

LIVELIHOODS



KEY MESSAGES

- ▶ For communities affected by disaster, it is a priority to protect, recover and develop the resources that they need for medium and long-term food security and future livelihoods. In situations of displacement, where communities have lost assets through flight or conflict, their livelihood activities and access to markets are often seriously restricted.
- ▶ Providing livelihoods opportunities for displaced populations is a tool for protection, and should be coordinated with protection actors. It addresses human development among the displaced and peaceful coexistence between camp populations and host communities while preventing negative coping mechanisms such as survival sex or low-wage employment.
- ▶ Livelihoods initiatives should aim to protect and promote food security, where feasible, through agricultural production, small businesses and employment. Possibilities for positive livelihood strategies for camp residents should be appropriate, with fair remuneration. Livelihood strategies should prevent further asset loss and promote self-reliance and recovery. Existing livelihood and coping strategies should be supported where possible and when relevant, with a view to longer-term opportunities.
- ▶ In the absence of, or working in coordination with a food security and livelihoods agency, the Camp Management Agency should assess existing skills and possibilities for livelihoods for camp residents within and outside the camp. Employment of the camp population in projects around the camp, like the clearing of a newly selected site through food-for-work or cash-for-work activities, can be one such possibility.
- ▶ Camp residents should have access to local markets. Market places should also be established within the camp where regular commercial exchange can take place between camp residents and with host communities. Safe access for all should be promoted by the Camp Management Agency, and a camp committee appointed to take care of planning and daily running of the market place.

INTRODUCTION

Displaced people, who have suffered direct losses of their productive, economic, financial, and social assets, through natural disaster or conflict, have the right to protect, recover, improve and develop their livelihoods. In a camp setting, where communities are largely dependent on the assistance and services of others to fulfil their basic needs and rights, this is particularly important. Livelihoods contribute to food security, prevent dependency, reduce vulnerability, enhance self-reliance and can develop or build a set of specific skills during displacement which may have a positive impact on their well-being and future opportunities.

A Camp Management Agency can help to improve the population's overall standard of living and support positive livelihoods strategies by identifying and coordinating with relevant agencies to provide skills training, agricultural support, where appropriate, and income generating projects. These should be based on a participatory analysis of the social, economic and environmental context of the camp population and the local community.

It is the role of a Camp Management Agency to work to prevent negative coping strategies amongst the camp population. These may involve prostitution, theft or gaining access to free goods through corruption or manipulation.

The development of livelihood opportunities can also impact positively on the security within a camp. Employment and the constructive focus which can arise from it can help reduce boredom, frustration and levels of criminal activity and violence. It may also help to combat protection risks related to alcohol or substance abuse, and cases of gender-based violence (GBV). To work, to engage even in small-scale activities, and to access food independently, has a positive impact on dignity and self-respect.


Positive livelihood programmes and strategies that enhance food security and are commonly facilitated in a camp setting include:

- Garden cultivation or small-scale agriculture: this may be developed through the distribution of seeds and tools, through supporting food processing or through training.
- Fishing, poultry or small livestock breeding: this could be supported through providing fishing equipment or livestock.
- Markets and trade with others in the camp or the host population: this could require provision of infrastructure, adequate security measures or food or

cash vouchers to exchange in shops. Care must be taken to ensure that food distributed in camps does not end up being sold in markets.

- Small-scale businesses: these require the support of income-generating or micro-finance schemes which train people in business management and other skills.
- Income generating activities (sometimes known as IGAs). These include handicraft production or tailoring and may require training, marketing support or fair price shops to control or subsidise prices.
- Wage labour: this may be outside the camp in paid employment or through camp maintenance and development schemes. Cash-for-work (CFW) or food-for-work (FFW) may be more appropriate.

The strategies people choose as being most viable will depend on their own skills, culture, capacities, resources and social mechanisms as well as on host community regulations, camp policies, the security situation and the opportunities made available and promoted.

 “Livelihoods comprise the capabilities, assets (including both material and social resources) and activities required for a means of living linked to survival and future well-being. Livelihood strategies are the practical means or activities through which people access food or income to buy food, while coping strategies are temporary responses to food insecurity.” Sphere, p. 108.

KEY ISSUES

ROLES AND RESPONSIBILITIES

Assessment

Even when there is no specialised livelihood agency, the Camp Management Agency can seek to enhance the livelihood strategies of camp residents. The basis for such activities is a thorough and participatory assessment of needs, resources, capacities, skills and socio-economic and political/legal background.

Assessments within the camp community should consider the residents’:

- previous and present livelihood and coping strategies
- skills, knowledge and capacities – including those of women, persons with specific needs and the host community
- social stratification and levels of vulnerability
- views and priorities of a diversity of groups with different roles and social status
- available resources (human, organisational, financial and natural)
- household expenditure patterns and sources of cash and food.

It is also important to assess:

- local demand for particular goods and services
- if, where and how people save money
- existing economic relations – trade, goods and labour flows – between the camp population and the host community

▶▶ See *Tool 4 in UNHCR’s Handbook for Self-Reliance*.

Participation and Coordination

The next step is to liaise with the various stakeholders and the displaced community as well as the host community to discuss which priorities for livelihood support are feasible and should be promoted. Participatory assessment methods such as focus group meetings are an effective way of accessing the opinions and priorities of different groups within the community. The Camp Management Agency should also support the development of a livelihoods committee, taking care to ensure the involvement of women and groups with specific needs.

