	1 tap per 200 people not further than 100 m from user accommodations (p.549)
Distance from dwellings to taps	maximum 500m (p.63)	maximum 100 m or a few minutes' walk (p.219)

1   The Sphere Project elaborates: people per 16.6 litres per minute (lpm) hand-pump = 500 max; people per 12.5 lpm well = 400 max; people sharing 1 washbasin = 100 max (pp.65, 69).

Sanitation	The Sphere Project (2004) indicators	UNHCR (2007) standards
Maximum people per latrine	20 people (if sex-segregated public toilets) (pp.71–72)	in order of preference: (1) family (5–10 people) (2) 20 people (p.549)
Distance from dwelling to toilet (sited to pose minimum threats to users especially at night)	maximum 50 m (p.71)	6–50 m (p.549)
Minimum distance between latrines and soak-aways and ground-water source (2)	30 m (p.74)	30 m (p.269)
Distance from bottom of pit to water table	minimum 1.5 m (p.74)	minimum 1.5 m (p.269)

2   Distances may be increased for fissured rock limestone, reduced for fine soil, (p.75).

Refuse	The Sphere Project (2004) indicators	UNHCR (2007) standards
Distance from dwellings to refuse disposal	<100 m to communal pit (p.83)	
People per 100-litre refuse container	maximum 10 families (p.83)	50 (p.549)
People per 2 m x 5 m x 2 m communal refuse pit		500 (p.549)

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3

Self-settled planned camps

156.   This chapter addresses the elements of self-settled camps, planned camps, and camp extensions. It covers the process from the arrival of the camp planner, the assessment of both the displaced and the host population, the site selection, and the decision on whether to support an existing site. Plan implementation from layout to handover is delineated.

3.1   Involving the camp planner

Section introduction

157.   There are three important points to consider for involving a camp planner.

158.   First, the camp planner does not undertake the entire planning process by his or herself. In order to be effective and successful, the camp planner must work in part of a wider group of stakeholders concerned with the camp. This would include, but not be limited to, camp managers, members of the affected and host populations, including local and national governments, and specialists from other sectors and crosscutting areas. More detailed information on stakeholder consultation can be found in section 2.1.7.

159.   Secondly, it is of great importance that the camp planner is adequately briefed on the situation. Whether the affected population is already self-settled, which is the case in the majority of situations, or is on its way, will alter the priorities and

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order of the camp planning activities significantly. A major component to the camp planner brief will be the project documents which place the camp in the wider transitional settlement response by the national coordinating body.

160. Thirdly, as soon as possible, the camp planner should be introduced to all the relevant stakeholders concerned with the camp. The objectives of this are to:

a. aid in orientation for the camp planner in understanding the challenges and opportunities faced by the camp

b. to ensure that the intentions and role of the camp planner are understood by all stakeholders

c. to ensure that the expectations of the host and displaced populations regarding their rights, the support they will receive and the actions of the aid community are realistic.

161. Stakeholders can then participate in the decision on whether to support, or create, the camp. This decision will require information from rapid assessments of the displaced and host populations and the existing or potential sites.

3.2 Assessing displaced and host populations

Section introduction

162. This section offers guidance on the assessment of the displaced and host populations. The subsections cover the various aspects that need to be assessed, such as size, demographics, community structures, needs and methods of livelihood support.

163. **The objectives of assessing the displaced and host populations are:**

a. **to determine the immediate and long-term needs of the displaced and host population**

b. **to ensure that the selected site is safe and appropriate**

c.   to provide a baseline for later monitoring and evaluation activities

d.   to ensure that standards are applied appropriately, in order to avoid raising expectations and causing conflict between the populations.

164.   Information gathered during the assessment of the displaced and host population may be used:

- to identify beneficiaries

- to prioritise the needs of the populations during strategic planning

- to ensure that family and community relations are supported through the layout of settlement and services

- to ensure the appropriate provision of services and facilities to support livelihood activities

- to inform the planning and implementation.

165.   The assessment of the displaced and host populations is usually carried out in parallel with the assessment of the existing site.   It is helpful to consider the assessment in phases – emergency and care and maintenance – to ensure that both immediate and long-term needs are met.

166.   Shortly after arrival of the operational team, an initial rapid assessment of the affected populations should be carried out to identify immediate needs and risks facing the displaced population (e.g. security and hazards).

167.   Further detailed assessments will then be required to:

- assess the needs of the displaced population for the likely duration of the camp

- assess the effects, or potential effects, of the camp on the host population, with an aim to minimise the negative effects of the camp, and maximise the opportunities for community development

- verify that the data collected during the emergency phase is accurate

- collect more detailed data regarding the culture, social structures and livelihoods of the populations.

168.   Assessment carried out at this stage should aim to achieve a greater level of participation.

169.   Information can be gathered using a number of different methods including:

•   observation

•   consultation with displaced and host population

•   focus groups

•   local administrative records.

170.   It is advisable to use a combination of sources to ensure that the information is consistent.

171.   Coordinate with other agencies during the assessment to ensure consistency of information and prevent the duplication of tasks.

172.   Assessments should be recorded and presented in a consistent format for ease of comparison.

3.2.1   Scenarios and rate of influx

173.   This section offers guidance on the assessment required to identify and predict changes in scenarios and the effect that this may have on the possibility and rate of future influx.

174.   **The objectives of developing scenarios and assessing influx are:**

a.   to determine the level of upgrade and extension required

b.   to inform the planning, or upgrade and extension, in order to always be able to accommodate the influx.

175.   Scenarios and estimations of future population influxes should be continually updated to inform the schedule of activities – future influxes and scenarios are likely to be closely related to critical path analysis and will, therefore, determine the order in which the activities should be undertaken.

176.   An initial assessment of the influx should be carried out to determine:

•   the cause of the displacement

•   when the displacement occurred

•   the characteristics of the displacement. For example, has the flow of influx been continuous or was it a rapid onset?

177. The influx should be continuously assessed and monitored in order to determine:

- how the influx is likely to change in the future

- appropriate opportunities for upgrade and extension, or further planning, to accommodate future population influxes

- the make up of the displaced population and how this may vary between influxes. For example, what is the gender ratio of the displaced population? This will depend largely on the cause of the displacement

- whether people unaffected by the disaster are occupying or using the camp. Influxes should be assessed and monitored to ensure that new arrivals are part of the displaced population.

3.2.2	Size and origin of displaced population

178. This section describes the need for establishing the size and origin of the displaced population.

179. **The objectives of assessing the size and origin of the displaced population are:**

a. **to understand what the current space, cultural and livelihood requirements are for the displaced population**

b. **to determine the level of upgrade and extension required to meet future needs and expectations**

c. **to determine the possible volume of future population influxes**

d. **to ensure that sufficient security and protection is provided.**

180. Assessing the size and origin of the displaced population can:

- help to identify the specific needs of the displaced population with regards to tradition, culture and livelihoods. For example, a population from a rural area is more likely to require provisions for livestock than a population from an urban area

- assist in the prediction of future influx by allowing comparisons to be made between the size and demographics of the self-settled population and that of

the community of origin. For example, if the community of origin had a population of 5000 and there are only 2000 people in the camp, 3000 people will have to be accounted for.

181.   An initial assessment of the size and origins of the displaced population may be used to determine:

• the size of the displaced population

• the number of people affected by the disaster

• the locations affected by the disaster.

182.   A more detailed assessment may be used to determine:

• the religious and cultural practices of the displaced population

• the risks of tension or conflict developing between the displaced and host population due to religious or cultural differences

• the risk of internal conflict between different groups within the displaced population.

3.2.3   Demographics, diversity and vulnerable groups

183.   This section offers guidance on the purpose of and criteria for assessing gender balance, family structures and racial, religious and ethnic practices of the self-settled population. Further profiling criteria, such as community structures and livelihoods, are considered in later sub-sections.

184.   **The objective of assessing demographics, diversity and vulnerable groups is to:**

a.   provide up-to-date information for the strategic plan

b.   inform the level of security and protection required to ensure the safety of vulnerable groups, including unaccompanied women and children, ethnic minorities and the elderly

c.   inform the provision of facilities and the level of support required by the displaced population.

185.   Continuously assess:

• gender balance

• age distribution

- the number and size of family units

- the distribution of religious groups.

186. The demographic composition also needs to be assessed. This may vary considerably over time and can have a significant impact on the levels of infrastructure and support required. For example, the camp may have a large proportion of young men if they have moved into the camps to avoid having to join armed factions. Alternatively, there may be a larger proportion of older people and children resulting from able bodied adults leaving the camp to seek employment.

187. An initial, rapid assessment of demographics and vulnerable groups may be carried out to identify:

- vulnerable groups, including unaccompanied women and children, ethnic minorities and the elderly. These groups may be at particular risk of hardship, exploitation and disease. They may require higher levels of protection, assistance and support

- potentially conflicting groups within the displaced population

- potential conflicts between the displaced and host population.

188. More detailed assessment of demographics and vulnerable groups phase may:

- help to identify additional support required to compensate for changes to gender and community roles caused a disaster. For example, in conflict situations, the displaced population may comprise mostly of women. This is likely to reduce income, placing pressure on women to perform both household and income generating roles. Such shifts in traditional roles often create social conflicts and barriers to community development

- inform the relocation of existing shelter and facilities and layout of additional provisions. For example, it may be advisable to move vulnerable groups closer to services and facilities to reduce travel distances

- verify that participatory activities involve diverse groups that are representative of the displaced population.

189. Camps are likely to experience a considerable turn-over of population due to the volatile nature of the circumstances surrounding the initial displacement. In order to ensure up-to-

date information is maintained, demographics and diversity should be continuously assessed.

190.   If there is concern over conflict between different groups in the camp, the groups should be segregated and provided with separate access to facilities and services such as food and water.

3.2.4   Community structures

This section explains the purpose behind assessing community structures, and identifies specific questions that may be asked during the assessment.

The objectives of assessing community structures are:

a.   to recognise, understand and support existing community and social structures. This will increase community independence and respect for aid organisations

b.   to inform the composition of committees. This should help in supporting traditional coping strategies that are often based around established relationships and social structures

c.   to inform the layout of shelters to ensure that community and family groups are maintained and roles and responsibilities are reflected.

191.   The assessment of community structures may identify:

•   existing leaders and committees within the displaced population

•   roles and responsibilities of the leaders and committees

•   roles and responsibilities of the government and local authorities

•   the capacity of the community in terms of management, coordination and organisation.

192.   Avoid taking over established roles and responsibilities of leaders and communities. This may undermine existing community structures, encouraging dependence and preventing self-reliance. For example, avoid making decisions and performing tasks that could be handled by the community.

3.2.5 Methods of livelihood support

193. This section explains the reasons behind assessing livelihoods and identifies specific points of assessment that may be considered.

194. **The objective of assessing livelihood activities is to identify the ways in which people obtain the resources that they need for survival, and include the necessary facilities in the plan for the camp. For example, if the displaced population includes farmers who have brought their cattle with them, or intend to plant crops, land needs to be set aside in the planning stage for these activities.**

195. Initially, assistance would have been provided to satisfy the displaced population's immediate needs. Once these needs have been met, focus should be shifted toward assisting the displaced population to maximise self-sufficiency through the identification, assessment and support of livelihoods.

196. The assessment of methods of livelihood support may also identify:

• the nature and proportion of occupations and skills within the host and displaced populations

• the availability of tools required to support livelihood activities

• the availability of space and storage required to support income generating activities.

3.2.6 Health

197. This section offers guidance on assessing the needs of the displaced population in relation to health and identifies some of the factors to consider in the assessment.

198. **The objectives of assessing the need for healthcare are to identify:**

a. **immediate survival needs**

b. **long-term health needs**

c. **the extent to which existing local facilities can be used to provide health care services to the displaced population**

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d. the additional structures and services required to support these needs.

⚠️ *specialist advice required*

199. Liaise with the specialist mandated agency, and through them the government, in order to identify needs of the displaced population in relation to the *provision of healthcare facilities, services and vehicle access routes*.

200. Initially, a rapid assessment of healthcare needs is required to identify:

- the immediate healthcare needs of the self-settled population and/or the incoming population

- the risks of disease

- the existing health facilities and the extent to which these can be used by the displaced population

- priority services and facilities that need to be provided to ensure survival needs are met.

201. Once survival needs have been met, focus can be shifted to the assessment of long-term health needs including:

- access to long-term medical advice and help

- the types of facilities required to satisfy the population's need for long-term healthcare. How many are needed and where should they be located?

- the quality of accommodation in terms of ventilation and protection from rodent infestation. Good quality accommodation will help to protect the health of individuals

- the level of provision and quality of existing water and sanitation infrastructure. Stagnant water, rubbish and sewage will attract insects and rodents, increasing the risk of vector-borne diseases.

202. It is generally better to support local healthcare structures and systems, rather than create a parallel infrastructure for the displaced population. If a permanent structure is not required and the local population already has access to some form of health care, a transitional or mobile system may be used to raise levels of provision. Creating permanent structures may be a waste of resources, if the local authorities or communities cannot maintain such structures after camp closure.

