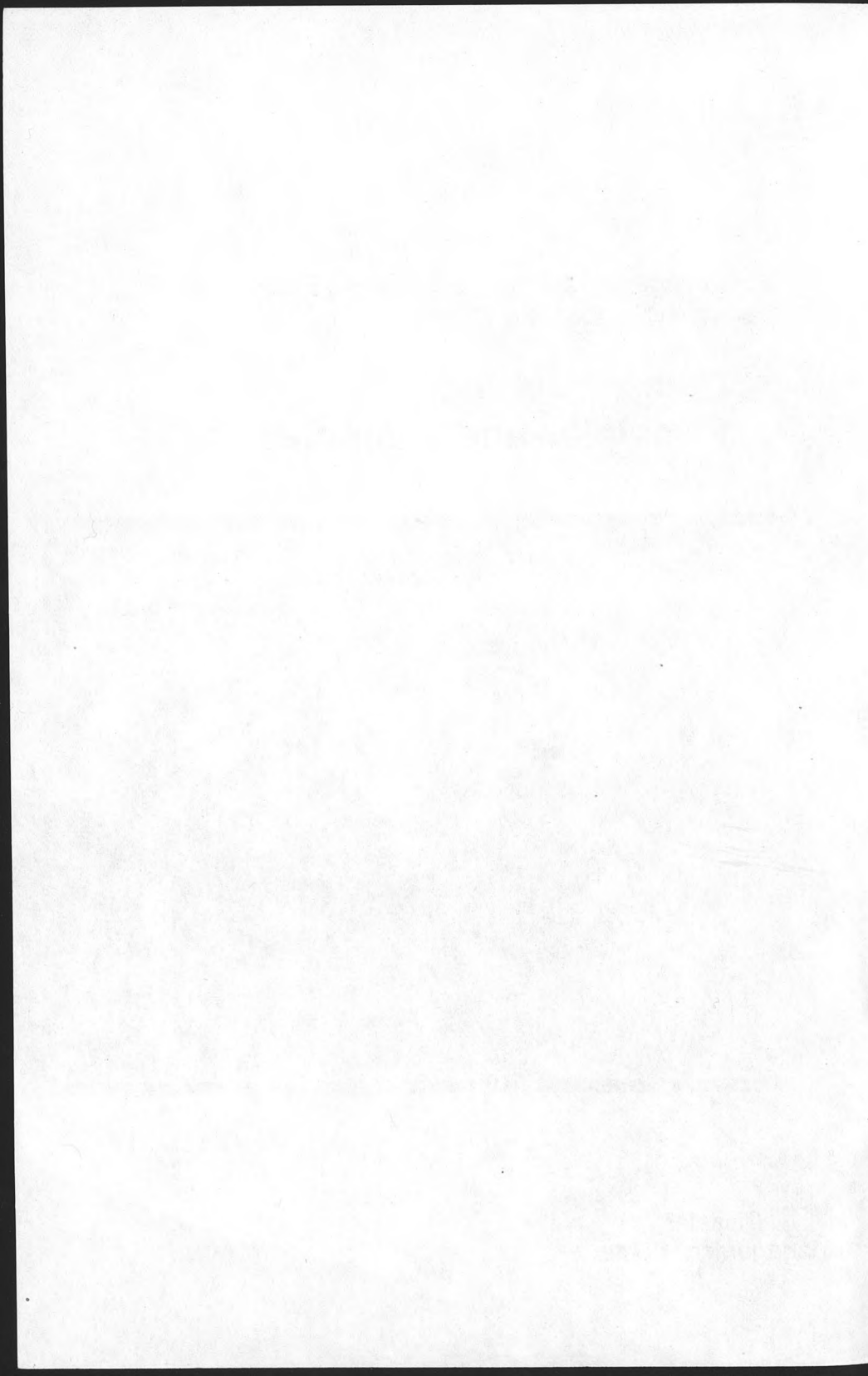


Emergency Management Training Programme
Video Number 12

Camp Planning: Principles and Examples





FOREWORD

This booklet is a companion guide to the video in this package. The video is from a series of presentations made at one of the UNHCR Emergency Management Training Programmes. The presentations were made before a classroom audience and edited into this format.

Each video is an introduction to the key issues of the topic. They are designed to be useful in the field as a quick source of information during emergencies, as a supplement to training programmes and as a review of the topic for experienced professionals.

Each video represents only a small part of the information that a refugee relief manager needs in emergencies. The viewer will benefit from using several of the videos from this series.

