



## Disaster Management Community



### Solution Exchange for the Disaster Management Community Consolidated Reply

*Query: Relief Camp Management and Relief and Rehabilitation strategy for Human induced Disasters - Experiences*

Compiled by [G. Padmanabhan](#), Resource Person and [Nupur Arora](#), Research Associate  
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**From [Lalit Mohan Mishra](#), Yojana, Orissa  
Posted 21 January 2009**

Communal Riots, terrorist attacks and other human induced disasters are becoming more and more frequent in recent times in all parts of the world. I belong to a NGO working in Orissa, which recently faced severe communal cum ethnic riots. These events affected approximately 400 villages in the Kondhamal district.

As NGOs and activists, we neither consider such human induced disasters in development plans nor include these in the disaster- preparedness plans. Therefore, during such disasters NGOs are stuck, not knowing what to do on the ground. This happened during the Orissa riots also. Affected people in the districts that witnessed riots were forced to live in relief camps for a long time, either because their houses were damaged or they didn't feel safe to go back to villages.

The major challenge was to manage these people in the camps and to plan a rehabilitation strategy for them.

As a NGO working on Disaster Risk Management issues, we would like the members of Disaster Management Community to share:

- Experiences of effective and innovative camp management, especially on improving quality of life in the camps and preparing people to return to their villages, and restoring educational facilities for children, facilities for women and elderly, etc.
- Advice on elements which need to be included in the relief and rehabilitation strategy for the displaced, including strategies for providing immediate to mid term livelihood opportunities

Your experiences and suggestions will help in making our rehabilitation programme more effective, and help many other organizations working on similar issues.

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**Responses were received, with thanks, from members of Disaster Management Community and Disaster Risk Management Asia Community,**

1. [Simanchal Pattnaik](#), State Emergency Control Room, Department of Disaster Management, Bihar
2. [Rudra Prasanna Rath](#), State Documentation and Media Consultant, National Rural Health Mission (NRHM), Orissa
3. [Praveen Srivastava](#), Tranzlease, Pune
4. [Ilan Kelman](#), Center for International Climate and Environmental Research Oslo (CICERO), Norway
5. [Manish Mehta](#), Humanitarian and Development Professional, Bangkok, Thailand
6. [Harish Nayak](#), Consultant, IT Projects, Cuttack
7. [Alinawaz](#), Focus Humanitarian Assistance India, Bhavnagar, Gujarat \*
8. [Abha Mishra](#), United Nations Development Programme (UNDP), New Delhi \*

*\*Offline Contributions*

*Further contributions are welcome!*

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## Summary of Responses

Managing a camp means managing people, more so managing the disaster victims. Responding a query on Relief Camp Management and Relief and Rehabilitation strategy for Human induced Disasters members shared experiences of effective and innovative camp management, especially on improving quality of life in the camps and preparing people to return to their villages, and restoring educational facilities for children, facilities for women and elderly, etc. Respondents provided useful suggestions for effective and innovative camp management, and broadly discussed the issues related to organizing and managing camps.

Under organizing, they brought out suggestions on the infrastructural issues like design of the camp etc and under managing the camp; they talked about running the camp and various community services at the relief camp.

Discussing how to **organize a good relief camp**, respondents felt that having a well laid out camp is the simplest technique for ensuring effectiveness. Space is a key issue when laying out a camp, and discussants noted the sites allocated by local authorities tend to be “congested” making the siting of tents, drainage, public toilets, water spots and common amenities a problem. To address this, they recommended the camp management (mostly government) to allocate enough land based future projections of the number of refugees and internally displaced people (IDPs), not based only on current figures. Members also stressed ensuring women friendly toilet designs and amenities are in place. In [Bihar](#), the district administration and NGOs very efficiently managed the relief camps after the 2007 floods and the district administration issued a detail guideline regarding proper functioning with adequate support to run the relief camps.

In addition, discussants underscored the importance of having the camp managers capable and willing to lead and coordinate all activities (ensuring proper planning and execution). Having committed workers and leaders who can motivate disaster-hit communities to look towards a better future and contribute to community development is essential.

Reiterating the fact that providing protection to affected people ensures early recovery, members commented on security issues at camps, arguing they need to be a major priority. Respondents suggested taking help from the local police, army, Border Security Forces, etc. to ensure security at the camp. They also advised putting in place mechanisms to ensure protection of the rights of minorities and vulnerable population in camps. Touching on ways to protect women in camps, discussants advised involving women in the planning of facilities, especially toilets, bath, washing, access and maintenance.