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203. This section offers guidance on assessing and identifying appropriate sites. Approaching the assessment of a current site which has been self-settled, or identifying a series of potential sites for a planned camp, is very similar.

204. **The objective of assessing both existing sites and potential sites is to ensure that the site selected:**

a. **is safe and appropriate**

b. **is capable of providing sustainable support to the displaced population**

c. **has been agreed upon by all stakeholders.**

205. The sub-sections below include, but are not limited to, identification of the positive and negative features of each site, consultation with stakeholders and the resolution of land tenure.

206. The information gathered through the assessment of potential sites may be used to inform:

- the layout of settlements and services in response to site topography and ground conditions

- the requirement for resource management to ensure that sustainable provision for both the host and displaced population

- the requirements for written agreements over land use, rights and ownership

- the agreement over the state of the site upon its return to the host population and any compensation that may be required.

207. Poor site selection threatens the security of the displaced population and their hosts. It may also damage relations between the two populations and the sustainability of essential environmental resources. In contrast, good site selection may

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encourage integration and enhance sustainability.

3.3.1   Security and hazards

208.   This section offers guidance on the assessment of internal or external security issues and vulnerability to natural hazards, which displaced and host populations may have to deal with.

209.   **The objective of assessing security and hazards is initially to determine if the proposed site is safe. If the site is selected, an assessment can be used to inform the extent of hazard mitigation and security measures required to protect the displaced population.**

210.   Internationally agreed standards provide further guidance on the protection of the displaced population from security threats, including the provision of protection to those covered by the mandate of UNHCR.

www.   211.   Risk can be expressed by the notion, *risk = hazards x vulnerability* (see www.unisdr.org). Hazards, risks and vulnerabilities are interrelated: by reducing the vulnerability of the population, their risk will also be reduced.

212.   The assessment of security threats and natural hazards should be a priority and carried out in detail to prevent the selection of an unsafe site.

213.   External and internal security threats are directly related to the location of borders, the concentration of inhabitants within the camp and the pressures placed on the host community by the displaced population in relation to the sustainability of resources and the environment.

214.   Assessing security threats and hazards will help to identify the type and level of protection required by the displaced population. Reducing the risk of hazards and security threats requires protection of the displaced and host population from:

- external threats, such as threats from groups who caused the displacement

- internal threats, from individuals and political, religious and ethnic groups. This includes sexual violence.

215.   Hazards caused by changes in climate, or hazards that occur relatively infrequently may not be immediately apparent. Thorough assessment of the site and consultation with local inhabitants is therefore essential when selecting an appropriate

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site for the camp.

216.   It is important to assess whether the location of the site poses any security risks. For instance, the site should *not be located near to an international border or area of conflict* (see OAU, 1969). Natural hazards, such as volcanoes and floodplains, should be avoided by assessing the topography of the site and consulting the local population and local authorities. Bear in mind that land is often unoccupied because it is considered unsuitable for settlement by the host population.

217.   The camp planning strategy should be based on an accurate and current understanding of protection and security needs. Security and protection within a camp can be improved in three ways:

•   Reducing the exposure of individuals and groups to internal and external threats

•   Increasing the visibility of individuals and groups to the enforcers of protection and security

•   Improving the level, quality and degree of impartiality of the justice system and enforcement.

218.   An assessment of external security threats may consider the following questions:

•   Is the cause of the displacement still putting the population at risk?

•   How far is the camp from national borders or points of conflict?

•   Does the location of the site put the host population at risk?

•   Is the site in or near an area involved in armed conflict? This is important when considering the risk of mines and UXOs (Unexploded Ordnance)

•   Is there a history of relations between the displaced and host population? How will the local population react to the influx of displaced people? These should be considered, especially when differences in ethnic or religious practices make tensions likely.

219.   An assessment of internal security threats may consider the following questions:

•   Are ethnic and religious differences within the displaced population likely to cause tension?

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- Is there a history of previous conflict between groups?

- How big will the camp be? Camps larger than 20,000 face a security risk, because factions within displaced population can more easily politicise and control the population in large camps.

220.　Identifying hazards may include the following questions:

- Is there a risk of the hazard that caused the disaster reoccurring?

- Are changes in weather conditions likely to occur? For example, monsoons

- What are the main topographical features of the site? Variations in topography may cause localised weather conditions that should be responded to in the design of shelters and the settlement layout

- How exposed is the site to high winds, precipitation, sand and dust storms and extreme temperatures?

- Is the settlement located on a known fault line, in an earthquake zone or near a volcano? Consult specialists if these risks are difficult to determine

- Is the selected site at risk from landslides? Landslides tend to occur on steep slopes, deforested areas or places where land is undercut by water.

221.　When assessing the risk of natural hazards it is advisable to:

- consult the local population to identify normal climatic variations and the frequency of flooding

- look for signs of a recent high water level such as scouring and objects lodged in high places

- look for indications of past landslides. Signs include recently fallen rocks, vegetation-free areas running down a slope, and piles of debris. Scour-marks from past landslides may also be visible.

222.　Different populations have different needs for protection. The estimation of some risks and security threats may therefore require the assessment of both the site and the population. For example, the potential for gender-based violence or exploitation of ethnic minorities and the elderly is a function of population demographics as well as site layout.

223.　A risk map is a useful means of communicating

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vulnerabilities. Risk maps do not need to be complex maps, for example, a flood risk map only needs to show water sources, land contours and maximum and minimum levels of water.

3.3.2 Land rights and ownership

224. This section discusses the purpose of evaluating land rights and ownership.

225. **The objectives of evaluating land rights and ownership are to identify restrictions to site access and land use imposed on the displaced population.**

226. Before making a decision to use the site and forming a plan, land rights, use and ownership should be evaluated in order to identify:

- owners, users and individuals and groups with temporary or seasonal rights to the land

- existing legal frameworks informing land use, rights and ownership

- the impact of the camp on future land use, for example, identify the restrictions the temporary settlement may impose on seasonal land use for grazing and crop growth

- the effect of the planned camp on land owners, in terms of income generation and livelihood support

- restriction to access and land and resource use imposed by current rights, ownership and use

- specific concerns of the local population and government in relation to the temporary occupation of the land

- the extent to which land could be used to support the livelihoods of the displaced population

- ownership, rights and use of resources surrounding the site and methods of resource management used by the host population.

227. The assessment of the site should include the identification of legal frameworks and informal agreements on land ownership, rights and use. This may include the identification of:

- the owners and users of the land

- traditional or customary land rights

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- seasonal land use

- informal land use.

228.   This information may be used to inform a formal agreement with land owners and national and local (including traditional) authorities.

229.   A formal written agreement should:

- be written and signed by all stakeholders, to agree rights and restrictions on land use and the process of handover once the camp has been closed

- define the rights and restrictions of the displaced population in relation to the use of land and resources for survival and livelihood support.

230.   Make sure a secured release paper is obtained as soon as possible: get an official document stating that the land can be used free of charge for the entire duration of the camp.

231.   Do not enter into formal or informal rental agreements without consultation with the coordinating agency. UNHCR will not support a camp if the site has been obtained through rental agreements.

232.   A legal plan should be developed to protect the rights of both the host and displaced population.

233.   Land rights use and ownership may not be well documented in public records. Consultation with the local population, government and authorities may, therefore, be required in order to identify the owners and users of the site.

⚠ *cross check information*

234.   In order to ensure accuracy, all information regarding land rights, use and ownership should be cross-checked with multiple stakeholders.

235.   Under international law, the country of asylum is obligated to provide land without a formal charge. However, in order to avoid conflict between the displaced and host population it may be advisable to offer some form of compensation for the use of the land and any damage caused.

236.   As the primary negotiator of land use, UNHCR should, when present, be consulted on issues relating to land rights and access for displaced populations. Failure to consult UNHCR can lead to unrealistic expectations, both on the part of aid agencies regarding access to land and on the part of land owners regarding compensation for the loss of land.

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237. Consider seasonal variations in the use of the self-settled site. For example, is the land occupied intermittently by nomadic tribes for cattle grazing and crop growth?

238. All stakeholders should be aware of the likely condition of the land after camp closure (for example, the presence of latrine pits). A formal agreement on the state of land upon return to the host population should be included in the strategic plan.

3.3.3 Access routes

239. This section explains the purpose of evaluating access routes and identifies specific questions that may assist in the evaluation.

240. **The objectives of evaluating access routes are:**

a. **to identify the layout and purpose of the current access routes**

b. **to identify problems relating to site security and environmental degradation, caused by existing routes.**

241. The aid agency will need good access to the camp, both during construction and for ongoing camp management. The site must also be easily accessible to the displaced population, otherwise they may choose to self-settle at a more convenient location and the planned camp may be left unused.

242. Access routes are required to ensure year-round accessibility to and from key locations around the camp. It is likely, especially in remote areas, that these routes will be required to take loads which are heavier and more frequent then the traffic to which they are normally subjected. It is therefore important to evaluate existing access routes in order to assess their suitability to the situation and the requirements for upgrade in order to meet the needs of the camp.

243. Assessment and evaluation is required to ensure that existing access routes:

- are suitably sited to prevent erosion and environmental degradation

- consider and respect land ownership and use

- offer a level of security and control over site access

- restrict access to protected resources and areas at risk from natural and human hazards.

244. The following questions may be addressed when selecting a suitable site:

- what types of access routes are available (roads, sea ports, rail heads, and airports or air strips)?

- are the access routes secure?

- can year-round access to the site be guaranteed? Is access affected by weather conditions?

- can roads and bridges accommodate large vehicles and high volumes of traffic? Check the width, drainage, gradient and load bearing capacity

- are there any hazards or security risks surrounding the site that will affect or restrict access?

- are access routes likely to cause unacceptable levels of erosion and environmental degradation?

245. Do existing access routes permit access to protected resources and sites exposed to hazards? If the site is selected these may need to be closed.

246. Consult the local population in order to identify their experience of access around the region in relation to problems encountered when using roads and routes.

⚠️ *specialist advice required*

247. Seek specialist advice for the construction and maintenance of roads, particularly if they are to be used by heavy goods vehicles.

3.3.4   Water resources and sanitation

248. This section highlights the importance of evaluating water resources in relation to the risk of disease, the capacity of supplies to meet the needs of the displaced and host population, the long term sustainability of supply and the extent to which internationally agreed standards are being met.

249. **The objective of evaluating water resources is to ensure that the provision of water and sanitation is sufficient to sustain good health and support lives and livelihoods in both the short and long term.**

250. Water sources and existing water and sanitation infrastructure should be assessed and evaluated in the early

stages of planning in order to:

- ensure that water sources are sufficient to sustain the lives and livelihoods of the displaced population in both the short and long term

- determine whether existing water and sanitation infrastructure may be used by the displaced population

- ensure that water and sanitation can be developed to meet internationally agreed standards and the needs of the displaced population

- identify the risk of conflict with the host population over the use and availability of resources

- identify the risk of environmental damage and long-term degradation caused by increases in resource use.

251. The results of the evaluation will inform the level of extension and upgrade to existing infrastructure required to meet the needs of both the displaced and host population.

252. Water and sanitation activities are interdependent and should therefore be assessed simultaneously.

⚠️ *specialist advice required*

253. Assess each site for the presence of *water sources* that can be used to supply the displaced population with sufficient safe drinking water.
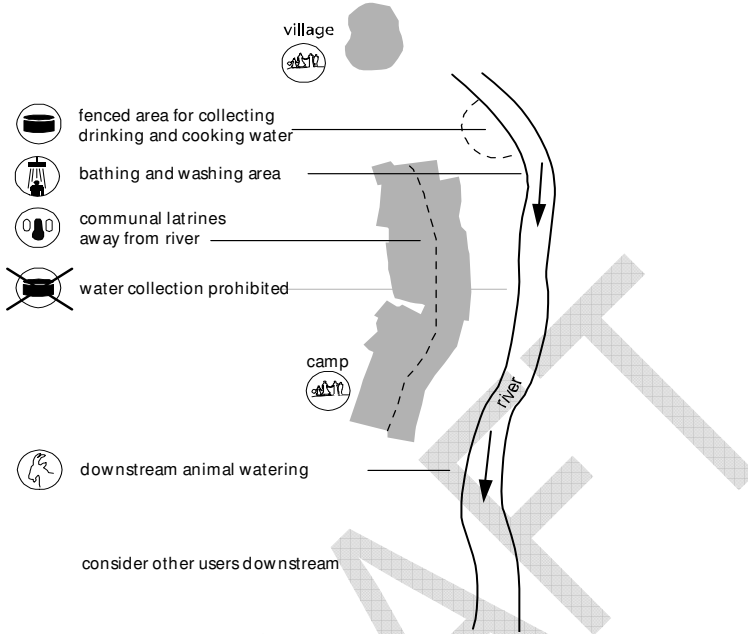
254. In order to ensure the survival of the displaced population upon arrival in the camp, the following questions may be addressed:

- Is the quality of water sufficient to prevent disease?

- Is there enough water initially available to sustain both the displaced and host population?