This booklet supplements the video and functions as a Viewer's Guide. Most Guides are in two parts. The first part gives an outline of the key words and phrases in the presentations, many of which frequently appear on screen. This material assists the viewer to follow the presentation and to make quick reviews during the video. The second part of most study guides is a "Presentation Summary". This is intended to be useful as a review of the material and a reference to the topic.

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**CAMP PLANNING:
PRINCIPLES AND EXAMPLES**

By

**FREDERICK C. CUNY
INTERTECT**

REFUGEE CAMPS EXIST BECAUSE OF:

- Desire To Contain Refugee Population Until Long-Term Solutions Are Developed
- Unclear Government Policies
- Possible Health Concerns

A PLANNED REFUGEE CAMP:

- Reduces Problems
- Improves Cost-Effectiveness
- Improves The Environment
- Improves Sanitation
- Improves Water Distribution
- Facilitates Administration

A PLANNED REFUGEE CAMP FACILITATES:

- Social Outreach Programs
- Social Organization
- Administrative Control
- Registration
- Planning For Needs

DEATH RATES ARE:

- Highest In Phase I Camps
- Next Highest In Phase II Camps
- Lowest In Phase III Camps If Properly Planned

COMPARISON RESULTS:

- Planning Reduces Costs By 1/3
- Planning Improves Social Organization
 - cooperatives
 - women's clubs, etc.

DISEASE RATE COMPARISON:

- Higher Rate Of Water-Borne Diseases In
Unplanned Camps
 - hepatitis

PROBLEM AREAS:

- Sanitation
- Water Supplies
- Camp Site (e.g., Too Flat, Poor Drainage)
- Location Of Administrative Facilities

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INTRODUCTION

Camp planning impacts every aspect of refugees' lives and our interaction with them. Successful camp planning hinges on a thorough understanding of all the factors which make up a camp and the ability to integrate them appropriately. Important camp considerations include:

1. The legal status of the refugees;
2. The socio-cultural and socio-economic characteristics of the refugees;
3. The human organizational and material resources available;
4. The political sensitivities and realities of the situation;
5. Camp logistics;
6. The nutritional requirements of the refugees;
7. The health-related requirements of the refugees; and
8. The managerial and administrative requirements of the camp.

Why do refugee camps exist? When refugees come into a country, they stop at some point to settle temporarily, with or without host government direction. Often, the government's policies relating to them are not clear. Land may or may not be available for them to settle on. The government may or may not wish the refugees to integrate into the mainstream of its society, perhaps fearing health hazards, an increase in crime, and/or a general economic burden to the local populace. These fears may or may not be unfounded. But, the host government generally has concerns about the situation and will want to hold the refugees at some physical location. This becomes the refugee camp.

Why is it necessary to plan a refugee camp? Many people argue that refugees are able to settle on their own and adapt to the situation. In some instances, this is true. For example, if there is sufficient land, if the number of people is small, and if the host government and local population are hospitable, refugees are able to move in and settle on their own, requiring no assistance. If land is limited and large numbers of people are involved (creating a high-population-density situation), greater social and physical pressures are placed on the environment (e.g., health, nutrition, sanitation and security problems). Planning must be incorporated in order to address these pressures.

If properly conducted, the planning process can:

1. Enhance refugee security by decreasing their susceptibility and/or exposure to:
 - military threats;
 - resentful or competing host populations;
 - criminal elements;
 - natural threats.

2. Save lives by:

- providing essential services, such as adequate sanitation, water and vector control programs;
- providing an environment that facilitates medical health care and nutritional programs;
- reducing hazardous situations (e.g., fires).

3. Improve the quality of life by:

- meeting cultural and family needs;
- meeting economic needs;
- involving refugees in programs promoting self-reliance.

4. Save money by:

- reducing administrative costs;
- utilizing natural resources;
- utilizing local materials and labor;
- involving the most appropriate relief entities (government and PVO);
- avoiding replication.

5. Shorten the emergency by integrating and encouraging the development of long-term solutions.

6. Provide the basis for quantifying the needs of the refugees.

PLANNING: WHY IT IS IMPORTANT

Planning is an essential component in establishing a refugee camp. Through the planning process, you are able to establish control over the camp and to institute mechanisms that will provide the basic services required for human life. There are three main factors to be considered in the initial camp planning stage: site selection; camp layout or design; and registration of refugees. Each is extremely important and must be given full attention by planners to ensure a properly designed and properly

functioning camp. The major points of each of these factors are briefly described below.