Looking at how to effectively **manage relief camps**, members suggested various camp management techniques that and relief camp services like:

- Involve counselors posted with different HIV and family counseling centres (as grief counselors) and affected community as volunteers in the management of camp, especially for tasks like managing food preparation, registration, and medical check up etc.
- Organize cultural programmes in relief camps
- Ensure there are sufficient medical facilities and doctors, psychiatrists and sanitation employees
- Ensure proper logistical arrangements are in place to provide hygienic and nutritious food at the right time
- Establish alternative learning centers in relief camps, for example additional research shows that, in [Bihar](#) the Education Project Council set up alternative learning centers in relief camps for children displaced by the Kosi River floods
- Provide psychosocial support to traumatized victims during the initial phase of camp settlement,
- Involve youth and children in the setting up of child friendly spaces and engage youth in various volunteering work, counseling, etc.
- Ensure proper water and sanitation facilities as per [SPHERE standards](#)
- Coordinate government and non-government efforts through regular coordination, monitoring and reporting

In addition, respondent felt camp managers must be very sensitive while attending to the physical and emotional needs of the camp residents. In cases where victims work in camps, members suggested clearly dividing and defining responsibility to avoid any issues. They also recommended having one camp leader, rather than having too many people in positions of authority. Further, they felt it is important for relief managers to emphasize on preparedness (if there is a possibility of natural or human induced disasters) and plan in advance for needs of all vulnerable sections i.e. women, children, old, differentially-abled and socially excluded.

On the issue of **relief and rehabilitation strategy** for the displaced, additional research showed that interventions at different phases of post-disaster livelihood interventions require different funding modes for post-disaster relief and rehabilitation. For example, livelihood-promoting activities, initiated after relief operations are completed, but before longer-term development projects begin, need to stimulate growth by injecting cash into local economies through programs like “Cash for Work” (CFW). These CFW programs have boosted local economies in various post-disaster scenarios. In [Tamil Nadu](#), [Ethiopia](#) and [Indonesia](#) CFW programs have helped communities affected by natural disasters.

Respondents also expressed concerns regarding livelihood issues immediately after the disaster. They felt that since the security situation is not favorable, people could not go out and work. Moreover, most campsites are located too far from traditional livelihood places, and therefore livelihood remains uncertain until resettlement takes place. In such situations, members felt it is always good to start some small-scale livelihood activities in camps and suggested inviting small-scale industries to provide support by out sourcing their labor work; another option is to work through Corporate Social Responsibility (CSR) and Public Private Community Partnership initiatives. They also suggested promoting kitchen garden concept as post-disaster livelihood realigning to ensure feeding of nutritious elements to the displaced.

Finally, members stressed that effective management of camps involves all stakeholders in assessment, planning, monitoring, coordination and evaluation. Every actor has specific role to play and none exist stand-alone so better coordination can bring effective management of camps. The key to success is coordination and joint-decision making.

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## **Comparative Experiences**

### **Bihar**

*From [Simanchal Pattnaik](#), State Emergency Control Room, Department of Disaster Management, Bihar*

#### **Alternative Learning Centers in Relief Camps**

The Bihar Education Project Council set up alternative learning centers in the relief camps for people displaced by the Kosi River floods. This arrangement was made within 10 days of starting of the camps. The Council provided teaching learning materials and equipment to all the learning centers. In addition, books were prepared for out-of-school children along with curriculum-based course books. As a result of these efforts, children in the camps have experienced minimal disruption in their schooling.

#### **Inovative Camp Management**

During the Bihar floods in 2007, the district administration effectively managed 360 relief camps and 35 mega camps. The camps were equipped with civic facilities, including schools, ICDS, maternity huts, ambulances, doctors, skill up gradation training, yoga Shivar, telephone connections (free), electricity, and sports and cultural activities. The camps were divided into sectors and sector committees were formed involving the camp people and SHG to monitor the preparation and distribution of food items.