- Can safe methods of waste disposal and suitable defecation facilities be developed in time for the arrival of the displaced population?

- Will temporary rapid-fix solutions such as the provision of defecation fields and the trucking of water be required to ensure the initial survival of the displaced population?

- Is additional water required for reconstruction, for example, making mud bricks?

- Can the water and sanitation facilities provided be used by the host population following the closure of the camp?

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255. Sphere and UNHCR offer guidance on the minimum requirements of water per person per day, as well as on the maximum travelling distance for water collection. These may be used as a basis for provision, but must be evaluated and adapted to each situation to take into account the specific needs of the displaced population in relation to cooking, washing and livelihood support.

256. It is advisable to consider the following points during the assessment. This may inform the appropriate selection of a site.

• Avoid reliance on a single water source; preferably choose a site where more than one type of source is available, such as both a river and boreholes.

• The area for collecting water must be upstream of the camp and fenced off; bathing and washing should take place downstream of this point and animal watering should be located well downstream. This guidance may inform the location selected for the camp.

• Consider the impact on other downstream users of the same water source; ensure that the capacity is sufficient to support both populations and that the use of the source will not cause contamination.

• Importing drinking water by truck may be required during the initial stages. This should not be considered for extended periods due to unacceptable costs and environmental impact.

Figure 3.1   *Controlled access to a river water source*

village

fenced area for collecting
drinking and cooking water

bathing and washing area

communal latrines
away from river

water collection prohibited

camp

downstream animal watering

river

consider other users downstream

3.3.5   Topography and ground conditions

257.   This section identifies criteria, relating to topography and ground conditions, that should be assessed when selecting potential sites.

258.   **The objectives of assessing topography and ground conditions are to identify:**

a.   areas that may be unsuitable for settlement

b.   localised variations in climatic conditions caused by site topography.

259.   Topographical features, including hills, gullies, lakes and rivers, can create local variations in climatic conditions. Topography should be assessed in order to:

•   identify areas of the site unsuitable for settlement

•   ensure that climatic variations are considered. For example, in areas shaded by hills, specifically in cold climates, water pipes may need to be buried deeper in the ground for protection from frost

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- ensure that the site layout responds to climatic conditions, such as the direction of the prevailing wind. Topographical variations may also need to be considered when planning the upgrade and extension of the camp.

260. The severity of hazards and climatic conditions caused by topography and features will inform the decision to select the assessed site.

261. The assessment may be considered in phases.

262. In order to ensure appropriate site selection, the following questions may be addressed:

- are areas of the site flooded or at risk of flooding?

- are there areas of the site susceptible to landslides?

- are there areas of stagnant water that may lead to vector-borne diseases?

- are there areas likely to be exposed to high winds caused by variations in topography?

- is the gradient of the site sufficient to allow drainage and prevent standing water?

- is the gradient shallow enough to allow easy and safe erection of structures?

- can the hazards and localised climatic conditions identified be suitably minimised or mitigated through careful planning of the camp?

263. In order to plan an appropriate layout of shelter, services and facilities, the following questions may be considered:

- What is the depth of the water table? How does this impact the location of sanitation facilities and the method of water distribution?

- What is the direction of the prevailing wind?

- What are the soil and ground conditions on the site? How do they vary and what effect will this have on methods of construction, site drainage and the provision of latrines?

- Is there high ground that may form a suitable location for distribution facilities?

264. When assessing topography and ground conditions:

- seek specialist advice with regard to *soil types, site drainage and hazards related to topographical conditions*

⚠ *specialist advice required*

- consult the host population to identify possible future hazards. The local population will have specific knowledge of the frequency and duration of hazards such as flooding.

265. Ensure that settlements are sited above flood plains.

266. Where possible, minimise the removal of trees and foliage that will protect the site from high winds and sun, reduce soil erosion and help to prevent landslides.

3.3.6 Natural resources and environmental impact

267. This section explains the purpose and steps involved in assessing natural resources and environmental impact.

268. **The objectives of assessing natural resources and environmental impact are:**

a. **to estimate the quantity of resources available to the displaced and host population for both survival and livelihood recovery, in order to determine the long-term sustainability of the site**

b. **to determine the environmental impact of the displaced population, in terms of resource depletion, deforestation and erosion.**

269. The displaced population will place considerable pressure on local resources such as water and timber. There is a risk that this will lead to competition and conflict over resources as well as long term degradation of the environment.

270. It is essential that resource use and environmental impact is estimated and monitored as early as possible in order to:

- plan appropriate methods of resource management

- identify gaps in resource provision that may need to be filled by national or international imports

- ensure the long term sustainability of the camp and prevent excessive resource depletion

- reduce damage to the environment, such as erosion and deforestation

- help to prevent conflict developing between affected populations over resource use and availability.

271. Estimation of resources and environmental impact may be carried out in three steps:

272. **Step 1**: Estimate the quantity of resources required to sustain the displaced and host population, both in terms of livelihood support and survival:

- What is the size of the population?

- What are the main methods of livelihood support?

- Is additional water required for livestock?

- What are the cooking methods, and related fuel use, of the displaced population?

273. This may be based on the assessment and profiling carried out in section 2.4, and on internationally agreed standards.

274. **Step 2**: Compare requirements with the resources available on the site and in the region. Estimate the resources available locally through site assessment and consultation with the host population.

- What are the size, variation and distribution of resources?

- Do the resources available meet the needs of the population?

- Can additional resources be imported from nearby sources?

275. **Step 3**: Consider the effect of resource use on the environment, in terms of long-term degradation and resource depletion.

- Will the displaced population cause significant depletion of local resources?

- Will the absence of trees and vegetation increase erosion, or the risk of flooding or landslides?

- What effect is the daily use of the site likely to have on the environment?

276. The capacity of the local environment is likely to be best understood by the host population. It is therefore advisable to consult the host population, as well as with specialists, in order to determine resource sustainability.

277. Advice may be sought from specialists, such as water experts and geologists, when determining long-term environmental impact and resource depletion.

278. Standards offering guidance on resource consumption

can be found in Sphere and UNHCR. These standards are generic and must be applied with care and consideration to the specific needs of the displaced and host population. When deciding on resource requirements, it is therefore advisable to consult the displaced and host population in order to determine their specific needs.

279.   It is advisable to consider natural resource management during the preliminary stages of planning for upgrade and extension. This will help to prevent unnecessary environmental damage and breakdown in relations with the host population that may be difficult to repair later in the process.

280.   Plans for replenishing resources and mitigating and repairing unavoidable environmental damage may be made in preparation for camp closure. An agreement should be reached with the owner of the site on the level of repair and regeneration to be carried out once the camp has closed.

281.   Where possible, use resources available from the local region. If the local region does not have the capacity to support both the displaced and host population sustainably, an alternative site may need to be considered.

282.   If no alternative sites can be found, importing of some resources may have to be considered. This will have significant logistical and economic impacts and should be avoided where possible.

283.   Where possible the camp should be situated at least a day's walk from fragile ecosystems and resources that require protection.

Figure 3.2   ***Proximity to fragile ecosystems***

more than 1 day walk

3.3.7   Host population

284.   This section describes the purpose of identifying the needs and concerns of the host population with regards to the

camp. It also suggests the various factors to consider in the assessment.

285. **The objective of assessing the host population is to identify the impact that the displaced population may have on their lives, livelihoods and environment. This will inform the development of appropriate management structures and restrictions on land and resource use that will:**

a. **prevent conflict between the populations**

b. **maximise mutual benefits of the self-settlement.**

286. Consult with those who will undertake management of the camp to work out how the planning of the camp can mitigate the effects of the settlement on the host population. Consider also placement of the services to be developed for the camp, so that they will be useful to the host population once the camp has been closed. For example, if a borehole will be dug, try to ensure it is placed in a location that will be accessible to the host population after the displaced population have left.

287. The camp should be developed with consideration for the needs and concerns of the host population. These concerns may include:

- repercussions from the country of origin of the displaced population, threatening the security of the host population

- competition over local resources and the risk of unsustainable resource use

- fear that displaced persons will refuse to leave the camp

- resentment if displaced persons appear to receive better support than the local population

- competition for local work

- political implications of alterations to the ethnic balance caused by the arrival of displaced population

- possible environmental damage.

288. Assessment of the host population, in terms of their needs, methods of livelihood support and demand for local resources, can be used to inform:

- the development of appropriate management and control mechanisms that will prevent resource depletion and environmental degradation

- the need for additional security and protection

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- the development of formal land use agreements, including a consensus on the duration of the camp

- proposed methods of environmental regeneration, such as tree planting

- appropriate forms of compensation for the loss of livelihoods and income as a result of the settlement

- the agreement over the shared use of services and facilities developed for the self-settled camp.

289.   An initial rapid assessment of the host population is likely to be required in order to:

- determine whether camps are the most appropriate transitional option

- identify positive and negative interactions between the displaced and host populations

- identify any imminent security threats from the host population.

290.   A more detailed assessment of the host population may be used to identify:

- the size of the displaced population and how it compares with the host population

- the size and dispersal of local settlements

- the livelihoods of the host population and the impact the self-settlement may have on the maintenance of these livelihoods

- how the host population is organised; how the community structures of the host population compare to that of the displaced population

- the language of the host and displaced population

- the religion and ethnicity of the two populations, and whether it is likely to cause conflict

- the living standards of the host and displaced populations and how these compare

- the issues of concern to the host population.

291.   An assessment should also be made of previous displacements and migrations to and from the affected area, in order to gain understanding of the common history of the local and displaced communities.

292.   It is important to form an understanding of the type of camp that would be appropriate and acceptable to the local population. For example, they may prefer the displaced population to be concentrated on one site, or alternatively, dispersed in smaller camps.

293.   If the local population is settled in small villages, a combination of smaller camps should be considered in order to avoid overwhelming the villages or the natural resources on which the local population depends, such as fuel wood. An assessment of the host population will also indicate whether alternative *transitional settlement options* such as host families are feasible locally. The local availability of labour and materials for construction should also be evaluated.

3.4   Deciding which sites to support

294.   This section provides important guidance when seeking to identify whether an existing site should be supported or which of the potential sites for planned camps should be chosen.

295.   **The objectives of selecting an appropriate site are to:**

a.   **ensure that the needs of the displaced and host population can be met by the site**

b.   **to ensure that site selection is reached through consensus with all stakeholders**

c.   **to ensure that land tenure can be resolved and agreed.**

3.4.1   Identify positive and negative aspects of each potential site

296.   **The objective in identifying the positive and negative aspects of each potential site is to get a comprehensive overview of each location that will help inform site selection.**

297.   It is important to clearly summarise the positive and negative aspects of each potential site, highlighting key factors that may immediately rule out a particular option.

Figure 3.3   ***Identifying positive and negative aspects of each site***
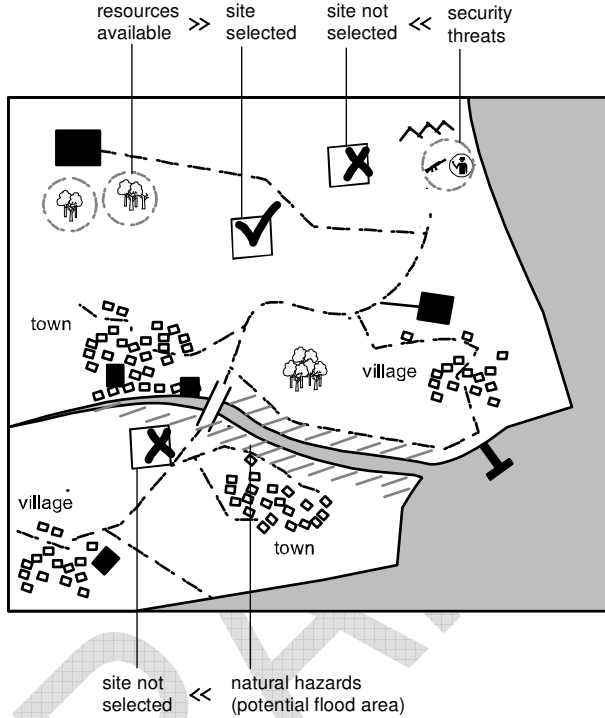
298. Factors that may immediately rule out a site include:

- security threats

- natural hazards

- resource availability.

299. The positive and negative aspects of each site should be clearly presented to all stakeholders so that a consensus on an appropriate site can be reached.

300. The relative importance of each characteristic should be carefully evaluated during this process. It may be useful to assign a weighting or a rank of importance to help compare potential sites.

3.4.2   Reach a consensus with stakeholders over site selection

301. This section identifies the factors to be considered in reaching a consensus, with all stakeholders, on the selection of

a suitable site. This includes the identification of critical factors that may determine site selection. More information on the assessment of critical factors can be found in Sub-section 3.3.

302. **The objective of reaching a consensus is to ensure that the selected site is suitable and appropriate to all stakeholders.**

303. A consensus on site selection should be reached to ensure that:

•   the selected site meets the immediate and long-term needs of both the displaced and host population

•   negative impacts of the camp are acceptable to all stakeholders

304. The *criteria* to be prioritised during the emergency phase, in order to meet immediate survival needs, are identified in sections 3.2 and 3.3.