1. Site Selection

When considering sites for a refugee camp, you must be most concerned with the following:

- a. the availability of water;
- b. the site characteristics and topography of the region;
- c. the protection offered by the site from any threatening forces of man or nature;
- d. its accessibility, for adequate delivery of supplies.

2. Refugee Camp Layout or Design

The camp layout or design must make all services accessible to each refugee; that is, it must facilitate the provision of adequate and equal food and services to the refugees and make them readily and easily accessible. It must allow refugees to maintain their social or community structure. And, it must promote the bonding of the community.

3. Registration of Refugees

Registration of each refugee facilitates a number of important administrative functions that are essential to sound camp management. Specifically, the registration process facilitates:

- a. assignment of a family or a group of refugees to a particular location. Knowing the location of a refugee or a group of refugees in the camp assists in the placement of new arrivals among people of the same village or with similar backgrounds. It also

allows for rapid family reunification.

- b. identification of needs. Knowing the number and ages of refugees entering a camp facilitates planning for food, water and sanitation. Health and nutritional needs can be determined; supplemental feeding centers and outreach programs can be implemented into the camp plans. Certain people or groups that require protection or surveillance may be identified.
- c. identification of human resources. Determining the manpower and the specific skills available among the refugees will allow camp construction and maintenance tasks to be planned more effectively and efficiently.
- d. monitoring and distribution of food and services. Registration helps reduce the number of multiple and outside registrations and ensures a regular, equitable distribution of food and services.
- e. forward planning. Knowing the number of refugees entering and already in a camp allows forward planning to be carried out. Generally, forward planning of refugee needs is based upon the group needs of 5,000 refugees.

These three factors -- site selection, refugee camp design or layout, and registration of refugees -- are the most important factors to be considered when initially planning a refugee camp. How you address and act upon these factors will determine whether you will have a successful refugee camp or one that is problematic.

THE THREE BASIC CAMP TYPES

Over the years, it has become apparent that refugee movements create three basic types of camps: Phase I, Phase II and Phase III camps.

A Phase I Camp occurs during a refugee emergency period, usually during the initial border crossing. The refugees arrive totally unexpectedly, with few or no belongings. They usually stop or settle at the first site that offers water and/or food, where they can rest and feel somewhat safe from natural and/or human dangers. Or, they may stop where the host country government confronts them and/or instructs them to stop. Whatever the case, that stopping place usually becomes a camp. No site planning has taken place. As a result, these camps are often burdened with immense problems.

A Phase II Camp has been given some planning attention. Perhaps there was advance warning that refugees were entering an area, and the government attempted to make some provision for water and services and to identify a more appropriate site. These camps, although better than Phase I camps, are also plagued with problems because of the lack of adequate site planning, camp layout designs and a thorough registration process.

A Phase III Camp is one that has been planned and designed to accommodate the refugees. One would expect a Phase III camp to have only minor problems; however, while better than the other camp types, history has shown that Phase III camps experience many problems due largely to inappropriate planning.

All refugee camps can be categorized as Phase I, II, or III. It is important to be aware of these three categories as we consider better ways to develop a Phase III Camp.

THE TWO BASIC CAMP LAYOUTS

There are two basic camp layout strategies distinguished by the manner in which the shelters and/or housing units are situated in a camp. They are the grid layout and the community unit layout.

A grid layout is simply a series of shelters and/or housing units laid out in long lines as shown in Figure 1.

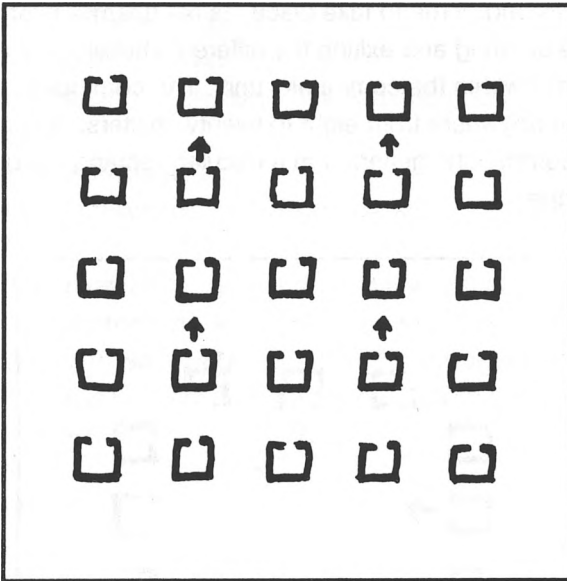


FIGURE 1: GRID LAYOUT

Each shelter or housing unit faces in the same direction. Although this layout is probably better than nothing, it promotes a number of serious problems in the camp. First, it isolates families from one another, which takes away the community atmosphere and inhibits community growth. If a community atmosphere existed initially, a breakdown of community and social activities follows. Families remain separate, and there is no bonding among people or families.