### **Tamil Nadu**

*From [Nupur Arora](#), Research Associate*

#### **Varying Approaches Leading to Failure**

Post-Tsunami, Social Awareness Society for Youths (SASY), an NGO mobilized 600 Dalit women into 34 self-help groups. Each group was given Rs. 10,000 to enhance their livelihoods. The money was treated as revolving fund but without interest. Initially, the women began repaying the loan but later on, they refused, sighting that in nearby areas other NGOs have given funds as grants and not loans, as result the initiative faltered because of different approaches followed by NGOs. Read [more](#)

#### **Communities Work to Reduce Vulnerability to Future Disasters, Nagapattinam District**

As part of Save the Children's Tsunami Rehabilitation Program, they supported a livelihood project covering seven villages, benefiting 519 families. The project was designed using a "Cash-for-Work (CFW)" approach. Community members took the opportunity to chose works that would reduce their vulnerabilities to future disasters. As result, more than 27 km of canal were de-silted, generating 31,659 person days of employment and around 3,500 acres of agricultural land were cleared. Read [more](#)

#### **Making Dolls to Empower Tsunami Affected Women, Auroville**

Following the 2004 Tsunami, Concern Worldwide India office in Chennai offered support to local communities through a skill training and livelihood initiative. Through the initiative, nearly 480 local fisherwomen were trained to make dolls out of rags, which were called "Tsunamika" dolls. Now, the project team, who trained the women, only supplies the women with raw materials and the women independently earn their living by selling the dolls. Read [more](#)

### **Ethiopia**

## Post-Disaster Cash Aid for Boosting Local Economy

Ethiopia suffers from recurrent drought and famine. Aid organizations have generally focused on providing affected populations only with relief. Now, many humanitarian organizations are changing their approach, and are now experimenting with distributing "cash for work" instead of food aid. This strategy provides the most vulnerable groups with money, reducing their need to sell precious assets (i.e. livestock, tools) and enable them to buy food with the money they earn. These efforts have also stimulated the local economy and encouraged farmers to produce more food. Read [more](#)

## Indonesia

### "Cash for Work" Boosting Devastated Local Economy, Aceh

Cash for Work (CFW) programs have been used in a variety of disaster and emergency contexts. CFW was a prominent component of the immediate response to the Tsunami. Through the CFW program, a number of temporary and permanent structures were built and large areas cleared. In addition to facilitating recovery, CFW provided a substantial infusion of cash to the population, which helped to restart local economy. Read [more](#)

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## Related Resources

### Recommended Documentation

From [Manish Mehta](#), Humanitarian and Development Professional, Bangkok, Thailand

### Sphere Humanitarian Charter and Minimum Standards in Disaster Response

Handbook; Sphere; Geneva; 2004

Available at [http://www.sphereproject.org/component/option,com\\_frontpage/Itemid,200/lang,English/](http://www.sphereproject.org/component/option,com_frontpage/Itemid,200/lang,English/)

*Aims to improve the quality of assistance provided to people affected by disasters, used as reference by humanitarian organisations for carrying out relief activities.;*

### Handbook for the Protection of Internally Displaced People

Handbook; Humanitarian Reform Support Unit, United Nations; Geneva; 2007

Available at

[http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/Protection/Protection%20Handbook/IDP%20Handbook\\_Complete\\_FINAL%20Jan%2008.pdf](http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/Protection/Protection%20Handbook/IDP%20Handbook_Complete_FINAL%20Jan%2008.pdf)

(PDF, 3 MB)

*Operational guidelines and tools for providing an effective "protection response" in cases of internal displacement.*

From [Nupur Arora](#), Research Associate

### Ethiopian Droughts: Reducing the Risk to Livelihoods through Cash Transfers

Case Study; Ethiopian Red Cross Society (E CRS); Ethiopia; 2003

Available at <http://www.ifrc.org/docs/pubs/disasters/reduction/Ethiopia-droughts-en.pdf> (PDF, Size: 810 KB)

*Case study of a post-disaster livelihood programme carried out by E CRS where they successfully experimented with distributing cash instead of food aid to drought victims*

### The Camp Management Toolkit

Toolkit; Norwegian Refugee Council; Norway; 2005

Available at

<http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/CCm/CampMgmtToolKit.pdf> (PDF, File size)

*Provides references and practical support for humanitarian staff, community leaders and authorities on how involve displaced people and refugees in camp management and operations*

### **The Mercy Corps Cash for Work (CFW) Program in Post-Tsunami Aceh**

Case Study; by Shannon Doocy, Michael Gabriel, Courtland Robinson, Sean Collin and Peter Stevenson; Mercy Corps and Johns Hopkins Bloomberg School of Public Health; Aceh, Indonesia; December 2005