Livelihoods support is directly connected to early recovery and development. Coordination with relevant protection, early recovery and development actors is key to ensuring an inclusive, holistic and long-term approach to supporting the livelihoods of the displaced.

▶▶ See *UNHCR’s Tool for Participatory Assessment in Operations on the Toolkit CD*.

The Camp Location

One of the most critical influences that a Camp Management Agency can have on livelihoods opportunities for camp residents is during site selection. The location of a camp can have a significant impact on the community’s livelihood opportunities and choices. Building new camps in remote sites away from work

and livelihoods will force occupants into aid dependence and make market relations with local communities unviable.

▶▶ *For information on camp selection, see chapter 7.*

⚠ In post-tsunami Sri Lanka, displaced fishing communities in the south were frequently relocated to inland camps and temporary sites. In part, this reflected some communities' fear of living close to the sea immediately after the disaster. However, the choice of sites was also driven by financial and political considerations. Land away from the coast was cheaper and the government wanted to establish a coastal buffer zone inside which construction was not permitted. The consequence of moving inland was that many fishing-dependent families were now located some distance inland, without easy and immediate access to the sea. In response, the men of the community often chose to locate themselves in temporary shacks on the beach, where they lived for a significant proportion of their time, allowing them to fish morning and evening. Dislocated from their families, there were reports from women in the sites of increased alcohol abuse by men thus forced to live with other men.

Market Knowledge

The Camp Management Agency needs to develop its understanding of local markets and economic systems in order to support viable market exchange and monitor and advocate for viable and safe access to markets for the camp population. It is important for members of the camp population, including groups with specific needs, to have both physical and economic access to the market, and for basic food items and other essential commodities to be available at affordable prices.

The Camp Management Agency in close collaboration with the camp population, should allocate sufficient space for a central market place(s) for buying and selling. This space may need to be enlarged in the future and all security risks and protection needs must be carefully assessed. At the market basic infrastructure should include:

- shelter for protection from the weather

- latrines for men and women
- facilities for safe garbage disposal
- facilities to support groups with specific needs.

The safety and security of the market place is important. It should be easy and safe to get to during day and night, in particular for women and girls. The market place as well as access roads should be well lit during hours of darkness, and located in an easily accessible place for both camp residents and the local population to reach, so as to encourage social and economic exchange.

! Government policies, including pricing and trade policies, influence access and availability in markets. Understanding these factors is important for a Camp Management Agency, to inform their advocacy and their work with other agencies in trying to improve the situation.

►► *For more information, see the second chapter of The Sphere Handbook.*

Advocating for Access

In situations of displacement, access to markets and resources is frequently limited or even denied by the authorities. Although in certain circumstances it may not be possible, the Camp Management Agency should, however, advocate on behalf of the camp community for economic exchange with the host community and the sharing of natural resources. Access can be facilitated to essential environmental resources, such as forests, fishing waters and arable land.

Environmental stress and depletion of scarce natural resources can be a significant challenge in many camp locations. Issues around access to natural resources can be a source of tension and conflict between the host and camp community. Depletion or degradation of natural resources, like water or wood, can have a significant impact on future livelihood strategies. It is essential therefore for the Camp Management Agency to be aware of the additional burden imposed on the host community, and to involve them in the assessment.

Local rules and regulations for accessing and using natural resources must be respected and may require specific awareness raising and monitoring by the Camp Management Agency. The camp population and the host community must be actively involved in the monitoring of natural resources and environmental impact, so that problems can be avoided and solutions identified.

►► *For more information on the environment, see chapter 6.*

Coordination of Livelihood Projects

It is often later on in the camp life cycle that other agencies may come in with projects to develop livelihoods strategies. Sometimes this involves alternative options to existing livelihood activities, or the development of new skills. It is the role of the Camp Management Agency to ensure these initiatives are based on a sound understanding of the context, and effectively coordinated so as to:

- avoid overlaps between different livelihoods programmes and agencies
- ensure each agency or programme serves a particular sector of the population
- focus on the skills people rely on most, and that will be most useful upon return, integration or resettlement
- encourage integration of livelihoods assessments into other sectors' needs assessments
- include opportunities for the host population to participate
- involve women and groups with specific needs
- provide ongoing follow-up, support and feedback of any new initiatives, as appropriate.

EMPLOYMENT OPPORTUNITIES

Camp Management Agencies should be mindful of the need to create employment opportunities whenever possible, perhaps by developing infrastructure using an approach which creates jobs for the local population. Wherever feasible, and in order to share employment opportunities and promote skills sharing, camp residents and local community residents should both be employed. All other service providers active in the camp should be encouraged by the Camp Management Agency to adopt the same policy.

Remember:

- Methods of payment/compensation as well as salary levels should be coordinated and harmonised between all employing agencies.
- Preference should be given to households with vulnerable members and households with no other breadwinner.
- Employment of men and women should ideally reflect the ratio of men to women in the camp: this should be the goal for every agency.
- Recruitment and remuneration policies must be fair, clear and transparent.

Where camp residents are prevented from employment within the host community – for example in agriculture – or conversely, where the host community is not allowed to benefit from in-camp construction or other job opportunities – tensions may arise between the two communities. If joint opportunities exist, they are likely to create more harmonious relationships.