Second, social disturbances and crime can easily take place without much notice from neighboring families, promoting rapid deterioration in social law and order.

The second basic type of layout -- the community unit layout -- is a much more appropriate approach for establishing a community life. As can be seen in Figure 2, all the shelter units face inward. This is conducive to community and social activities, and to the social and community bonding of the people to each other. This camp layout also makes it difficult for social disturbances and crime to take place, as each family is able to see people entering and exiting the different shelters and/or housing units within the community unit. The community unit can contain anywhere from eight to twenty shelters. It is an enclosed community, generally in a circular, rectangular or oblong shape.

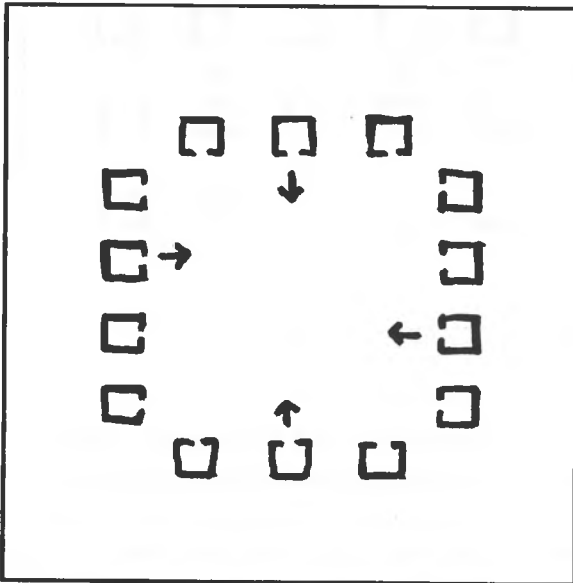


FIGURE 2: COMMUNITY UNIT LAYOUT

FACTORS TO CONSIDER WHEN LAYING OUT REFUGEE CAMPS

There are several basic factors to consider when laying out a refugee camp. Each factor must be analyzed carefully in order to determine the best possible camp layout for the refugees involved and for the environment with which you are dealing. The layout selected must facilitate the following:

1. adequate and equal shelter and/or housing;
2. proper sanitation facilities;
3. adequate and safe water;
4. proper health, supplemental feeding and outreach programs;
5. adequate drainage; and
6. protection mechanisms from fire hazards.

These factors must be integrated in such a way that the camp improves the environment and enhances the coping abilities of the refugees. If these factors are properly considered and implemented, the refugee camp will operate more efficiently, allowing greater cost savings.

CASE STUDIES

The following case studies are presented to illustrate different approaches to camp planning and the effects that each approach had on the camp operation.

1. Managua, Nicaragua

After the 1972 earthquake, many of the downtown residents of Managua were driven out of the area, creating an artificial refugee situation. Many of the people were living in parks. Several organizations got together, acquired a

piece of land, and set up a temporary camp for these displaced persons, utilizing the community unit concept.

Because of the layout of the camp, selected to facilitate camp administration, this camp plan was called the "Cross-Axis Plan". Many of the factors that have been discussed earlier were utilized in its establishment.

Not far away, the Nicaraguan army set up another camp, using the grid layout, in an area with characteristics similar to the location of the Cross-Axis Plan camp. All of the physical factors of both camps were basically the same, including approximately the same number of people. But the Nicaraguan army had established their camp using a different set of criteria. This allowed a unique opportunity to compare the two camps and to determine whether the community unit approach and other factors actually did have a positive effect on the camp.

What were the results? It was determined that the Cross-Axis Plan camp cost roughly two-thirds as much to operate as the other camp. Socially, the groups of the Cross-Axis Plan camp were easy to organize. They took care of themselves and there were very few problems in the social organization and administration of the camp.

In the Nicaraguan army camp, the army at one point had to forcibly segregate the camp and break it into two sections. People were always fighting. Rape and theft were major problems, especially with people coming in from outside the camp. After several months, this camp was shut down. The Cross-Axis Plan camp continued and later received permanent housing from which evolved a long-term settlement.