Available at <http://www.mercycorps.org/files/file1134672803.pdf> (PDF, Size: 810 KB)

*Case study describes Mercy Corp's experiences in implementing CFW programs, and provides recommendations for implementation of similar programs in future emergencies*

### **Recommended Organizations and Programmes**

From [Manish Mehta](#), Humanitarian and Development Professional, Bangkok

### **Inter Agency Network for Education in Emergencies (IANEE), Paris**

1, rue Miollis, 75732 Paris Cedex 15, France ; <http://www.ineesite.org/>

*Network work on issues of providing education in emergencies, provides resources and Minimum standards of Education in emergency.*

### **Humanitarian Reform Support Unit, United Nations, United States**

OCHA - Office for the Coordination of Humanitarian Affairs, United Nations; Tel: 41-22-917-0608; [hitsu@un.org](mailto:hitsu@un.org); <http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=79>;

*The global Protection Cluster Working Group works on issues of protection at relief camps during disasters.*

### **United Nations High Commission for Refugees, Switzerland**

United Nations High Commissioner for Refugees, Case Postale 2500, CH-1211 Genève 2 Dépôt, Suisse.; Tel: 41-22-739-8111; <http://www.unhcr.org/protect/47b417374.html>

*UNHCR works on protecting refugees and resolve refugee problems worldwide, is working for IDPs, and has developed tools, strategies and policies for refugee issues*

### **International Organization for Migration, Switzerland**

International Organization for Migration (IOM), 17, Route des Morillons, CH-1211 Geneva 19, Switzerland; Tel: 41-22-717-9111; Fax: 41-22-798-6150; [hq@iom.int](mailto:hq@iom.int); <http://www.iom.int/jahia/Jahia/lang/en/pid/1>

*Inter-governmental organization in the field of migration, working on issues of displaced people and can be referred for refugee laws and managing techniques*

### **Shelter Centre, Switzerland (from [Ilan Kelman](#), Center for International Climate and Environmental Research Oslo (CICERO))**

Villa Grand-Montfleury, Chemin du Grand-Montfleury 48, 1290 Versoix, Switzerland; Tel: 41-22-755-3777; Fax: 41-22-755-3779; [info@sheltercentre.org](mailto:info@sheltercentre.org);

<http://www.sheltercentre.org/library/transitional+settlement+displaced+populations>

*Provides information to support transitional settlement and shelter needs including freely downloadable guidelines for transitional settlement for displaced population*

### **Social Awareness Society for Youth (SASY), Tamil Nadu (from [Nupur Arora](#), Research Associate)**

56/52, Vivekananda Nagar, Marakanam Road, Villupuram, Thindivanam 604002 Tamil Nadu; Tel: 4147-251490

*Providing support to women's Self-Help Groups through microfinance activities in Cuddalore District to restore livelihoods after the 2004 Tsunami*

From [Nupur Arora](#), Research Associate



**Self-Employed Women's Association (SEWA), Ahmedabad**

SEWA Reception Centre, Opposite. Victoria Garden, Bhadra, Ahmedabad, Gujarat 380001; Tel: 91-79-25506444/6477; Fax: 91-79-25506446; [mail@sewa.org](mailto:mail@sewa.org) ; <http://www.sewa.org/aboutus/index.asp>

*Organisation of poor, self-employed women workers and has been working to provide livelihoods to women in earthquake affected areas of Gujarat*

**Save the Children, New Delhi** (from [Sivagami](#) and [Toms K Thomas](#), Evangelical Social Action Forum (ESAF), Pathinmathitta, Kerala)

4th Floor, Farm Bhawan, 14-15 Nehru Place, New Delhi 110019; Tel: 91-11-4229-4900; Fax: 91-11-4229 4990; [info@savethechildren.in](mailto:info@savethechildren.in); <http://www.savethechildren.in/india/emergencies/tsunami.html>

*Organisation under their post tsunami rehabilitation programme implemented Cash for Work scheme to meet the immediate needs of the victims and to help restore their livelihoods.*

**Unnayan, Bhubaneswar**

S-42, Chandralok Market, Niladri Vihar, C. S. Puri, Bhubaneswar, Orissa

*NGO with support from SEEDS, promoted self-reliance via Self Help Groups (SHG) in their post-disaster livelihood restoration intervention implemented after the Orissa super cyclone*