The type of remuneration, such as cash or food, or a combination of the two depending on the context, needs to be assessed and selected in close cooperation with the camp population. As already noted, camp residents should be involved in the planning of employment opportunities to the maximum extent. These programmes can be tailored to contribute to camp infrastructure or to services. However, they should not jeopardise efforts for community mobilisation, voluntary participation and ownership, especially in the development of community services such as markets, community centres and/or schools.

! Cash payment has security implications! Whenever workers are remunerated in cash, the Camp Management Agency and the livelihoods provider need to ensure that this is done in a secure place where people can count and take their money safely. A lot of cash may also implicate the agencies' own staff in corruption. Thus there should always be at least two staff members present with clear responsibilities when paying cash to workers.

The Camp Management Agency and livelihoods providers need to monitor whether employment of camp residents outside the camp and jobs and income activities inside the camp are exploitative. The risk of exploitation needs to be limited as much as possible particularly with regard to women and girls. There are many cases where displaced people take up dangerous, abusive, harsh or underpaid jobs to provide for their families.

Though the right to seek employment outside the camp is a basic right which should be promoted, this should be done with the full knowledge of the local economy and with shared understanding of the potential positive and negative impacts it could have for host communities. This will help prevent resentment and future coexistence problems while giving opportunities for refugees or IDPs to contribute positively to the local economy.

Cash-for-Work

A camp manager working with camp residents on a cash-for-work scheme should:

- establish a committee to review and agree rates of pay for each specific trade, service or skill in order to ensure remuneration is transparent, fair and based on local rates
- employ skilled and unskilled labour from both the camp and host community
- ensure recruitment procedures are open and transparent
- remunerate based on piece-work that is completed, with a rate per agreed quantity (for example, the number of bricks laid, number of meters dug for drainage), instead of a harder-to-monitor daily rate
- ensure the employment of a monitoring team or employ a supervisor to monitor quality, process, time-keeping and adherence to safety standards
- wherever possible seek opportunities for women and youth to participate
- train a member(s) of camp management staff to oversee the finances
- use such training as an opportunity to develop financial and book-keeping skills among the camp residents
- plan large projects in phases so that the project can continue steadily and give an optimal number of people a chance to participate
- use employees with technical expertise to train others on the team as apprentices and remunerate the ‘master trainers’ appropriately
- use local suppliers for materials and tools
- be mindful of how demands of emergency relief projects impact local prices and markets
- be aware of corruption risks.

In situations where markets and access to food are limited, food-for-work projects may be more appropriate than cash-for-work projects.

! The Camp Management Agency and the livelihoods provider need to make sure that employment opportunities do not attract school attendees to drop out in order to earn money!

! Often in camps and camp-like settings, bars and little pubs are highly frequented. When workers receive cash many will abuse alcohol. This raises serious protection concerns if men misuse family income for drinking or other drugs, leaving insufficient resources to buy household food or other items. The Camp Management Agency and the livelihoods provider need to monitor the situation and advocate for men to be aware of their responsibilities towards dependent women and children.

TRADE

When camps are located in remote areas, local markets are difficult – and sometimes impossible – for the camp population to access, making it difficult for the camp population to trade. This may also be due to lack of security in the surrounding area, police harassment, lack of legal status, lack of identity documents and/or local government policies. Where contacts and local trade are restricted, the camp market will become an even more essential place for commercial and social exchange. Where inputs from outside markets are restricted, it will, however, become more difficult for displaced people to manage a profitable business within the camp. Food security initiatives or livelihoods schemes may offer support in such cases.

Where it is feasible, the promotion of economic relationships between the camp community and the local communities can take place in many ways. Forums for coordination and cooperation can bring together host community representatives and camp market committee members to discuss business opportunities and access to local markets. Such discussions need to take into consideration the level of poverty of the local host population and the economic development of the host area, as well as the assets and needs of the camp population.

Monitoring fluctuations in the market place (e.g. after food distributions) will help the Camp Management Agency to keep informed about any inflation in prices,


and is also a good way of testing the economic environment. Such market surveys can help to clarify the issue of market taxes and help to plan standardised and fair systems for all. Regularly monitoring the markets (both availability of goods and their prices) is also important in order to continuously assess the food security situation and trends in agricultural production and marketing. It can help to anticipate possible food crises due to food shortages or steep rises in prices.

▶▶ *For more information see the Guidance notes in the Sphere Handbook, pp.131–133.*

AGRICULTURE, HORTICULTURE AND ANIMAL HUSBANDRY

Depending on camp residents' experience, the location and size of the camp and the access to arable land and vegetable gardens, small-scale animal husbandry or more extensive agricultural activities can usually be undertaken by at least some camp residents. Even in urban areas, gardening can be an option both as a means of contributing to a nutritious and well-balanced diet and to generate income.

An assessment of the potential availability and quality of land for small-scale cultivation or grazing should be made during the site selection process. Access can be subsequently negotiated with the host community representatives and authorities. Some training, the initial provision of inputs (like seed or animals) as well as follow-up, and extension of service support may be required. In some situations, such as in response to increasing urbanisation, specific rural oriented training in horticulture and crop cultivation may also motivate people to return to rural livelihoods.

 **Growing crops or raising livestock in the camp should be planned so that it does not affect the access of other groups to important resources, especially to water.**

TRAINING AND INCOME GENERATING PROJECTS

Skills training and income generating programmes are often provided in camps settings. The types and nature of these programmes will vary considerably depending on the camp population, culture and the socio-economic environment. Training and income generation can have both short and long-term benefits. In the long run, both can stimulate people to find work related to their skills and experience. Furthermore,

skills and business training and the experience of engagement in income generation activities can have positive future implications and facilitate socio-economic re-integration into the country or area of origin or during resettlement.