305. Reasons for and against site selection should be presented to all stakeholders: first to other humanitarian organisations, then to local and international governments including relevant authorities and finally to the host population so that a consensus can be reached on site selection.

306. If the site provisionally allocated has become unsuitable due to changes in situation or is considered inappropriate by stakeholders, an alternative option should be sought. In this case, the site selection procedure, including all relevant assessment, should be repeated so that a consensus can be reached on a new site.

307. There is likely to be significant resistance against the suggestion of relocating the camp from:

•   the local government, who may have already managed to agree a site for the displaced population, and would be reluctant to find and support an alternative option

•   aid organisations, who may have been involved in selecting the provisional site - reasons for site inappropriateness will have to be clearly described to persuade aid organisations that the provisional decision was ill-founded

•   the host population, who may be concerned that the movement of the camp will result in an increase in pressure and impact on natural resources and infrastructure.

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3.4.3   Resolve land tenure

308.   This section identifies key factors to consider when resolving land tenure. It briefly describes the requirements for and processes involved in reaching a formal agreement on land use.

309.   **The objective of resolving land tenure is to identify restrictions to site access and land use imposed on the displaced population.**

310.   Land tenure should be resolved as quickly as possible in order to:

- allow the planning and implementation of the camp to begin

- prevent conflict over land and resource use

- ensure that land and resource use is agreed by all stakeholders

- ensure that land owners and users are appropriately compensated or supported.

311.   When resolving land tenure consider the following:

- Who owns the land and its resources

- What the current formal and informal land use patterns are

- Any temporary or seasonal use of the land for crop growth and cattle grazing

- Whether the stakeholders are aware of the likely condition of the land after camp closure, for example, the presence of latrine pits.

312.   Ensure that a secured release paper is obtained as soon as possible: get an official document stating that the land can be used free of charge for the entire duration of the camp.

313.   A formal document should be produced defining an agreement on:

- the land available for use by the displaced population

- the right to resource use

- the expected duration of the camp

- the state of the land upon return to the owner

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- methods of compensation for the loss of assets, damage to the land and resource depletion.

314. Do not enter formal or informal rental agreements without consulting the coordinating agency.

315. It is current UNHCR policy not to buy or rent land, because the country of asylum is obligated under international law to provide it without a formal charge. However, other mitigating measures and compensation may be offered.

316. If land is rented for use by the displaced population, UNHCR will not support or assist in the coordination or management of the camp.

3.4.4 Close inappropriate camps

317. This section provides guidance on closing a camp that is unsafe or inappropriate.

318. **The objectives of this section are to ensure that:**

a. all stakeholders understand and agree with the decision not to support the camp

b. an alternative transitional settlement option has been identified and agreed upon and all stakeholders, particularly the displaced population, are aware of it.

319. It is essential to understand the social, economic and political consequences of closing a camp for all groups within the displaced and host communities, including their institutions and leaders.

320. It is important to ensure that at least one alternative transitional settlement option can and will be established and supported for the displaced populations before deciding whether the camp should be closed.

321. If it is believed that the camp should not be supported, evidence should be presented to all stakeholders: first to other humanitarian organisations, then to local and international governments, including relevant authorities, and finally to the displaced populations to ensure that a consensus decision is reached.

322. Motives to move from the existing camp will vary between stakeholders. It is therefore important to consider the audience when communicating the underlying reasons for camp closure. For example, the extent to which the camp meets international

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standards will be of prime concern to the government but may not concern the displaced population.

323.   Concerns of the displaced population are more likely to revolve around livelihood support and proximity to family and community.   In both cases, the risk of hazards and issues relating to security and protection are likely to be of concern.

324.   When presenting information to the displaced population, the alternative transitional settlement options must be clearly communicated. This will reassure the displaced population that they will not be left without shelter and appropriate support, and help to persuade them of the benefits of relocation.

325.   Closing a camp is a political decision. There is likely to be significant resistance against closing the camp from:

- the displaced population, who will have invested time and resources into developing the camp before the arrival of the camp planner

- the local government, who will be responsible for finding and supporting an alternative transitional settlement option

- the humanitarian community, who will have invested time and resources in providing facilities and support. Relocating the displaced population will require significant capacity and organisation that aid organisations will be reluctant to supply

- the host population, who may be concerned that the movement of the displaced population will have a greater effect on them than the current settlement. For example, the displaced population may need to move closer to the host population

326.   Security plans should be made, with contingencies for any unrest that may occur, when communicating the decision to close the camp to the affected populations.

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327. This section explains the steps involved in planning the layout of shelters, facilities, services and access routes for camps.

328. **The objective of planning is to reach a consensus, with all stakeholders, on the use of land and the location and orientation of shelters, services and facilities.**

329. A thorough plan for a camp requires the information gathered from detailed assessments on the affected populations and the site, as well as a map of the site.

330. Once the plan is drawn up, it can be implemented, providing it has support from all stakeholders.

331. Forming a plan will ensure that:

• the priorities and livelihoods of the displaced and host population are reflected by physical layout and service provision of the site

• the layout of shelters recognises and supports existing family and community relationships

• the camp layout allows efficient management, delivery and distribution of services and facilities

• topographic and environmental conditions, such as water drainage and localised hazards, are considered by the layout

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- the proposed layout complies, where possible and appropriate, with internationally agreed standards, including guidelines on population density, and maximum travelling distance from water sources

- the proposed layout is agreed by all stakeholders

- natural population growth and future influxes can be supported by the camp.

332. An accurate plan and record of developments and improvements made to the site will ensure that information passed between stakeholders is up-to-date and accurate.

333. The plan should include:

- the location of all existing settlements, services, facilities and resources

- the location of all elements to be upgraded or extended

- an amendments table describing each revision

- the date of completion

- the author of the drawing.

3.5.1 Agree land rights and confirm site boundaries

334. This section explains the importance of and actions involved in agreeing land rights and confirming site boundaries.

335. **The objectives of agreeing land rights and confirming site boundaries are:**

a. to form a legal agreement with all stakeholders over the use of the site

b. to clarify restrictions on site access and land and resource use

c. to reach a consensus, with the displaced population, host population, landowners and local government, on the position of site boundaries.

336. Land owners and users may be reluctant to allow the self-settled population to remain on the site due to concerns over:

- the duration of the camp

- competition for resources

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- threats to security and the risk of violence

- the environmental impact of the camp.

337.   Negotiating and forming a legal agreement on land rights, and reaching a consensus on site boundaries will help to reduce and clarify concerns and prevent conflict between the displaced and host population.

338.   The displaced population should be offered exclusive use of the site, through an agreement with national, local and traditional authorities, and private landowners. A formal legal agreement on land rights and use should be formed, in accordance with existing legal frameworks and the laws of the country. The document should include agreements on:

- the duration of the camp

- the use of resources

- limits on site access

- the position of site boundaries

- the rights of the displaced population to use the land for farming and other methods of livelihood support

- methods of mitigating and reversing environmental damage

- the condition of the site at the point of handover.

339.   Methods of compensating land owners for any reduction in income, degradation of land and loss of livelihood support, may need to be negotiated and agreed.

340.   A consensus on the position of site boundaries and agreement over land use should be reached through negotiations with the displaced population, host population, landowners and local government.

341.   The use of land by the displaced population should be based on formal legal arrangements in accordance with the laws of the country.

3.5.2   Map the site

342.   **The objective of risk and hazard mapping is to identify existing and potential, natural and artificial hazards that may affect the lives and livelihoods of the displaced population, and increase their vulnerability.**

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343. Hazard mapping may be used to inform the plan for upgrade and extension by identifying:

- areas of the site at risk from hazards

- the effect the hazard may have on the lives and livelihoods of the displaced population. For example, restrictions on the access to services and land use due to temporary flooding

- areas with specific requirements relating to infrastructure and shelter. For example, the requirement for additional reinforcement in shelters to protect them from large wind loads

- methods of hazard mitigation, such as, restrictions on the use of timber in areas at risk of landslides.

344. By identifying the time of occurrence and likely duration of hazards, the map can be used to inform the *critical path analysis* (see section 2.1.3).

345. A hazard map should include information on:

- the types of hazards

- the specific locations of the hazards

- the severity of the hazards

- when the hazard is likely to occur

- the likely duration of the hazard

- the impact the hazard may have on the lives and livelihoods of the displaced population.

346. Consulting the host population is advisable during the mapping process. This will help to gather their specific knowledge and understanding of the type, frequency and duration of hazards, such as earthquakes and monsoons. Additionally, the host population may be able to identify areas affected by season flooding and storms - these may not be immediately apparent by observation alone.

347. Local knowledge should be supplemented by national and international data where possible.

348. Specialist advice may also need to be sought in order to identify the specific effects of topographical variations and site features on climatic conditions and hazards.

349. In order to assess the effect that hazards may have on

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the lives and livelihoods of the displaced population, information on land use patterns relating to livelihood support and the location of services and facilities should be added. This will allow constraints, such as access to facilities and temporary flooding of grazing land to be identified.

3.5.3   Reach a consensus on appropriate density and dispersal

350.   **The objective of reaching a consensus on appropriate density and dispersal of the camp is to ensure that resource availability, environmental impact and hazards of the site, and the security and needs of the host and displaced population are all taken into account by the layout of settlement.**

351.   **Density** is the number of people per unit area in a camp. Both UNHCR and The Sphere Project recommend at least 45m^2 per person (see Appendix C).

352.   **Dispersal** is the number of people in a camp. For example to accommodate 100 000 people, it is better to set up 10 camps of 10 000 rather than 2 camps of 50 000. However, if the camp is too small, it becomes too costly to maintain certain facilities, such as distribution centres and clinic.   UNHCR recommends that the maximum camp size is 20 000 people.

353.   Inappropriate density and dispersal of camps may:

•   cause long-term depletion of resources and environmental degradation

•   lead to conflict over resources and services between the displaced and host population

•   increase the risk of hazards, such as fire hazards

•   limit access to resources; for example, dispersed camps may lead to unacceptable walking distances between settlements and water sources.

354.   The decision on the density and dispersal of the camp should be reached through consensus. Where possible, the decision on density and dispersal should take into account:

•   the size and dispersal of the host population

•   the preferences and size of the displaced population

•   the sustainability of resources and environmental impact

•   internationally agreed standards

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• the preferences of the host population and government.

355. A consensus on an appropriate density and dispersal should be reached with the displaced population, host population and government.

3.5.4   Reach a consensus on the need for additional services

356. This section explains the reasons for reaching a consensus on the provision of additional services, such as clinics and schools, and the main factors to consider when deciding on the level of upgrade and extension required.

357. **The objective of this section is to reach a consensus on the additional services required in order to meet the needs of the displaced and host populations, in terms of survival and livelihood support.**

358. Services will need to be developed and extended in order to meet the long-term needs of the existing population and the needs of future persons arriving at the site. This should be done in close collaboration with the agency or agencies mandated with the management of the camp.

359. An agreement on the additional services required should be reached with the displaced and host population. This will ensure that needs of both parties are met using minimum resources and capacity and with minimal disruption to existing service provision.

360. The requirements for additional services may be based on:

• the specific needs of the displaced population, in terms of survival and livelihood support

• increases in demand due to future population growth, resulting from natural increases and population influxes

• the extent to which existing services can be reinforced or developed in parallel, in order to minimise disruption to existing services and support both the displaced and host population

• the degree to which existing service provisions meet internationally agreed standards.

361. The displaced population should play a central role in reaching a consensus on the additional services required. Standards act as a guide and may not take into account individual circumstances, such as traditions and livelihoods,

which may affect the extent of service provision required.

362.   The host population and local authorities may be consulted in order to identify local services that could be supported or developed in parallel, in order to support both the displaced and host populations.

363.   The development of existing, local services may also be used as a method of compensation to the host population.

364.   The advice of specialists and sector professionals may be sought in order to identify the infrastructure required to support the services.

365.   It may be more appropriate to develop existing, common services and infrastructure than to provide new, independent structures.

3.5.5   Plan for future growth

366.   This section explains the main causes of population growth and the activities involved in extending an existing camp.

367.   **The objective of planning sites for future growth is to ensure that population influxes and natural population growth can be accommodated.**

368.   The circumstances that caused the initial displacement are likely to change during the lifespan of the camps. Renewal or relocation of conflicts, reoccurrence of natural disasters and changes in selected transitional settlement options will all cause further influxes that may need to be absorbed by the camp. It is advisable to plan for such an event in advance, to ensure that the needs of the new arrivals can be met swiftly and sustainably.

369.   There are three main factors that contribute to an increase in size and density of the camp:

• natural population growth

• spontaneous internal relocations as communities rebuild

• new influxes of displaced persons, either from renewed conflicts, reoccurrence of natural disasters or from other transitional settlement options.