**Sustainable Environment and Ecological Development Society (SEEDS), New Delhi**

D-11, Panchsheel Enclave, New Delhi 110017; Tel: 91-11-26498371, 41748008; Fax: 91-11-26498372 [info@seedsindia.org](mailto:info@seedsindia.org); <http://www.tsunamilearningproject.org/casestudiesseeds.htm>

*Carried out "SWAYAM," a microfinance programme to restore and revive livelihood options of the tsunami-affected population in Andaman and Nicobar Islands*

**Post-Tsunami Livelihood Support and Partnership Programme, International Fund for Agricultural Development (IFAD), Italy**

Via del Serafico, 107, 00142 Rome, Italy; Tel: 39-0654592446; Fax: 39-0654593446; <http://www.ifad.org/english/operations/pi/lka/i665lk/index.htm>; Contact Sana Jatta; Country Programme Manager; [s.jatta@ifad.org](mailto:s.jatta@ifad.org)

*Assists communities to recover physical and social infrastructure destroyed after tsunami. It applies participatory community approaches and decentralised funding system*

**Concern Worldwide, Ireland**

52-55 Lower Camden Street, Dublin 2, Republic of Ireland; Tel: 353-1-417-7700; Fax: 353-1-475-7362; <http://www.concern.net/indexD.php>

*International non-governmental organization that provided training and employment opportunities to tsunami affected women in Tamil Nadu.*

**Development of Humane Action (DHAN) Foundation, Madurai**

18, Pillaiyar Koil Street S. S. Colony, Madurai 625016 Tamil Nadu; Tel: 91-452-2610794/805; Fax: 91-452-2602247; [ghan@md3.vsnl.net.in](mailto:ghan@md3.vsnl.net.in); <http://www.dhan.org/>

*Professional development organization based in south India has been involved in post-Tsunami rehabilitation work in coastal areas of Tamil Nadu.*

***Related Consolidated Replies***

**Microfinance and Livelihood Support Projects in Disaster Affected Localities, from Toms K. Thomas, Evangelical Social Action Forum (ESAF), Mannuthy, Trichur (Experiences; Examples).** Microfinance Community and Disaster Management Community, Solution Exchange India. Issued 27 June 2008

Available at <http://www.solutionexchange-un.net.in/mf/cr/cr-se-mf-drm-050608.pdf> (PDF, Size: 208 KB)

*Shares experiences for creating sustainable systems for planning, implementation and finance of 'Fast Track' livelihood promotion projects in disaster affected areas*

**Post- Disaster Livelihood Development Programs Experiences, from Charulatha Banerjee, Independent Consultant, Kolkata (Experiences).** Work and Employment Community and Disaster Management Community, Solution Exchange India. Issued on 10 September 2007

Available at <http://www.solutionexchange-un.net.in/emp/cr/cr-se-emp-drm-10080701.pdf> (PDF, Size: 115 KB)

*Outlines experiences on livelihood programs in post-disaster scenarios and shares learning from the initiatives and lists caveats*

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## Responses in Full

**Simanchal Pattnaik, State Emergency Control Room, Department of Disaster Management, Bihar**

I am working as the Project Officer, Disaster Management Department, Government of Bihar, Patna and have also experience in working with OSDMA and District Administrations of Orissa. I have been working during the Kosi Flood in Bihar, which experienced a good camp management in the affected districts that ever done. Please find few points on it.