Certain types of training specifically aim to contribute to the host environment. Designing programmes with the host community, needs to be based on consultation and analysis whereby the needs, preferences and ownership of resources can be identified and addressed.

Training and income generating activities in camp settings may also contribute significantly to restoring a sense of normality, and in building self-esteem. Training programmes are likely to have a positive effect on reducing stress and the effects of trauma. Being engaged in training or small-scale business can also contribute to protecting people from both forced and/or voluntary recruitment into fighting forces or factions.

! Legal issues in relation to the status of the camp community and their right to employment, their taxation obligations, freedom of movement and access to economic opportunities must be investigated, for they will influence the level of income generation possibilities and the extent to which any newly-acquired skills can be used in the local employment market.

Skills training can have a variety of forms. Some of the possibilities include:

- apprenticeship with qualified displaced trainers
- on-the-job training
- seminars and workshops
- training events.

! It is vital to focus on persons with specific needs and groups at risk that have the capacity to be or become economically active. Responsible and sponsoring agencies need to organise training or income generating activities specifically for persons and groups such as female-headed households, HIV/AIDS-affected households, youth, persons with disabilities and others who may be marginalised in the camp society.

To be successful, skills training aiming at self-employment should be accompanied by literacy and numeracy classes as well as business management training, which provides people with basic knowledge on conducting feasibility studies, costing, marketing and/or financial administration and book-keeping.

▶▶ *For more information, see UNHCR's Handbook for Self-reliance, Annex 1.13.1.*

The Camp Management Agency should also be aware that:

- Skills that are not applied within a few months of training are very quickly lost.
- It is essential to avoid engaging too many people in the same income generating activity in order not to saturate the market and limit income opportunities at a later stage: thorough analysis of needs, opportunities and markets is therefore mandatory.
- It is essential to coordinate with relevant agencies to avoid duplication and to set standards for the different approaches regarding incentives, provision of materials, certification and length of training.
- Selection of camp residents and members of the host community must be fair and transparent.
- It is important to support any livelihoods providers to identify the appropriate trainees amongst the camp residents and host population.
- It is vital to promote the involvement of the host communities.
- It is necessary to liaise with the responsible livelihoods provider and include a training-of-trainers component in the skills training programme.
- Training duration will vary according to the type and the context. It is important to note what exactly was conducted within the training, in whatever kind of certification is granted at the end of the programme.
- Within camp settings training courses may need to be limited to three-six months in order to enrol as many people as possible.
- Adequate training facilities and storage facilities must be identified and allocated.

! Camp residents who have completed skills training courses should be given the opportunity to become trainers themselves. For this, a “training of trainers” course should be developed which offers instructional skills for the future trainers. “Training of trainers” is a valuable investment, making training sustainable and providing the community with both short- and long-term benefits.

GRANTS

Income generation programmes may include a grant scheme, frequently accompanied by training in skills of literacy, numeracy and business. A grant scheme is different from microfinance as there is no repayment required. Grants can be allocated either in kind or cash, depending on both the availability of the required inputs on the local market and the people for whom they are intended. Grant schemes are especially relevant for supporting the livelihoods of the more vulnerable segments of the camp population and for small-scale inputs to peoples’ livelihoods in situations of limited market access. At times, those who have successfully used a grant will later receive a loan.

MICROFINANCE SCHEMES

Income generating programmes may involve microfinance services that are accompanied by appropriate training such as literacy or business management. Micro finance helps poor women and men access the capital necessary to engage in self-employment and contribute to their own development.

Microfinance schemes may be challenging to implement in a camp setting since they require:

- a certain degree of political and demographic stability
- selection of the right clients, who have entrepreneurial spirit
- a functioning cash economy
- a long-term approach including adequate assessment and appropriate programme design.

▶▶ *To be successful, it is crucial that microfinance is offered by agencies with experience and on the basis of microfinance best practices. Promoting commercial activities and self-employment can benefit both the displaced and the host community. For more information, see UNHCR's Handbook for Self-reliance, Annex 1.13.9 and also, the ILO/UNHCR training manual, Introduction to Microfinance in Conflict-Affected Communities.*

INVOLVEMENT OF CAMP RESIDENTS


Participation of the displaced population is essential when protecting, re-establishing and developing livelihoods, particularly following emergencies when rapid and massive delivery of hand-outs has taken priority over training or income-generating programmes.

One way of easing this transitional period and involving camp residents following an emergency, while at the same time enhancing their livelihoods, is through employment in the camp's care, maintenance and development as discussed previously. Other possibilities include:

- establishing a livelihoods committee or interest/support groups with specific skills to offer
- establishing a camp market committee, responsible for planning, development and management of the marketplace, including issues related to waste disposal and food hygiene
- developing forums and focus groups to discuss food security and income generating opportunities and other business-related issues with the camp population and the host community
- considering the different strategies men, women and adolescents could pursue to enhance their livelihoods.

Inclusion of camp residents in needs assessments and planning of income generating projects and training is essential in order to ensure that the most appropriate and viable activities are developed. It is important to ensure that women are equally represented in these forums.