370.   In order to accommodate these changes, sites to extend the camp may need to be identified and planned.

371.   Planning for future growth may involve the following

activities and considerations:

»

- scenario planning. This will assist in predicting the size and rate of future influxes and inform the requirements of camp extensions

- review of the strategic plan. This may be carried out in order to establish whether extending the camp is the best response to the needs of the displaced population, or whether other transitional settlement options should be considered

- site and population assessments. This should be repeated when selecting a site for extension, even if the new site is adjacent to the original site

- when planning sites for extension, refer to guidance and advice offered in section 3.6

- when upgrading the camp, aim to leave room for natural population growth and internal relocation within each family and community.

Figure 3.4 **Camp extension**
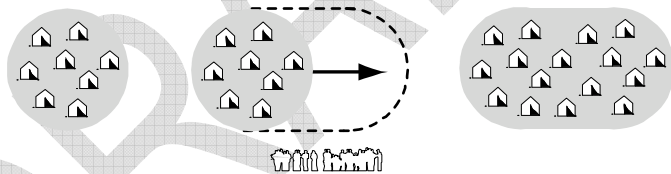
372. If population pressures require the camp to be extended, or a new camp to be established, the site-selection process should be repeated individually, even if the extension under consideration is adjacent to the original site.

3.5.6   Plan main access routes

373. This section identifies the reasons behind upgrading existing routes and the factors to consider when designing new access routes.

374. **The objective of this section is to plan the upgrade of existing access routes and the layout of additional access routes required to reach key locations outside the camp.**

375. It is likely that access routes to resources, nearby towns and villages and land used to support livelihoods will already have been established. Upgrading and relocating these access

routes may be required to:

- minimise erosion and environmental degradation

- respond to land ownership and use

- control access to the camp

- control access to protected natural resources and areas of high risk

- allow access of large vehicles

376. When planning access routes:

- identify areas regularly visited by the displaced population

- avoid taking main access routes through existing settlements

- avoid steep inclines

- ensure separate vehicle, and pedestrian access

- maximize the visibility of vehicles by keeping roadsides clear.

⚠ *specialist advice required*

377. Seek specialist advice for the construction and maintenance of roads, particularly if the area is to be used by heavy goods vehicles.

Figure 3.5   **Maintaining good visibility on roads**
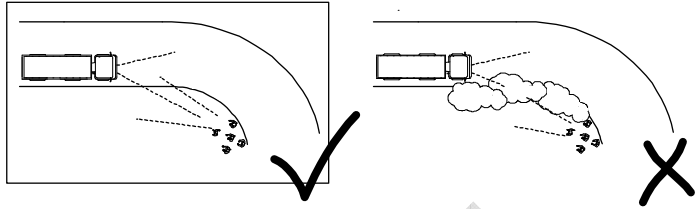
Figure 3.6   **Keep pedestrians and vehicles separate**
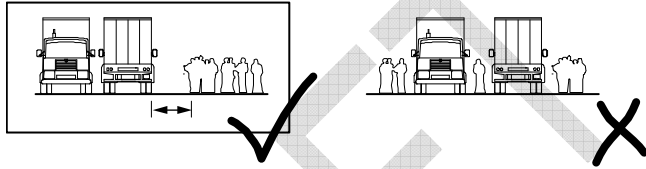
3.5.7   Plan roads and routes

378.   The section explains the likely reasons behind alterations and additions to existing roads and routes and the factors that may need to be considered when planning upgrade and extension.

379.   **The objective of planning the layout of the roads and routes is to ensure that settlements, services, facilities and resources within the camp can be accessed safely with minimal effect on the environment.**

380.   Roads and routes are likely to have developed around site features and structures. Its layout may need to be altered in order to:

•   accommodate additional services and structures

•   improve access to resources and services

•   prevent erosion of the site caused by the movement of traffic on unstable ground.

381.   When planning roads and routes, the following may be considered:

•   the effect of the layout on wind speed and intensity. For example, wind can be channelled along straight roads

- security. For example, providing access to family plots via semi-private roads will facilitate casual 'neighbourhood watch', thus increasing security

- site topography. Where possible, roads and routes should follow the topography of the site in order to aid water drainage and minimize erosion

- the layout of services and facilities, for example, the position of water pipes.

382. There are two main approaches to the detailed layout of roads within the camp: grid planning and cluster planning.

Figure 3.7   **Grid and cluster planning**
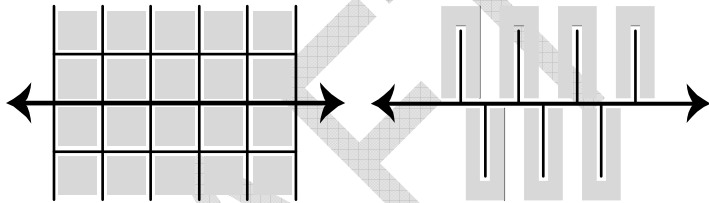
383. Grid planning is simple to design and can be easily marked out: roads are arranged at right-angles, in a rigid pattern.

384. Disadvantages of a grid plan include the following:

- The plan can be difficult to adapt to topographical conditions such as hills or gullies

- Wind can be channelled along the long straight roads of the grid

- The lack of semi-private space makes casual 'neighbourhood watch' security less effective

385. Cluster planning involves grouping communities around private roads, which are branched off from the major through-routes. This layout has the advantage of increasing community interaction and improving security through neighbourhood watch schemes.

386. In both grid and cluster layout, sectors and blocks should be planned to follow the topographic contours of the land. This will help to reinforce surface water drainage and aid erosion control.

387. If soil erosion is likely, 'erosion belts' of undisturbed vegetation, following the contours of the site, may also be

considered.

⚠️
specialist advice required

388. Specialist advice may be required to *identify the location of services and infrastructure that may be disrupted by the addition or relocation of roads and routes and to evaluate ground conditions and evaluate the risk of environmental degradation*.

389. Consult the displaced population to ensure that the layout of roads and routes meets their needs and expectations in terms of accessing resources and maximizing site security.

390. Try to make routes as direct as possible. Indirect routes will encourage the use of informal roads, resulting in the development of paths that cause additional site erosion.

3.5.8	Plan water supply and sanitation

391. This section explains why water supply and sanitation should be planned, key factors to consider when developing the plan and who to involve in the process.

392. The objective of planning water and sanitation is to ensure that existing facilities are upgraded and extended sufficiently to meet the needs of the displaced population, and, where appropriate, to meet internationally agreed standards.

⚠️
specialist advice required

393. It is important to ensure that the camp plan supports the activities of the water and sanitation specialist. Agree with them the most appropriate means to upgrade the water and sanitation facilities.

394. The upgrade and extension of water supply and sanitation facilities should ensure that:

- internationally agreed standards are met where appropriate

- the camp is sustainable

- maximum sustainable use is being made of local natural resources, water supply and sanitation facilities

- needs are being met in relation to livelihood support, requirements for construction as well as survival needs, including drinking, washing and cooking

- the health of the displaced population is not at risk

- all members of the displaced population, including vulnerable groups, have equitable access to water

- security issues are taken into account when planning sanitation facilities

- water supply and sanitation are located appropriately.

395. When planning the upgrade and extension of sanitation facilities and infrastructure it is important to leave space for subsequent upgrading of sanitation. For example, many camps initially start with communal defecation fields, which are then upgraded to family or community latrines. Talk to the sanitation specialist to identify the end state and transitional stages, and set aside areas of land to accommodate these stages.

396. The following points should be considered:

- the standard of existing facilities

- possible locations of additional latrines

- direction of the prevailing wind

- risk of gender-based violence and the need for privacy.

397. In order to decide on the most appropriate strategy, the displaced population should be consulted. Determine whether the displaced population would prefer to have family latrines located on each plot, or family-owned latrines grouped together in a public place. It is advisable to dig latrines as deep as possible: once they are in use, they cannot be dug deeper.

398. Consider the use of composting or bucket latrines where the water table is high, to prevent contamination of the ground water.

399. Aim to construct ventilated improved pit latrines to reduce unpleasant conditions.

400. When planning the upgrade and extension of water sources and infrastructure the following points should be considered:

- the size of the population and the possibility of future population growth and influxes

- site topography

- the quantity of water required for construction and livelihood support

- internationally agreed standards

- the quality of water available locally.

Figure 3.8   **Controlled access to water sources**
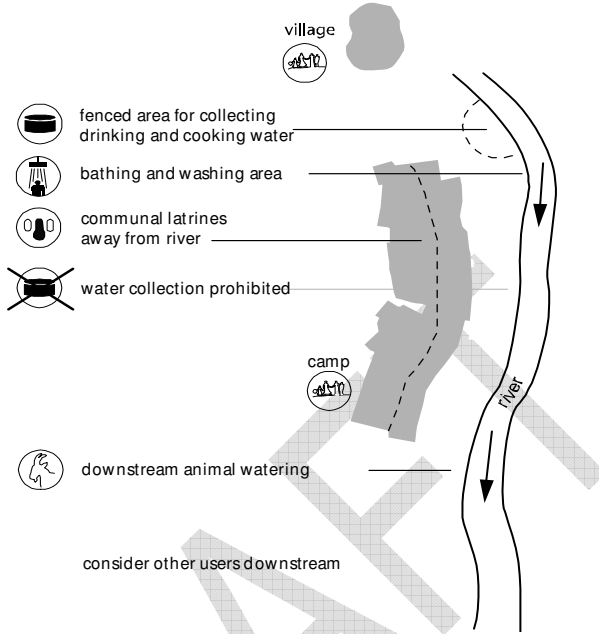
401.   Support should be provided for the construction of showers or washing areas, including soakaways to prevent standing water.

Figure 3.9   **Use soakaways**
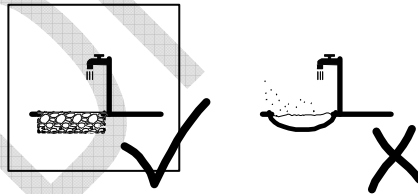
402.   Consult water specialists and the host population to gain specific knowledge and understanding of existing *water supplies* and guidance on the most appropriate methods of upgrade and extension.

3.5.9   Plan community layouts

403.   This section explains the benefits of a well-planned community layout and the main factors to consider when developing a plan.

404. **The objective of planning the community layout is to ensure that camp layout promotes, enhances and supports existing land use patterns, community and family relationships and leadership structures.**

405. Spontaneous internal relocation, natural population increase and population influxes are likely to lead to camps that are too dense to be supported by the site in a sustainable manner. When this occurs, the layout of existing settlements will need to be revised and new settlements will need to be planned.

406. The upgrade of existing settlements and layout of extended sites should, where possible, be based on:

• traditional use of indoor and outdoor space including the use of external areas for cooking, washing and social interaction

• existing family and community relationships that are likely to be relied upon for mutual support

• internationally agreed standards defining minimum space requirements and distances between shelters

• the site topography and climate to ensure that the effect of weather, such as prevailing winds, is minimised by the layout.

407. Careful consideration of these factors will:

• increase security through the promotion of neighbourhood watch schemes

• encourage the shared use, management and maintenance of resources, services and facilities

• ensure that vulnerable groups are included and supported

• enhance existing social structures and community relationships

• ensure equitable access to resources, service and facilities to all members of the displaced population, including vulnerable groups.

408. Communities should be developed by building a pattern of (approximately) 16 family plots with basic service infrastructure such as latrines. This pattern should be sufficiently flexible to allow it to 'wrap' around topographic features: for example, by omitting individual plots to protect a large tree which provides good shade and protection from the wind.

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409.   Generic layout options, such as those suggested in this section, offer useful reference, but they should not be copied without alterations to meet specific circumstances. The layout plans presented here are not drawn to scale. They represent the relationship between the different elements within each option only.

Hollow square plan

410.   The hollow square plan has certain advantages:

•   There is a public side to each plot, facing the street, and a more private side, internal to the square. This private space can reinforce the community by increasing interaction within families.
•   Tap-stands and latrines are situated away from the road, so they are less likely to be used by passers-by and are therefore more likely to be maintained by the community.

411.   This plan has the disadvantage that the fronts of each family shelter face roads in a grid plan, limiting privacy. Often the nearest neighbour for each shelter is in an opposite block, a feature which disrupts the sense of community that this layout tried to create in the first place.