2. Kampuchean Refugees in Thailand

In this case study, we will examine two different camps: Khao-I-Dang and Sakaeo II. There was a basic difference between the two camps. In Khao-I-Dang, the approach was to simply lay out the major parts of the camp, to divide the camp by major streets and various service sectors, and then to allow the refugees to decide what types of shelter and/or housing unit they wanted to build. Sakaeo II was laid out in a similar manner, but refugees were not given an opportunity to decide what types of shelter and/or housing unit they would live in. Communal latrines were set up in Khao-I-Dang, while family latrines (where each family was responsible for maintaining their latrine) were set up in Sakaeo II. Each camp had other varying limitations.

Initially, Khao-I-Dang worked very well; but over a period of time, the latrines, which were not properly maintained, filled up. As more and more people entered the camp, water became a serious problem. For months they trucked water into the camp. For 100,000 people, that was very expensive. Because the camp was very flat, mud holes resulted in the areas of the water batteries for water distribution. Much of that water ran into the latrines and filled them up, and then ran into other parts of the camp. During the rainy season, many parts of the camp flooded, including portions of the hospital. The administrative facilities were located at the entrance of the camp, far from the refugees, who in effect did not have access to them. These problems and the high density of people in the camp caused different groups to evolve into competing groups and gangs who fought for control of certain camp services and camp areas. Informal markets were established. Soon, people could not even go into the camp

because it was so dangerous. Administrative control had been lost.

In Sakaeo II, administrative control was maintained and good sanitation was provided. This was accomplished by using a community unit approach for the shelter layouts and also by providing family latrines instead of communal ones. In this instance, one large hole was divided into four separate latrines for four different families. Each latrine was assigned to one family who was responsible for keeping the latrine clean and safe. This approach worked very well; people took interest and pride in keeping their own latrines clean.

In Sakaeo II, the shelters provided to the refugees were simple pole structures with corrugated iron roofing. The shelters were sited in groupings which faced inward. Other materials were provided to the refugees, such as grass and bamboo, so that they could complete the shelters in a manner which suited them.

The use of corrugated iron roofing helped prevent small fires from turning into major camp disasters. Had these refugees been given the opportunity to build their own shelters, many would probably have built thatched roofs; given the high density of the shelters, this would have created a major fire hazard in the camp.

3. Anjacoti, Sudan

Anjacoti, a refugee camp in W. Sudan, was built by a group called "ACROSS". ACROSS was sensitive to the cultural patterns and needs of the people. The refugees were accustomed to living in long, narrow compounds with about three or four families living in each compound. Each compound had its own sanitation and latrine system.

When ACROSS built the refugee camp, they laid out the shelters and housing units in a pattern similar to that in Figure 3.

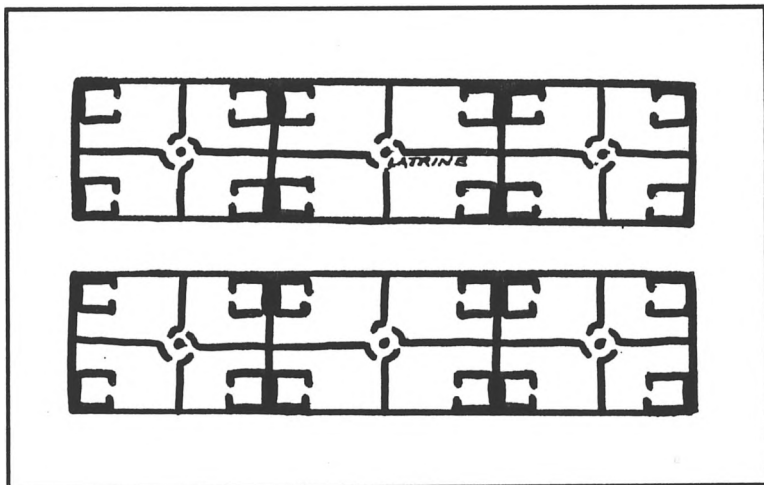


FIGURE 3

Four shelters or housing units were grouped, facing inward, with each group having one latrine in the center. This layout was practical as it provided the people with a latrine that was close and easy to maintain. The latrine was not used by people outside the community unit. If and when the latrine filled up, the group of four families merely shifted it over several meters. This case study illustrates a method of providing easily maintained latrines in close proximity to the people using them. In Anjacoti, there were no pests, flies or bad odors in and around the area. This was a very simple design. It worked because it met the needs of the people and it was similar to their traditional ways of doing things.

1. Introduction

2. Methodology

3. Results

4. Discussion

5. Conclusion

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Very truly yours,
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