▶▶ *For more information on community participation, see chapter 3.*

 Under carefully-controlled conditions, displaced people can play an important role in the provision of construction materials for the development of their camp while, at the same time, creating livelihood opportunities. In both Sri Lanka and Sierra Leone a Camp Management Agency helped camp residents and host communities by responding to requests for efficient and cost-effective shelter roofing material from woven palm fronds. Relations were improved by sharing contracted work with both communities – the host community harvested the raw materials which were prepared by the camp residents. In this way, the displaced people were able to contribute to the development of their own camp – thus fostering greater pride and ownership – while also obtaining an important livelihood opportunity.

FEMALE PARTICIPATION

It is important to ensure that women participate equally, and in culturally appropriate ways, in agriculture, skills training and income-generation activities. It may be necessary to raise awareness of the need for female participation on an on-going basis and take action to facilitate their participation. Due to women's traditional and often time-consuming daily household chores, it is often necessary to time training and other employment initiatives carefully. This can be done by establishing day-care centres or other alternative child-care arrangements to ensure continuing female participation. In some cultures female participation may depend upon a male or female relative being permitted to accompany her.

CHECKLIST FOR A CAMP MANAGEMENT AGENCY

- The site location for the camp was selected with livelihoods opportunities and access to markets in mind.
- A thorough assessment of the socio-economic context and of the displaced population's food security situation and livelihoods activities (former and present) has been conducted.
- The assessment was participatory in nature and involved women and representation from groups with specific needs.
- Priorities for the protection of assets and for livelihoods promotion, support and development have been identified.
- The Camp Management Agency works to advocate for and identify livelihoods programmes which can support the development of positive livelihoods strategies.
- The participation of the camp population and the host community is central in planning, implementing, monitoring and evaluating livelihoods initiatives.
- Markets are accessible and safe, with sufficient supporting infrastructure – such as access roads and lighting.
- A market committee has been established in the camp.
- The Camp Management Agency advocates for access for the camp population to essential resources – such as land, grazing and water – which could support livelihoods.
- Environmental issues are identified and addressed to ensure that scarce resources are well-managed in the interests of both the host and camp populations.

- ❑ Livelihoods projects focus on the skills people need most and include provision for the host community, for women, and for groups with specific needs.
- ❑ The Camp Management Agency prioritises local labour in camp care, maintenance and development projects and encourages service providers to do the same.
- ❑ Cash-for-work or food-for-work initiatives are well-planned, fair, transparent and suited to the context.
- ❑ Where appropriate, trade links are established between camp residents and the local community.
- ❑ Small-scale agricultural projects are supported to enhance both nutrition and livelihoods.
- ❑ Training and income generating projects take account of cultural context, needs, preferences and resources (human, economic and natural).
- ❑ Groups with specific needs and women are encouraged and supported to be economically active.
- ❑ Microfinance schemes are used where a demand for financial services exists and clients have the capacity to repay.
- ❑ Extremely vulnerable individuals – dependent on others for their daily living and thus not suitable candidates for microfinance – have been identified.
- ❑ The camp population, including women, play a central role in developing all livelihoods initiatives in the camp, and are supported appropriately with child-care arrangements.

TOOLS

! Almost all the tools, publications and other documents referred to are available on the Toolkit CD attached to every hardcopy binder. Weblinks are provided for downloadable online resources.

- **Assessment Questionnaire Checklist.**
This checklist provided courtesy of Action for the Rights of Children (ARC) programmes in Sierra Leone assists the Camp Management Agency in assessing needs, backgrounds and experiences, host community economic activities, local demands and existing (or potential) economic relations between the camp residents and the host population.
- **A sample MoU used in Sierra Leone between the Camp Management Agency and a local skills training provider.**
In this example, the agreement applies to the equipment, which was purchased by the Camp Management Agency. It also outlines the terms of reference for the use of the skills training centre within the camp and the incentives paid to the skills training teachers by the Camp Management Agency.
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APPENDIX 1: THE CAMP MANAGEMENT PROJECT

The Camp Management Project began in Sierra Leone in late 2002, as a response to frustration with the inadequate quality of assistance and protection in many of the country's camps for displaced persons. The general management of camps was often poor as many of the agencies undertaking camp management had little funding and limited experience and expertise. In IDP camps the situation was particularly critical. Adding to momentum for change was the ground-breaking Save the Children-UK/UNHCR report which documented cases of aid workers sexually abusing and coercing people in camps through their control of humanitarian assistance and differential power relationships.¹

As a response to the global concerns generated by this evidence of unprincipled humanitarianism, an *Inter-Agency Working Group on Camp Management in Sierra Leone* was established in October 2002 with the aim to enhance camp management practice through mapping the roles and responsibilities of camp managers/camp management teams, reviewing lessons learned and identifying good practice. The Working Group consisted of representatives from the International Rescue Committee (IRC), the Sierra Leone Government's National Commission on Social Action (NaCSA), the Sierra Leone office of the UN Office for the Coordination of Humanitarian Affairs (OCHA), the Sierra Leone field office of the UN High Commissioner for Refugees (UNHCR) and the Norwegian Refugee Council (NRC). The project was designed and implemented in close cooperation and dialogue with the camp residents and host populations.

In early 2003, the Inter-Agency Working Group in Sierra Leone decided to globalize this innovative camp management initiative. A *Camp Management Toolkit Editorial Group*, with representatives from the Danish Refugee Council (DRC), IRC, NRC, OCHA's Geneva-based Internal Displacement Unit and UNHCR was established. The agencies collaborated to produce a second draft version of the *Camp Management Toolkit* in 2004.