- Keeping in view the magnitude of the problem, School / Colleges/ higher places identified to shelter rescued persons. 360 relief camps were set up in which 467093 inmates accommodated.
- A detail guidelines regarding proper functioning with adequate support to run the relief camps issued to the District Magistrates.
- 35 mega camps with all civic facilities – Schools, ICDS, Maternity Hut, Ambulance & Doctors, Skill up gradation training, Yoga Shivar, Free Telephone, Electricity, Sports and Cultural activities etc.
- A total of 168576 polythene sheets distributed in the affected districts.
- Over 1.78 lac blankets, 75000 bed sheets, 2.10 lac Clothes, 1800 Dari, 50000 kitchen set, approx 7.00 lac bottles/ pouch mobilized and provided to the Kosi flood affected districts.
- 61 high capacity generator sets along with 945 solar lamps sent to the affected district in initial stage.
- Milk/ Milk powder mobilized from COMPFED (State Milk Federation) and other sources. More than 9.70 lac kg distributed.
- Relief camp divided in sectors, constitution of sector committee involving the camp people and SHG to monitor the preparation and distribution of food items.
- Provision of milk for children and milk & fruits for lactating and pregnant women.
- Special thrust on women, newly born baby and the elderly persons.
- Medical camps in all the Mega camps & mobile medical teams for all the camps.
- Due to meticulous planning and deployment of paramedical staff the ever looming threat of epidemic checked very effectively
- Continuous visit of Mobile Medical Teams in affected areas with life saving medicines. Spraying of bleaching powder.
- Maternity huts were set up and 1573 births taken place.
- Payment of Rs. 11,000/- to girl child and Rs. 10,000/- to boy child for birth in relief camps. 1573 new births in the relief camps.
- Over 500 Doctors, 1500 Para medical staff, 100 Ambulance were functional.
- Vaccination for prevention of epidemic.
- Distribution of halogen tablets in 342000 houses, 253908 hand pumps and 5956 wells chlorinated, spraying of bleaching powder in 320858 houses.
- Fogging in 134 camps for vector control
- School for children of camps. 53604 enrolled
- Skill up gradation training, cultural, sports & yoga class, musical instrument for recreation.
- Over 3750 temporary toilets, 2155 hand pumps and 7 water purification plants installed.



- Approx 200 veterinary centers, 47430 livestock housed in these centers and 321630 animals vaccinated. Special arrangement for fodder.
- Provision for 3 meals a day for camp inmates and special meal on the eve of Eid and Durga puja.
- Special package of Rs. 250 per family from CMRF for camp inmates who were performing Chhath puja (One of the most important cultural ceremony of Bihar).

Of course, some of the above points may not be applicable for Orissa but I hope it will help you to draw the basics.

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**Rudra Prasanna Rath, State Documentation and Media Consultant, National Rural Health Mission, Orissa**

The innovative camp management must include sufferer's involvement in Camp management activities. The counselors posted with different HIV/AIDS VCCTC centres can be effectively used as grief counselors. Even those counselors posted in Family counseling Centres or Short Stay homes can also be effectively put into use.

The camp volunteers from the affected population for managing food preparation registration, medical check up etc can be done. At the same time in evening cultural programmes etc should be carried forward. Such Experiences are many in areas in Southern India where Tsunami was a major factor in last years.

The post disaster relining with livelihood must include promotion of kitchen garden etc so that the nutritious elements can be easily fed to the displaced. The seeds garden implementations etc can be supplied to the affected free of cost.

The attempts should aim at confidence among people to live in a terror free world is most important and the strategy must aim at that. Supporting food, clothing etc come secondary to all of these.

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**Praveen Srivastava, Tranzlease, Pune**

The mail issued original does not indicate the extent of NGOs involvement in providing the relief, ie whether it is wholly in charge or partially. Notwithstanding the fact that the sufferers need help, following points are mentioned for management of relief camps:

- This camp is similar to flood affected relief camp where you need the help of doctors, psychiatrists and sanitation employees.
- In any camp management, you need the committed workers and leaders who can motivate the affected people to look towards a better future and also contribute to community development.
- Logistics to provide hygienic and nourished food at the right time is equally important.
- Keeping the children occupied requires teachers.
- A well laid out camp itself will generate interest among affected people.
- Camp management itself must lead from the front and coordinate all the activities with proper planning and execution.
- Security of the camp must not be under-estimated. Protection to the affected people will ensure their recovery.
- Also ensure- each and every individual is kept busy; divide the responsibility otherwise you will have more troubles and this would need more people to solve the problems.
- Do not have too many people to give orders for implementation. Have regular meetings of the management and include affected people's representatives for better control.

I can assure you a good leadership supported by smooth logistics can do wonders.

Unfortunately, in this mechanical world, we think money and items can solve the requirement, while the truth is different. Once the items arrive, people do not know how to distribute it, how to prioritize it, mode of distribution and lot of other factors.