Figure 3.10   ***Hollow square plan***

legend

▣ latrine
○ shower
✕ tap stand
⊔ refuse container
•••••• road / surface water drainage
▭ family dwelling on family plot

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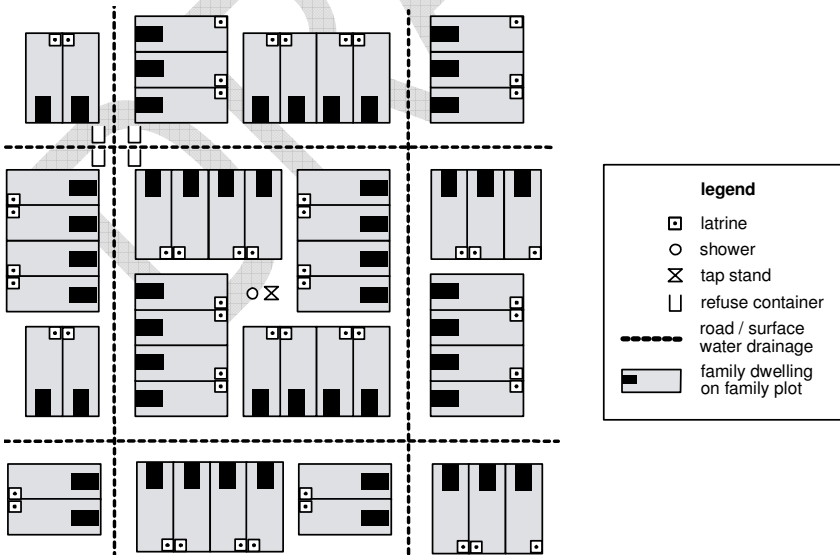
Staggered square plan

412.   The advantages of the staggered square plan are as follows:

• The front of each family plot faces a cul-de-sac road, which is used by the community residents only. This feature helps to improve social controls by enabling the residents to be aware of their neighbours, and by reinforcing the community through increased social interaction.

• The rear sides of the family plots face each other, improving privacy and security.

• Family latrines can be introduced gradually, starting with one latrine shared between four families. Building four latrines together is simpler than building separate latrines.

• 'Staggering' the communities prevents long straight roads. Long straight roads reduce privacy and flexibility, and increase the funnelling of wind, which increases dust and the spread of fires.

• Tap-stands and latrines are situated away from the road, so they are less likely to be used by passers-by and therefore more likely to be maintained by the community.

413.   The disadvantage of the staggered square plan is that marking it out is more complicated than using a grid – although a grid can be marked and then the plots can be staggered within it.

Figure 3.11   ***Staggered plan***
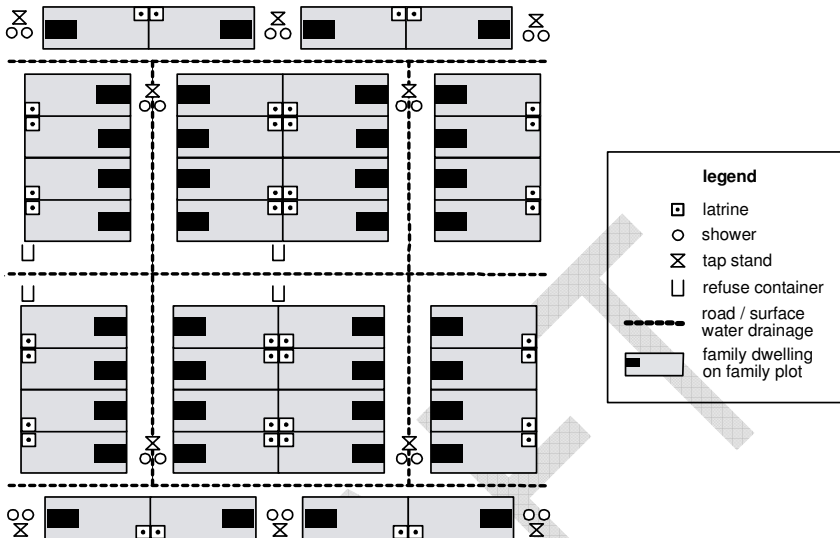
Community road plan

414   The community road plan has several advantages:

- The front of each family plot faces a road which widens and narrows along its length, creating small communal open squares, linked by roads. Although the roads are used by everyone, the communal squares reinforce the sense of community by increasing social interaction.

- The rear sides of the family plots face each other, creating a sense of privacy and security.

- Family latrines can be introduced gradually, starting with one shared between four families. Family latrines can then be built in pairs.

415.   The disadvantages are that tap-stands are situated in the road, and are likely to be used by people other than the community whom they serve, and so they are less likely to be maintained. Marking out the plan is more complicated than using

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a grid, because some family plots are sized differently from others.

Figure 3.12 **Community road plan**

legend
- ⊡ latrine
- ○ shower
- ⊠ tap stand
- ⊔ refuse container
- ----- road / surface water drainage
- ▭ family dwelling on family plot
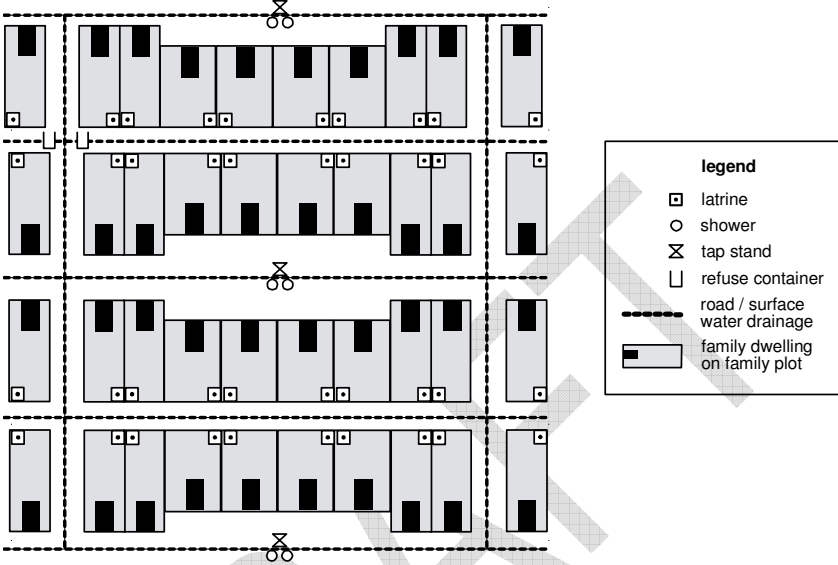
3.5.10   Plan key facilities and services

416. **The objective of locating existing and additional facilities and services is to ensure that the needs of the displaced and host population and internationally agreed standards are met.**

417. Upgrades and additions to existing services will be required to ensure that the needs of the displaced and host population are met. Where appropriate, internationally agreed standards should be used as a benchmark.

418. Upgrades and additions to facilities and services should be identified and located on a map to ensure that:

- the needs of the displaced population are met, in relation to the quantity and location of services and facilities

- services and facilities can be accessed safely by all members of the displaced population, including vulnerable groups

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- internationally agreed standards are being met, where appropriate

- existing services are upgraded and supported sufficiently to sustain increases in demand.

Figure 3.13   Layout example for a central facilities compound

security and safety: separate entrance/exits for logistics, staff and displaced population

public space
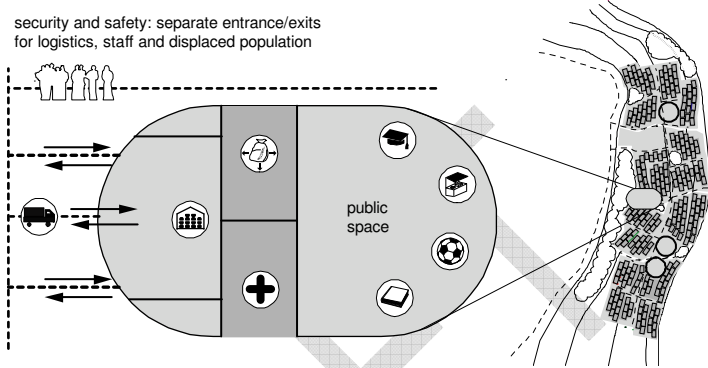
Surface-water drainage

419.   Insufficient surface water drainage can lead to:

- flooding

- standing water which can increase the risk of vector born disease

- soil erosion and landslides

420.   In regions of high rainfall, drainage must be improved prior to the rainy season.

421.   Ensure sufficient drainage is provided around existing services and facilities. Particular attention should be paid to drainage systems around roads that will be particularly susceptible to collapse if exposed to additional erosion.

422.   Terracing slopes and planning drainage to follow contour lines can help to prevent soil erosion and landslides.

423.   Drains require regular monitoring and maintenance, to prevent them from becoming blocked by rubbish or earth.

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Refuse collection and disposal infrastructure

424.   Refuse dumps are likely to have been developed across the site when and where they have been required. The location, number and size of refuse dumps are therefore likely to be inappropriate.

425.   The relocation and upgrade of dumps should be considered to prevent the pollution of water sources and the attraction of rodents and insects that may increase the spread of disease.

426.   The location and size of refuse dumps should consider the ease of management and maintenance.

427.   Ensure that sites are accessible to large vehicles required for refuse disposal.

428.   Collection points should segregate materials for recycling, composting, burning and safe disposal.

429.   Landfill sites should be sited away from dwellings and should be sealed to prevent vector infestation.

⚠
specialist advice required

430.   *Medical wastes* should be incinerated then buried deeply, in accordance with specialist guidance.

431.   Specialist guidance should be sought in relation to the disposal of medical, toxic and other hazardous waste.

Medical facilities

432.   The provision of medical facilities should be prioritised to meet immediate survival needs.

433.   This may mean upgrading, supporting and providing adequate access to existing local medical facilities. Or it may mean the provision of onsite facilities.

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specialist advice required

434.   Advice on the *medical facilities* required should be taken from specialist who will best understand the specific medical conditions and needs of the displaced population.

435.   Where possible, existing local medical facilities should be supported, upgraded and extended to meet the needs of both the displaced and host population.

436.   If adequate support and access can be offered to existing hospitals, additional on-site medical facilities may include:

- screening facilities

- outreach clinics/health posts

- feeding centres

- dispensaries.

437.   In cases where existing referral hospitals are inadequate or too far from the camp, a large clinic or camp hospital will be needed to meet immediate health needs.

438.   Minimum requirements for on-site medical facilities include:

- a waiting and reception area

- examination rooms

- in-patient rooms

- latrines and adequate hand-washing facilities

- a reliable water supply

- a pharmacy

- adequate access for motorized vehicles.

Warehouses

439.   Warehouses will be required to securely store food and non-food items before distribution to the displaced population.

440.   Liaise with the agencies who will be responsible for camp management and food distribution to ensure the plan of the camp supports their activities suitably.

441.   Warehouses may be located centrally or dispersed around the camp. The location will be largely determined by the space available or the ability to relocate settlements and services to make room for the warehouse.

442.   Measures should be taken to ensure the protection of stored commodities from theft, damp conditions and damage from rodents and fire.

443.   The location and design of warehouses should consider the specific storage requirements of commodities. For example, cement must be kept dry and food stuff will require protection from rodents.

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Figure 3.14 **Warehouse layout example**

turning area
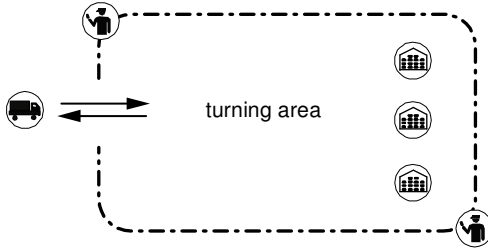
444. Warehouses will generally be part of a logistics compound, comprising the following elements:

• an indoor, lockable storage area with easy access through large doors

• an outdoor storage area

• a delivery area, ideally with ramps or a high plinth to make loading and unloading easier. The area should be well compacted or hard-surfaced with good drainage, to ensure use and access is maintained in all weather conditions.

• guard shelters positioned to ensure a line-of-sight control around the entire perimeter

Distribution sites or centres

445. Considerations for the planning of distribution centres will be similar to those for warehouses including:

• accessibility, especially for vulnerable groups

• provision of security

• provision of water for cleaning.

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Figure 3.15 **Distribution centre layout**
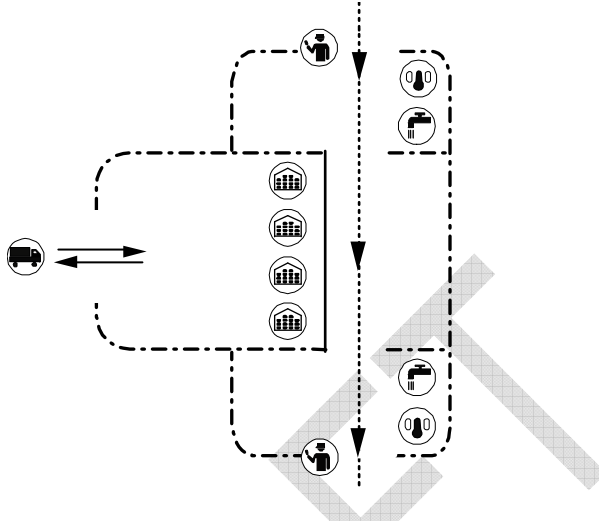
Schools

446. The requirement for schools will depend on the expected duration of the camp. Facilities are more likely to be required in conflict situations than following natural disasters.

447. Schools will be required for education up to the end of secondary level.

448. Schools should be as decentralised as possible. The buildings are often used for other purposes outside of school hours, such as meeting rooms. Having schools placed around the camp facilitates this.

449. Where tertiary education exists, support existing school facilities. In addition to saving time and resources, this will help to integrate the displaced and host population, reducing the likelihood of conflict.

450. If additional facilities are required, consider possible alternative uses for the building following camp closure and handover to the host population.

451. School facilities should include:

- indoor and outdoor space with protection from the elements

- sufficient ventilation or heating

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- sufficient latrines and water provision.