In response to the independent *Humanitarian Response Review* (HRR) of the global humanitarian system, published in 2005² the Cluster Approach was initiated. The Camp Coordination and Camp Management (CCCM) Cluster was one of the eleven clusters/sectors established at the global level. The Camp Management Project and the global CCCM Cluster support each other and aim for a common understanding of how camp management and coordination should be implemented. The Camp Management Toolkit is actively used, promoted and distributed by the CCCM Cluster and its partner organisations.

Today, the Camp Management Project consists of six member organisations – DRC, IRC, NRC, IOM, UNHCR and UNOCHA. Whilst all the members are either partners or co-lead of the global CCCM Cluster, The Camp Management Project retains autonomy, independently working towards a more systematic and principled system of management of both IDP and refugee camp situations.

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1. www.securitycouncilreport.org/atf/cf/%7B65BF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7DSE%20A%2057%20465.pdf
 2. www.reliefweb.int/library/documents/2005/ocha-gen-02sep.pdf

APPENDIX 2: CLUSTER APPROACH AND CAMP COORDINATION/CAMP MANAGEMENT (CCCM) CLUSTER

INTRODUCTION TO THE CLUSTER APPROACH

Due to the ad hoc, unpredictable nature of many international responses to humanitarian emergencies, the UN Secretary-General commissioned an independent *Humanitarian Response Review* (HRR) of the global humanitarian system which was published in 2005. In response to the recommendations of the review, the Inter-Agency Standing Committee (IASC) – the main international forum for humanitarian coordination – set up measures to increase predictability and accountability in humanitarian response to situations of internal displacement. One of those initiatives was the cluster approach, through which the IASC has designated global cluster leads for clusters/sectors or areas of humanitarian activity where predictable leadership and/or enhanced partnership was needed.

The HRR noted that “almost all recent operations have disclosed a weakness in the sector of camp management.” It highlighted a lack of ownership for the broader aspects of working with internally displaced populations in camp situations, weak capacity standards and the lack of tools and standards. This resulted in the Camp Coordination and Camp Management (CCCM) Cluster being one of the key (original) priority areas as there was no established network of agencies and organisations working on a coordinated approach to camp management and coordination, except for the inter-agency Camp Management Project.

The table on the next page gives an overview of the eleven (11) clusters/sectors and designated global cluster leads at the global level.

CLUSTER/SECTOR	GLOBAL CLUSTER LEADS
Agriculture	FAO
Camp Coordination/Camp Management	UNHCR (IDPs from conflict)
	IOM (disaster situations)
Early Recovery	UNDP
Education	UNICEF/Save the Children
Emergency Shelter	UNHCR (IDPs from conflict)
	IFRC – convener (disaster situations)
Emergency Telecommunications	OCHA/UNICEF/WFP
Health	WHO
Logistics	WFP
Nutrition	UNICEF
Protection	UNHCR (IDPs from conflict)
	UNHCR/OHCHR/UNICEF (disasters/civilians)
WASH (waters, sanitation, hygiene)	UNICEF

What is the Aim of the Cluster Approach?

In general, the Cluster Approach aims to ensure sufficient global capacity, as well as effectiveness of the response in five key ways. More specifically, the approach aims to:

- ensure sufficient global capacity
- ensure predictable leadership
- enhance the concept of partnership
- strengthen accountability
- improve strategic field-level coordination and prioritisation.

When is the Cluster Approach Used?

The IASC has agreed that the cluster approach should be implemented at field level:

- in all new emergencies involving internal displacement
- in ongoing emergencies, gradually in a phased manner
- in all contingency planning for new emergencies.

The general procedure for adopting the cluster approach at country level, is:

- The Humanitarian Coordinator (HC), or Resident Coordinator, consults national authorities/counterparts and relevant IASC partners at the country level to determine priority sectors or areas of activity for the emergency.
- Based on these consultations, the HC (or RC) draws up a proposed list of sectors with designated sector/cluster leads for each, which is forwarded to the Emergency Relief Coordinator (ERC), requesting endorsement from the IASC.
- The ERC shares this proposal with the IASC, requesting endorsement or alternative proposals. The ERC ensures agreement is reached within the IASC.
- The ERC communicates the decision reached to the HC (or RC) and all relevant partners at global level, and the HC (or RC) informs the host government and all relevant country-level partners of agreed arrangements within the international humanitarian response.

INTRODUCTION TO THE CAMP COORDINATION CAMP MANAGEMENT (CCCM) CLUSTER

The CCCM Cluster is an inclusive group of actors that are active in the camp management and camp coordination sector in internal displacement situations. It continues to welcome and engage more partners, both at the global and national level, in an effort to maximise the resources and thereby improve inter-agency complementarities within the cluster. The CCCM Cluster encompasses a holistic approach to camp responses including camp coordination, camp management and camp administration, as explained in earlier chapters, within the broader humanitarian response.

The Camp Management Toolkit should be seen as a tool that camp managers use in carrying out their responsibilities in conjunction with the overall CCCM Cluster framework, and other key sectoral guidelines on standards and best practice. It is envisaged that as tools are developed within the cluster that they are included in the Toolkit.

CCCM Cluster at the Global Level

The cluster works at both the global and field level. Main focuses of the global level CCCM Cluster are:

- guideline, tool and framework development
- operational support to the field
- capacity building (training).