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**Ilan Kelman**, Center for International Climate and Environmental Research Oslo (CICERO), Norway

Shelter Centre <http://www.sheltercentre.org> provides information to support transitional settlement and shelter needs including freely downloadable guidelines for transitional settlement for displaced populations: <http://www.sheltercentre.org/library/transitional+settlement+displaced+populations>

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**Manish Mehta**, Humanitarian and Development Professional, Bangkok, Thailand

You have brought forward very good issues for discussion. I could see that you have raised two main issues 1) Effective camp management, facilities and repatriation of IDPs 2) livelihood strategies.

One of the mails initiated by Shakeb about livelihood strategy/options is already going on and I am sure you will find your answer in that chain.

**I would like to reflect on camp management:**

1. With my limited experience what I have learned is: Camps always have their own problem irrespective of natural or human-induced disasters;

a) **Space:** the site allocated by local authorities are always congested and hence siting of tents, drainage, public toilets, water spots and common amenities become problem. So the one who is in charge of camp management [mostly government] should allocate enough land, the land allocation shall be planned on future projection of IDPs and not only current figure of IDPs. This will give some leverage to incorporate more IDPs in due course.

b) **Education:** Education is the most ignored sector in emergencies in general. It is very difficult to ensure or re-establish the education in camps. Mostly the camps starts with assumption that it will ceased in 2-3 months but it hardly become possible in case of conflict/war. Some time camps are running in schools so education remains perished for long time.

Take for example Darfur camps; the proper education could not start in camp for 2 years since IDPs came in. **So the NGOs who are working in camps should advocate for reestablishing education systems.** For more on education please read <http://www.ineesite.org/> which provides resources and Minimum standards of Education in emergency.

c) **Livelihood:** this is always a big issue in camp situation, as the security situation out side is liquid , people can't go out and work or IDPs are too far from their traditional livelihood places. It remains dicey until the settlement plan takes place. So In this situation it is always good to start some small scale livelihood work in camps. (We can invite small-scale industries to provide support in this regards by out sourcing their labour work. Corporate Social Responsibilities and Public Private Community Partnership models can be implemented in camps).

d) **Protection:** Agencies shall work together to ensure protection of people who are seeking shelter in camp due to riot/conflicts. The help of local police, army ,BSF etc can be availed thru DM[in India] or authorized govt. officials[ in general], further this can lead to the advocacy issue and hence it is politically too sensitive. If minorities [most of the cases] are displaced then their rights are mostly suppressed to we

need to ensure that they are well protected from "mighty groups" and political agents and have their voice to express and improve.

Protection of women in camp should be ensured by:

1. Involving women in planning of facilities [especially toilets/ bath/ washing], access and maintenance
2. Ensuring women friendly designs of toilet and amenities are in place

You may like to read more about **protection** on

<http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=79>

e) **Psycho-social support:** It is observed that Psycho-social support is ignored during initial phase of IDP camp settlement. This is key sector to look in to when IDPs are coming from riots / conflicts. They must be deeply traumatized and hence they should get psycho-social support immediate on arrival. Proper counseling centers shall be established in camp along side of health facilities. Especially good psycho-social support shall be provided to children and youth. This can be ensured by "child friendly space", engaging youth in various volunteering work, counseling etc.

f) **Health:** The health centers shall be well established in camp, regular visit of doctor shall be ensured. Tent to tent visit of doctor shall also be arranged to ensure no case of illness are ignored. IDPs need good health support on arrival especially when they are coming from riots situation. NGOs shall also ensure the forward linkages of referral cases.

g) **WASH:** The facilities shall be well established as per SPHERE standards or national standards. **NFI** selection and distribution shall be well coordinated with various agencies including local authorities. The Gaps and overlaps shall be minimised as far as possible for NFIs.

2. Repatriation is the biggest problem for various stakeholders world wide mainly because it is very difficult to ensure "security" back home. "Security" here means physical security / safety and "livelihood security". This is a burning issue and it seems there is no standard solution to it. The solution could be reached case by case. Further the solution cannot be reached in one go it is always the evolved solution.