452. Consult the minister of education and the aid agency mandated to manage education within the camp to establish specific educational needs of the displaced population.

Communal washing facilities

453. Washing facilities are likely to have been developed by the self-settled population close to the settlement. The location is unlikely to have considered the risk of polluting water sources used by other members of the displaced population or nearby communities.

454. Facilities may, therefore, need to be relocated.

455. The provision of washing facilities for bathing and laundry should be based, if possible, upon the traditional practices of the displaced population, identified through the assessment carried out in Section 2.4.

456. When planning washing facilities ensure that:

- adequate drainage is provided to prevent standing water and pollution of water sources

- facilities are safely accessible to all members of the community, including vulnerable groups.

- there is adequate provision of visual privacy, including the segregation of male and female facilities where appropriate

- soakaways are used to prevent standing water and thus reduce the risk of vectors

- the facilities are downstream of the drinking water collection area, and upstream of any livestock.

Recreational facilities

457. Recreational facilities may have developed spontaneously. If this is not the case or if the current provision is considered insufficient, additional areas should be planned to:

- encourage community interaction within the displaced population and with the host population

- provide a location for meetings and community events.

458. Recreational facilities (for children and adults) should be developed as soon as the circumstances allow it. These may

take the form of open spaces for sports, or meeting places located around communal facilities such as market places.

Market places and commercial facilities

459.   The population may have developed areas for trading goods and services in order to maintain livelihoods and gain access to items required for survival. These may include small community-level corner stalls. Trade areas may also have been established at existing markets. In either case, upgrade and extension may be required in order to ensure that facilities are sufficient to support the commercial activities of both the host and displaced population.

460.   During the upgrade and extension of market areas, it is recommended to provide water and sanitation facilities for communal use.

461.   The relocation of markets and commercial facilities may be necessary if the land is required for an alternative use.

462.   Consider the kinds of structures and facilities required to support livelihood activities, for example food preparation facilities, restaurants and milk-boiling services.

463.   Specialist advice will be required for activities such as the slaughter of animals, which requires slaughter slabs with blood traps, and facilities for hand-washing.

464.   It may be advisable to provide a large market close to each distribution centre.

465.   The use and expansion of existing markets and commercial facilities may be supported, provided that the presence of the displaced population will not have an adverse effect on the success and maintenance of existing businesses.

466.   Consult the displaced population to establish what livelihood activities require support.

467.   Consult the host population to identify existing livelihood activities and methods of exchanging goods and services. This will help to:

- identify existing structures and services that may be utilised by the displaced population

- ensure that there is a balanced provision of goods and services

• avoid the development of conflict over employment opportunities and the use of space.

Provision for livestock

468. Insufficient provisions for livestock may lead to the displaced population using personal provisions of shelter and water to ensure the survival of livestock. This will increase the risk of disease and affect the recovery of the displaced population.

469. The provision of water, grazing land and shelter for livestock should therefore be considered a priority in the strategic plan.

470. Supporting and providing for livestock will also protect a key financial asset and help the displaced population to become self-sufficient.

471. Where appropriate, support land and shelter developed by the self-settled population to provide for livestock.

472. It may be necessary to provide emergency supplies of fodder, water troughs and seeds.

473. Land for livestock should be provided away from the main living area to prevent the spread of disease.

Figure 3.16   ***Separate areas and water sources for livestock***
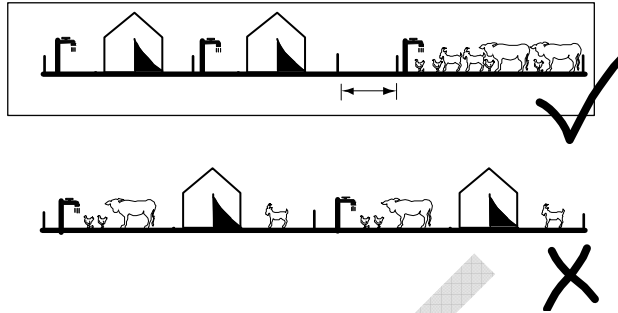
474.   Land for livestock should be located downhill from the camp if possible, with good surface water drainage, to prevent other water sources being contaminated.

475.   If space is becoming limited due to increases in population, consider sharing grazing land. Where possible, facilities should be shared by existing community or family groups. It is likely that such groups will have established roles and responsibilities in relation to the care and upkeep of livestock. This will help to improve the security and maintenance of facilities and prevent conflict over livestock ownership.

476.   Livestock should be provided with a separate water source, away from living areas and sources of water for human consumption and washing.

477.   Ensure that the slaughter facilities are hygienic and easy to clean. Provide taps, soakaways and suitable provision for waste disposal.

Cemeteries, crematoria and mourning areas

478.   Cemeteries should be planned to ensure that the traditions and dignity of the displaced population are maintained in a manner that is also acceptable to the host population.

479.   When planning cemeteries, consider:

•   existing local facilities that may be available for use by the displaced population

•   the size of the displaced population and the cause and effect of displacement. This will help to establish the likely area required for the cemetery

•   the customs and traditions of the displaced population.

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Chapter 1

Chapter 2

Chapter 3

Appendices

480. Seek the advice of water specialists to ensure that water sources will not be affected by the cemetery.

481. Consult the displaced population in order to identify their needs and traditions.

482. Consult the host population to ensure that local traditions and customs are considered and respected.

Religious/ritual facilities

483. It is not common for aid organisations to become involved in the planning and supporting of religious facilities.

484. The plan for upgrade and extension should ensure that sufficient space is provided for religious activities.

485. Consult the population in order to identify specific requirements.

486. Consult the displaced population in order to identify religious practices and the possibility of sharing facilities with the displaced population.

3.5.11   Plan phased upgrade and extension

487. **The objective of this section is to plan the upgrade of the site in phases in order to:**

a. **minimise disruption to existing services, livelihoods and daily activities**

b. **ensure relocation to sites with a layout more considered and responsive to internationally agreed standards, and community and family structures and relationships.**

488. Phased upgrade and extension involves a cyclic process of camp extension, relocation and settlement upgrade that will:

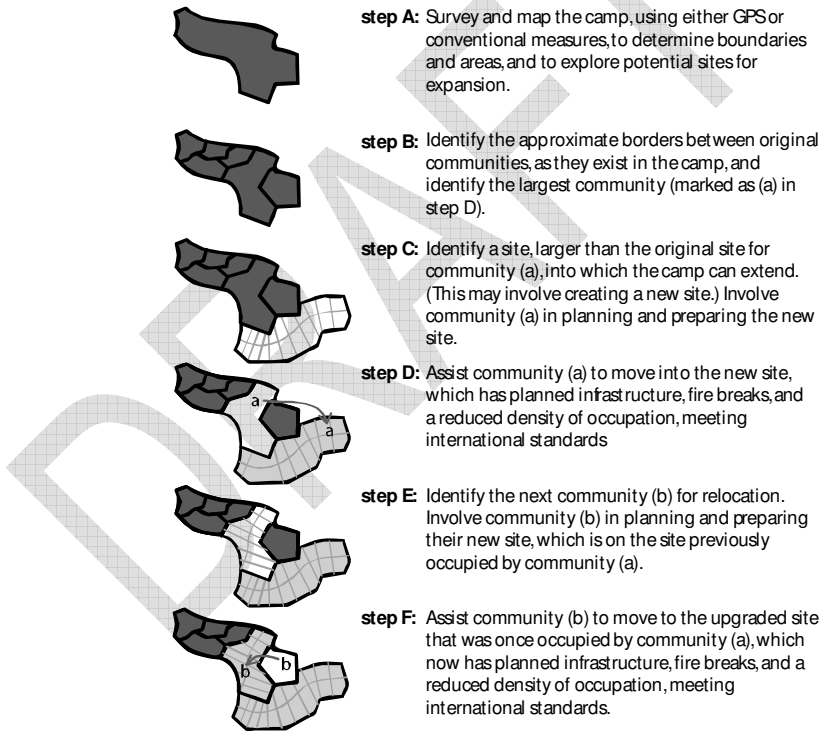• help to minimise disruption to services, livelihoods and daily activities

• ensure that families and communities are sited in groups that reflect social structures and relationships

• assist in the reorganisation of the layout and service provision in response to internationally agreed standards

• allow infrastructure and services to be repositioned to maximize efficiency and usability

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- ensure that existing land ownership, rights and use patterns are recognised and taken into account by the layout of settlements.

489. Phased upgrades should be viewed as an opportunity to improve the structure and layout of the settlement in terms of:

- the consideration of internationally agreed standards such as the inclusion of fire breaks

- locating families and communities together

- increasing provision for livelihood support.

Figure 3.17   ***Example showing phased relocation of self-settled camps***

step A: Survey and map the camp, using either GPS or conventional measures, to determine boundaries and areas, and to explore potential sites for expansion.

step B: Identify the approximate borders between original communities, as they exist in the camp, and identify the largest community (marked as (a) in step D).

step C: Identify a site, larger than the original site for community (a), into which the camp can extend. (This may involve creating a new site.) Involve community (a) in planning and preparing the new site.

step D: Assist community (a) to move into the new site, which has planned infrastructure, fire breaks, and a reduced density of occupation, meeting international standards

step E: Identify the next community (b) for relocation. Involve community (b) in planning and preparing their new site, which is on the site previously occupied by community (a).

step F: Assist community (b) to move to the upgraded site that was once occupied by community (a), which now has planned infrastructure, fire breaks, and a reduced density of occupation, meeting international standards.

Steps E and F should be repeated until the entire camp is internally re-located with planned infrastructure, fire breaks, and a reduced density of occupation, meeting international standards. The final site, previously occupied by the smallest community, can be used for communal facilities, such as markets or recreation areas.

3.5.12   Reach consensus with all stakeholders

490.   **The objective of reaching a consensus with all stakeholders is to ensure that the plan for upgrade and extension reflects the needs and limitations of all affected groups including the displaced population, host population, local government and aid organisations.**

491.   This section identifies the benefits of, and factors to be considered in reaching a consensus, with all stakeholders, over the layout and implementation of the planned upgrade and extension.

492.   Reaching a consensus on the layout and implementation plan for upgrade and extension will:

• ensure that the needs of the host and displaced population are met

• maximise project ownership by the displaced population

• maximize self-reliance and dependence of the displaced population

• ensure that upgrade and extension can be achieved within the limits of time, capacity and resources understood and agreed by all stakeholders

• ensure that the displaced and host population contribute to the implementation of upgrade and extension, where possible.

493.   Aid organisations and government bodies are likely to have a high turnover of staff leading to difficulties in coordinating and maintaining information. Reaching a consensus with all stakeholders will increase the likelihood of information being passed from one group to the next between phases. To ensure that this occurs, agreements and plans must be carefully recorded to ensure continuity of information.

494.   In order to promote project sustainability, a consensus should be reached on:

• the plan for upgrade and extension of the camp; once a consensus has been reached on the plan for upgrade and extension, implementation can begin

• methods of labour provision; where possible, recognise and support the construction capacity of the displaced population. This is likely to be far greater than that of the humanitarian community or government

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- the sourcing of tools, equipment and material; where possible local sources should be supported

- methods of long-term management and coordination; where possible the responsibility of managing and maintaining services, facilities and natural resources should be accepted by the displaced population

- the roles and responsibilities of the government and local authorities; the government should accept final and overall responsibility for the management and maintenance of the camp

- the plan for handing over the project, including the time of closure and the future use of services and facilities.

495.   The coordination and management structures within the humanitarian community should be transparent in order to encourage accountability and ownership of decision-making. Participation of all stakeholders in this process is crucial to successful planning and implementation.

3.5.13	Create a schedule of works for upgrade and extension

496.   This section identifies the actions to be completed and the seasonal, annual and cyclic factors that need to be considered when producing a schedule of works.

497.   **The objective of creating a schedule of works is to plan and prioritise the activities involved in completing the physical implementation of upgrade and extension.**

498.   A schedule of works is required to ensure that the implementation of the plan for upgrade and extension takes into account seasonal, annual and cyclic factors that may disrupt the progress of the project. The following factors should be considered:

- variations in temperate or tropical seasons that may affect the needs of the displaced population

- changes to human response and organisational capacities of the stakeholders in undertaking the activities agreed

- the opportunities and constraints of the various sources of funding available to support the response, including donor and emergency funds.

499.   Seasons can impact construction, for example mud brick constructions cannot take place in monsoons, and livelihoods

such as harvests.

500. The following information may be included in the schedule of works:

- a description of the order of works during the emergency phase

- a description of the order of upgrading works during the care and maintenance phase

- an indication of key events and deadlines such as resource deliveries

- an indication of the deadline for completion of each activity

- the amount of time that each activity should take

- the roles and responsibilities of those involved in the implementation.

501. The schedule should be agreed by all stakeholders, including the labour force and contractor, before work commences.

3.6 Implementing the schedule of works

502. This section explains the steps involved in implementing the masterplan, from reaching a consensus on the layout, to the final handover of responsibility.