The global CCCM Cluster is a joint cluster with co-leads; UNHCR for conflict-induced displacement and IOM for displacement following natural disasters. The unified CCCM Cluster, for conflict and natural disaster, was agreed upon to avoid duplication and ensure complementarity in activities, as the priorities in both types of emergencies are similar and many partners in the field respond to both types of emergencies. The CCCM Cluster is undertaking efforts to attain a common understanding of the camp management and camp coordination sector. In addition, as a cross cutting cluster/sector, it liaises with other sectors/clusters to ensure gaps are filled and duplication is limited.

CCCM Cluster at the Field Level

At the field level the CCCM Cluster strives to achieve an effective and efficient coordinated humanitarian response in situations where internally displaced populations are forced to seek refuge in camps/camp-like situations. The cluster does not promote camps, and aims at ending camp life through the promotion of durable solutions. The main goals of CCCM include:

- improving and consistent assistance to and protection of IDPs in and across camps
- advocacy for durable solutions
- secured humanitarian space
- securing camp coordination and camp management as a key sector which is resourced with adequate staff and funding
- organising closure and phase-out of camps upon IDPs return
- mainstreaming of cross-cutting issues including protection, environment, HIV/AIDS and age, gender and diversity.

To date the CCCM Cluster has been activated in several responses both in complex emergencies and natural disasters. The table below presents an overview of countries where the CCCM Cluster has been officially implemented or functioned according to the principles of the cluster approach, since 2005.

COUNTRY	TYPE OF RESPONSE
Pakistan	Natural disaster (earthquake and flooding)
Uganda	Conflict
Ethiopia	Natural disaster and contingency planning
Timor-Leste	Conflict
The Philippines	Natural disaster and contingency planning
Somalia	Conflict
Chad	Conflict
DRC	Conflict
Kenya	Conflict

As of 2008 it is expected that the cluster will be activated in many more humanitarian responses as the cluster approach continues to be rolled out.

Over the past two years, the CCCM Cluster carried out a series of capacity building activities, resulting in an increased awareness amongst partners of camp management/coordination and in increased capacity and qualified staff. Amongst these are:

- Training of Trainers (ToT) – Camp Management: two events in Addis Ababa and Manila
- Global Camp Coordination training: Ankara
- Regional CCCM trainings: Panama, Mali, Egypt
- National Camp Management trainings: Sudan, Amman (Iraq operation), Uganda, Sri Lanka, Timor- Leste.

A joint training strategy has been developed for the CCCM Cluster, with the aim of outlining the training options available, which are designed to meet the needs of different stakeholders, and to provide guidance on how training can be requested, and reporting requirements. The various training options offered by the CCCM Cluster Working Group – as outlined in the strategy document, are at three levels:

1. Camp Coordination: training for the staff of cluster leads (UNHCR, IOM or other designated agency leading CCCM Cluster).
2. Camp Coordination and Camp Management: training for diverse field personnel including UNHCR/IOM staff, government officials, NGO staff and in some cases staff of other agencies involved in humanitarian activities in camps.

3. Camp Management: training for NGO staff or other organisations involved in camp management activities in a given camp. Under this training, there are three learner profiles for:
 - a) Camp Management Agencies and partners (usually local or international NGO staff)
 - b) government/authorities staff
 - c) leaders/committees of the IDP community or camp residents and/or members of the host community.

MAIN REFERENCES

For further general information about the background to the adoption of the cluster approach and its progress, visit:

www.humanitarianreform.org and www.icva.ch/doc00001560.html,

Specific information about the CCCM Cluster – its origin, objectives, members, activities and future work plans are at:

www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=78

Documents of particular importance are:

IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response.

www.humanitarianreform.org/humanitarianreform/Portals/1/Home%20page/Annexe4.IASCGUIDANCENOTECLUSTERAPPROACH.pdf

IASC Operational Guidance for New Emergencies.

www.who.int/hac/network/interagency/news/operational_guidance/en/index.html

IASC Operational Guidance for Ongoing Emergencies

www.who.int/hac/network/interagency/news/interagency_opguidance_ongoing_emergencies_en.pdf

CCCM Training Strategy

www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/CCm/CCCM%20Training%20Strategy%20Version%206%2019%20November%202007.doc

APPENDIX 3: LIST OF ACRONYMS

3 WS	Who, what, where?
ACF	Action Contre la Faim
ALNAP	Active Learning Network for Accountability and Partnership in Development
ARI	Acute Respiratory Infection
BID	best interests determination
BMI	Body Mass Index
CCCM	Camp Coordination and Camp Management
CEAP	Community Environmental Action Plan
CFW	cash-for-work
CHW	community health worker
CMR	crude mortality rate
DRC	Danish Refugee Council
EFA	Education for All
EPI	Expanded Programme of Immunisation
ERC	Emergency Relief Coordinator
FAO	Food and Agriculture Organisation
FFW	food-for-work
FGM	Female genital mutilation
GBV	gender-based violence
GIS	Geographical Information System
HAP	Humanitarian Accountability Project
HC	Humanitarian Coordinator
HRR	Humanitarian Response Review

IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IDP	internally displaced person
IFRC	International Federation of Red Cross and Red Crescent Societies
IGA	income generating activity
IGO	intergovernmental organisation
IHL	international humanitarian law
INEE	Inter-Agency Network for Education in Emergencies
INGO	international non-governmental organisation
IOM	International Organization for Migration
IRC	International Rescue Committee
IRF	Incident Reporting Form
LEGS	Livestock Emergency Guidelines and Standards
MDG	Millennium Development Goal
MDM	Médecins du Monde
MOU	Memorandum of Understanding
MSF	Médecins Sans Frontières
MUAC	Mid Upper Arm Circumference
NFI	non-food item
NGO	non-governmental organization
NRC	Norwegian Refugee Council
PDA	Personal Digital Assistant
PLWHA	person living with HIV/AIDS
PTSD	post traumatic stress disorder
RH	Reproductive Health

SDC	Site Development Committee
SFP	Supplementary feeding programme
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TFP	Therapeutic feeding programme
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nation's Children's Fund
UNMAS	United Nations Mine Action Service
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNO-HCHR	United Nations Office of the High Commissioner for Human Rights
VIP	Ventilated improved pit latrine
WASH	Water, Sanitation and Hygiene
WFH	weight-for-height
WFP	World Food Programme
WHO	World Health Organisation
WVI	World Vision International

APPENDIX 4: KEY AGENCIES AND WEBSITES

Action Against Hunger/Action Contre La Faim (ACF).

www.actionagainsthunger.org

Action for the Rights of Children (ARC). www.savethechildren.net/arc

Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP). www.alnap.org

Aid Workers Network. www.aidworkers.net

Alert Net/Reuters Foundation. www.alertnet.org

Amnesty International. www.amnesty.org

CARE International. www.careinternational.org

Centre for Humanitarian Cooperation (CHC). www.cooperationcenter.org

Centre on Housing Rights and Evictions (COHRE). www.cohre.org

Child Rights Information Network (CRIN). www.crin.org

Collaborative for Development Action (CDA)/The Do No Harm Project.
www.cdainc.com/dnh/

Danish Refugee Council (DRC). www.drc.dk

Electronic Mine Information Network (E-MINE). www.mineaction.org

Emergency Capacity Building Project (ECBP). www.ecbproject.org

Food and Agriculture Organisation of the United Nations (FAO).
www.fao.org

Forced Migration Review (FMR). www.fmreview.org

Gender and Water Alliance (GWA). www.genderandwater.org

Handicap International. www.handicap-international.org

HelpAge International. www.helpage.org

Humanitarian Accountability Partnership (HAP). www.hapinternational.org

Humanitarian Policy Group (HPG)/Overseas Development Institute (ODI).
www.odi.org.uk/hpg/index.html

Humanitarian Reform/Global Clusters. www.humanitarianreform.org

Humanitarian Timber. www.humanitarian timber.org

Integrated Regional Information Networks (IRIN). www.irinnews.org

Inter-Agency Network for Education in Emergencies (INEE).
www.ineesite.org

Inter-Agency Standing Committee (IASC). www.humanitarianinfo.org/iasc

Internal Displacement Monitoring Centre (IDMC).
www.internal-displacement.org

International Committee of the Red Cross (ICRC). www.icrc.org

International Council of Voluntary Agencies (ICVA).
www.icva.ch/doc00000718.html

International Federation of Red Cross and Red Crescent Societies (IFRC).
www.ifrc.org

International Labour Organisation (ILO). www.ilo.org

International Organization for Migration (IOM). www.iom.int

International Rainwater Harvesting Alliance (IRHA). www.irha-h2o.org/

International Rescue Committee (IRC). www.theirc.org

Joint United Nations Programme on HIV/Aids (UNAIDS). www.unaids.org

Livestock Emergency Guidelines and Standards (LEGS).
www.livestock-emergency.net

Médecins Sans Frontières (MSF). www.msf.org

Norwegian Refugee Council (NRC). www.nrc.no

One World Trust. www.oneworldtrust.org

Overseas Development Institute (ODI)/Humanitarian Policy Group (HPG).
www.odi.org.uk/hpg

Oxfam Great Britain. www.oxfam.org.uk

Oxford Journals/Oxford University Press. www.oxfordjournals.org

ProAct Network. www.proactnetwork.org

RedR International. www.redr.org

ReliefWeb. www.reliefweb.int

Reproductive Health Response in Conflict (RHRC) Consortium. www.rhrc.org

Right to Play. www.righttoplay.com

Save the Children International. www.savethechildren.net

Shelter Centre. www.sheltercentre.org

The Sphere Project. www.sphereproject.org

Tsunami Evaluation Coalition (TEC). www.tsunami-evaluation.org

United Nations Children’s Fund (UNICEF). www.unicef.org

United Nations Development Fund for Women (UNIFEM). www.unifem.org

United Nations Development Programme (UNDP). www.undp.org

United Nations Environment Programme (UNEP). www.unep.org

United Nations High Commissioner for the Refugees (UNHCR).
www.unhcr.org

United Nations Human Settlements Programme (UN-HABITAT).
www.unhabitat.org

United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). <http://ochaonline.un.org>

United Nations Office of the High Commissioner for Human Rights (OHCHR). www.ohchr.org

United Nations Population Fund. (UNFPA). www.unfpa.org

Water, Engineering and Development Centre (WEDC).
<http://wedc.lboro.ac.uk/>

Women’s Commission for Refugee Women and Children (WCRWC).
www.womenscommission.org

Women’s International League for Peace and Freedom (WILPF).
www.peacewomen.org

WomenWarPeace. www.womenwarpeace.org

World Health Organization (WHO). www.who.int



IOM International Organization for Migration



Danish Refugee Council



UNOCHA



**NORWEGIAN
REFUGEE COUNCIL**