3. UNHCR and IOM are two organisations working for IDPs, you can see lots of examples (mainly African riots), tools, strategies and policies on their websites: [www.unhcr.org](http://www.unhcr.org) and [www.iom.int](http://www.iom.int)

4. UNHCR has published "**Hand book for the protection of IDPs**" which explains about the rights of IDP and approaches to ensure it. Please click link below:

[http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/Protection/Protection%20Handbook/IDP%20Handbook\\_Complete\\_FINAL%20Jan%202008.pdf](http://www.humanitarianreform.org/humanitarianreform/Portals/1/cluster%20approach%20page/clusters%20pages/Protection/Protection%20Handbook/IDP%20Handbook_Complete_FINAL%20Jan%202008.pdf)

You can also click on following link for various UN resolutions on IDPs and migration: <http://www.iom.int/jahia/Jahia/pid/1747>

5. It seems that in countries where government/governance is good UNHCR and IOM are not proactive and mostly the camp management ends up in hand of govt. so we [NGOs] need to ensure that GO and NGO efforts are contemporaneous and coherent for camp management. This can be ensured by regular coordination, monitoring and reporting [Government and NGO jointly].

6. Effective Management of camps can be ensured by involving all stakeholders [Government/NGO] in assessment, planning, monitoring, coordination and evaluation.

Every actor has specific role to play and none exist stand alone so better coordination can bring effective management of camps. The key to success is coordination and joint-decision making. I hope this is useful.

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**Harish Nayak, Consultant, IT Projects, Cuttack**

We all know that the human induced disasters are now a days seen as an inherent issue and has been amalgamated in the process of political downfall of the ruling party. The opposition leaders put forth the issues and have been hammering on the ruling party since long. This strategy for relief and rehabilitation is although an important step for the Government as well as non-government bodies, but we have to work for the victims and vulnerable too. The political leaders should comment on this issue first because they are the real observers of the incidents. The laymen cannot dare to create the human induced disasters as happened in Kandhamal.

The real strategy must be implemented after approval of the Govt. So social service should not be the responsibility of the volunteers only. It should be the job of the Govt. and all political groups who are insisting the common people to dance as per their directions. Our motto is to help people but it is clear that without the approval of the ruling party and beyond the cordon of the police force we cannot deviate the 144 during clash and disasters. If the issues of displaced is concentrated, then I will suggest to follow the practices as in case of flood and cyclone. The people's representatives are to be sensitized first to play their role to save people.

It is because all credit goes to them not to the volunteers who are working for the victims during human induced disasters. The root cause of all human induced disasters is political which has been obvious in many investigations. So the PRI members are to be sensitized for definite and appropriate relief and rehabilitation of the people for an indefinite period. The role of political leaders is accredited during any calamities and all Government servants are bound to work accordingly as I feel since last decade. So community role cannot be prioritized here. We should not take any decision unnecessarily whose outcome will be mere funny before the real anchors.

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**Alinawaz, Focus Humanitarian Assistance India, Bhavnagar, Gujarat \***

Disasters maybe Natural or Human Induces give a very big challenge to local, State or national government. if we see disaster management cycle the first. Important and crucial phase of the cycle is of Disaster response. In first few hours, the biggest challenge is of saving as much life of human as possible. The Situation in Human Induced Disaster varies than that of natural disaster. It is a very big challenge faced by responders to respond in Human Induced Disaster.

It should be understood that at time of Human induced disaster a particular part of community or some part of community is disturbed. In any disaster in Relief Phase, the initial requirement of community is Food, water and Shelter for some time but as time passes the needs changes in rehabilitation phase social, physical and mental rehabilitation is done according to requirement. it should be noted while relief or rehabilitation community should be taken into confidence and the should be done according to communities need. If community is taken into confidence then and only then there would be proper relief and rehabilitation in any disaster situation.

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**Abha Mishra, United Nations Development Programme (UNDP), New Delhi \***

It is important that relief management is given importance in the preparedness phase (if we know that there is a possibility of natural or human induced disasters) itself and plan for all vulnerable sections i.e. women, children, old, differentially abled and socially excluded. It is also important that the NGOs prepare a plan for their organization itself, which properly highlights the preparedness and response mechanisms.

One of the good examples of management, which took care of the immediate needs of Women and orphaned children was Mamata Gruha supported by Action Aid and UNICEF in Orissa after the Super cyclone where widowed women took care of the orphan children with the village.

*\*Offline Contributions*

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***Many thanks to all who contributed to this query!***

*If you have further information to share on this topic, please send it to Solution Exchange for the Disaster Management Community in India at [se-drm@solutionexchange-un.net.in](mailto:se-drm@solutionexchange-un.net.in) with the subject heading "Re: [se-drm] Query: Relief Camp Management and Relief and Rehabilitation Strategy for Human Induced Disasters – Experiences. Additional Reply."*

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