503. **The objectives of implementation are to ensure that:**

a. **the various elements of the site plan are achieved to an appropriate quality, within the constraints of time and cost**

b. **capacity is coordinated and managed to achieve the plan. This includes human and natural resources, sourced locally and internationally**

c. **activities are organised around key events and critical paths, such as monsoons, identified through**

critical path analysis, that may affect the progression of upgrade and extension.

| 3.6.1 | Procure resources, labour and equipment |

504. This section explains the main issues that need to be considered when procuring resources, labour and equipment.

505. The objective of resource, labour and equipment procurement is to ensure that appropriate materials, tools and skill are available to complete the tasks identified by the schedule of works.

506. Careful consideration over the procurement of resources, labour and equipment, to maximise the use of local resources and labour, will:

- assist in the development of livelihoods

- maximise ownership of the settlement by the displaced population

- contribute to income generation of the host population

- ensure the continuing availability of resources, equipment and skilled labour needed for the repair and maintenance of shelters.

507. The following assessment may inform the procurement of appropriate resources, labour and equipment

- assess the availability of skilled labour and construction capacity of the displaced population

- assess the impact of harvesting *local resources* (see section 2.4.3) on the host population and the environment

- assess the availability of local resources in order to identify whether there is an expected shortage.

508. If material shortages are expected, assess the capacity for alternative local solutions. Shortages can be met by importing specific materials (for example, distribution of plastic sheeting when there is not enough thatch), full transitional shelter systems, or, as a last resort, tents.

509. For more detailed information on the procurement of specific materials such as timber, bamboo, concrete or corrugated metal sheets, consult specialists or relevant literature.

510. The capacity of the displaced population for construction is likely to vary over time. In the initial stages of the disaster, the displaced population is likely to be occupied with meeting immediate survival needs. This will significantly reduce capacity for construction. Capacity will increase during the care and maintenance phase as livelihoods are re-established.

511. Construction capacity may also be temporarily reduced by seasonal work, such as crop harvesting.

512. It is important to factor in key climatic events and other seasonal variations which may affect the availability and accessibility of resources. Factors to consider may include:

• seasonal variation in resource availability

• the effect of weather on the construction process

• the effects of weather on the transportation of materials.

513. These factors should be predicted, monitored and incorporated into the *schedule of works* (see section 2.8.2).

514. Aim to employ labour from both the displaced and host population.

515. Ensure that equal opportunities are offered all members of the displaced population, including vulnerable groups, in order to avoid resentment and conflict between groups

3.6.2 Mark out the site

516. This section explains the processes and methods involved in marking out sectors, blocks and communities for phased upgrade and extension.

517. **The objective of this section is to clearly mark out the areas for upgrading or extension. This will help ensure that the plan can be carried out, ahead of the influx and as accurately as possible.**

518. Clearly marking out the site will:

• prevent the displaced population from settling outside of the designated area

• ensure that existing land use, ownership and rights are recognised and respected by the displaced population

• prevent the development of conflict over the use and occupation of the land

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- ensure that vulnerable environments and areas susceptible to degradation are protected

519. Areas identified for upgrading should be clearly marked.

520. In cases involving phased upgrade and extension, mark out areas prior to the relocation of the self-settled population. Areas to be marked out should include communities, services, facilities and variations in land use.

521. Marking out the site prior to relocation will:

- prevent conflict over land use and occupation

- reassure the self-settled population that continuing support will be provided during upgrade

- offer an incentive to relocate by highlighting the advantages of the new settlement in relation to space allocation and service provision.

522. It may be advisable to colour-code markers indicating the boundaries of the sites, sectors and blocks.

523. To avoid movement of the markers (either intentionally or accidentally), set poles in concrete or mark immovable objects such as boulders or large trees.

524. To make the task easier, use tall markers which can be seen from a distance.

3.6.3   Carry out ground preparations

525. This section identifies the factors to be considered and methods of ground preparation. This should be done so that the site is ready for the upgrading and extension of the camp.

526. **The objective of preparing the ground is to ensure that the designated sites for extension and areas identified for upgrade are suitable for the construction of shelter, services and infrastructure.**

527. Ground preparation includes:

- surface water drainage

- selective reduction of vegetation

- preparing access roads and paths

- localised levelling of land for communal service infrastructure.

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528.   Aim to discourage the removal of vegetation by the self-settled population in order to:

• maximise shade

• minimise soil erosion

• maintain wind breaks.

529.   Identify and remove all dead or diseased trees, which may be dangerous.

530.   On sites identified for extension, clear all light undergrowth, in order to:

• simplify the construction of shelter, services and facilities

• discourage the use of the site for defecation.

531.   If mechanical plant, such as bulldozers, are to be employed to terrace a slope, extreme caution should be used in order to prevent unnecessary damage to vegetation and top soil.

3.6.4   Build emergency infrastructure

532.   This section includes an outline of the emergency facilities that may be required in order to meet the immediate needs of the displaced population.

533.   **The objective of building emergency infrastructure is to ensure that the immediate survival needs of the population are met.**

534.   It is likely that the population will have developed some basic level of infrastructure prior to the arrival of aid organisations. Existing infrastructure should be upgraded and extended in order to fill gaps in provision and ensure that the entire population can be supported sustainably in the short term.

535.   Emergency infrastructure consists of:

• transit facilities that support the displaced population en route

• reception centres to allow short-term emergency mass shelter, full registration and medical screening, and plot allocation

• emergency water infrastructure, such as bladder tanks and tapstands

- emergency sanitation infrastructure, such as defecation fields

- distribution infrastructure, such as facilities for issuing food and non-food items

- health infrastructure, such as feeding centres and health screening facilities.

536. Ensure that the upgrade and extension of services is considered during the planning and provision of emergency infrastructure. For example, aim to provide adaptable structures for temporary use. This will allow buildings, such as reception centres, to be modified for an alternative use once they are no longer required.

3.6.5 Upgrade and extend the camp

537. This section covers the upgrading of infrastructure that will follow the emergency phase of construction.

538. After addressing the topics specific to upgrading and extending a camp, in the sub-sections below, you will need to refer to the implementation steps outlined in the previous section which covers topics such as marking out the area, procuring labour and materials, and so forth.

539. **The objectives of upgrading infrastructure are to:**

a. **meet the long-term needs of the displaced and host population in a sustainable manner**

b. **achieve internationally agreed standards, where appropriate.**

540. Infrastructure should be upgraded to ensure that:

- all members of the population, including vulnerable groups, have equitable access to key facilities and services

- the needs of the displaced and host population can be sustained in the long term

- where possible and appropriate, internationally agreed standards regarding the provision of and access to service and resources, are being met.

541. The upgrade of infrastructure should be carried out in stages, to stay ahead of future influxes and natural population growth.

542.   Plan and implement the upgrade of infrastructure to reflect the needs and priorities of the displaced population.

543.   Consult the displaced population in order to identify their needs and priorities in relation to infrastructure.

544.   The upgrading schedule should follow a prioritised plan, agreed with representatives of the displaced population, host population, local government and implementing agencies.

3.6.6   Handover the camp for continuing care and maintenance

545.   This section explains the importance of efficient handovers between phases and identifies the main information and documents to be exchanged.

546.   **The objectives of a handover are to ensure that:**

a.   all information, past decisions and future plans are explained to the relevant stakeholders

b.   all documents and records are handed over to those assuming responsibility for the camp.

547.   Governments and aid organisations are likely to have a high turnover of employees. The organised handover of documents, information, decisions and plans is required to ensure that:

•   the planning, implementation and management of the camp is coordinated and maintained through all the phases

•   information is not lost between phases

•   conflict does not develop due to alterations of original decisions and intentions.

548.   A pack of handover information may be developed to include:

•   accurate documentation of decisions made and stakeholders involved

•   formal agreements over the use of land and resources

•   plans and maps developed throughout the life of the camp

•   information collected from assessments.

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549.   Ideally, there should be an overlap period during which representative of both teams are present in the camp. Involvement with all stakeholders throughout the process will help to ensure consistency and coordination.

550.   The final handover of the camp may include roads, clinics, schools and water infrastructure. The use of communal infrastructure following the closure of the camp should be planned from the outset to ensure that it can be adapted and upgraded appropriately.

551.   Handing over services and facilities to the host community or local authorities may act as a form of compensation for loss of income and damage to land caused by the camp.

552.   If support has been offered, the lead agency is responsible for ensuring that the camp site is returned to the local authorities in the manner and condition initially agreed.

553.   Handovers offer an appropriate opportunity to review the overall strategy. This will help to assess whether decisions made throughout the process have been correct and what could have been done to improve the situation.

Chapter 1

Chapter 2

Chapter 3

Appendices

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Appendices

Chapter 1

A   Glossary

This section has yet to be completed.

B   Bibliography

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Chapter 2

Chapter 3

Appendices

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Summary of standards and indicators

Site required	The Sphere Project, 2004 *(indicators)*	UNHCR, 2007 *(standards)*
Minimum surface area of camp per person:	45m² including infrastructure but excluding land for agriculture	45m²
Minimum covered floor area per person:	3.5m² - 4.5m²	3.5m² in warm climates. 4.5m² - 5.5m² in cold climates or urban areas
Maximum size of camp:	*	20,000 persons
Site gradient:	Between 1% and 6%	Between 2% and 4%
Minimum depth of ground above water table:	3 m during rainy season	*

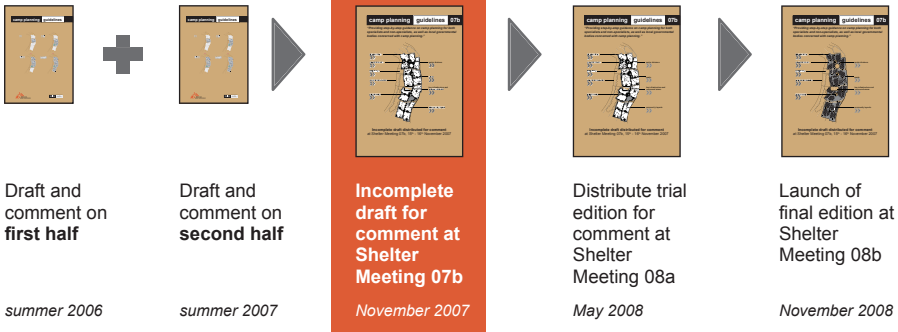| Water supply	The Sphere Project, 2004	UNHCR, 2007
Minimum quantity of water supplied: (litres per person per day)	7.5-15 minimum for survival	7 minimum for survival. 15-20 as soon as possible. Feeding centres require 20-30 litres, hospitals 40-60.
Maximum people per water source:	250 people per tap 500 people per handpump 400 people per well	200 per tapstand. Ideally one tapstand per community of 80-100 persons
Maximum distance from dwellings to water source:	500m	100m

Sanitation	The Sphere Project, 2004	UNHCR, 2007
Maximum people per latrine:	20 people (if sex segregated)	1st choice: Family 2nd choice: 20 persons 3rd choice: 100 persons
Distance from dwelling to toilet:	Maximum 50m or a minutes' walk	6m - 50m

Communal facilities	The Sphere Project, 2004	UNHCR, 2007
Facilities Required:	Per Number of Sites:	Estimated Population:
1 hospital	10	200,000
1 health centre	1.5	30,000
1 health post or clinic	(per sector)	Approximately 5,000
4 commodity distribution sites	1	20,000
1 market	1	20,000
1 school	(per sector)	5,000

* Could not be located at time of publication

Timeline for completing guidelines

1. **This booklet contains an incomplete draft of the camp planning guidelines to be published in 2008**

2. **Reviewers should send comments by email to campplanning@sheltercentre.org**

3. **The drafting and peer review of the camp planning guidelines will follow the timeline below**

Draft and comment on **first half**	Draft and comment on **second half**	**Incomplete draft for comment at Shelter Meeting 07b**	Distribute trial edition for comment at Shelter Meeting 08a	Launch of final edition at Shelter Meeting 08b
summer 2006	*summer 2007*	*November 2007*	*May 2008*	*November 2008*

This incomplete draft guideline is structured as follows:

Chapter 1: introduction
Introduces self-settled and planned camps, in parallel with the other transitional settlement options available to displaced populations. The chapter includes the distinctions between conflicts and natural disasters in camp situations, and that of refugees and IDPs.

Chapter 2: strategic planning
How to develop and maintain a strategy for camps, and how to coordinate with other strategies.

Chapter 3: self-settled and planned camps
Provides detailed guidance for stakeholders responding to populations in self-settled camps, which is the majority of camp situations, and for planned camp situations.

This incomplete draft was prepared by Shelter Centre, as part of an on-going collaboration between Médecins Sans Frontières and Shelter Centre. It has been developed from the recommendations on camp planning offered in 'Transitional Settlement: Displaced Populations' (Corsellis & Vitale, 2005), adding more detailed guidance and illustrations.

Further information on the Shelter Meeting, organised and run by Shelter Centre, where this incomplete draft was distributed for comment, can be found at www.sheltermeeting.org.

The latest information on Shelter Centre activities can be found at www.sheltercentre.org.

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