



Camp Management Standards

Field Consultations

5 August, Erbil - 9 August, Baghdad

MARCH 2016 | v1

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Aim of field consultation on CM Standards

- Seek precision and agreement in CCCM standards document through in person consultations
- Review of current practice
 - Overview of different typologies of temporary shelter in use (urban environments, transit sites, spontaneous sites... etc)
 - Management modalities (remote support, SMS, area based approaches)
 - Methods used to encourage participation and community engagement (representative groups, CFM)
 - Approach to localization

Agenda

10:00-10:30	Opening and registration
10:30-11:00	Introduction to the Consultation Workshop
11:00-12:00	Work Groups' discussions
12:00-13:00	Lunch
13:00-14:00	Groups Debrief
14:00	Closure

Summary of groups' discussions

- **Representation**
- *Site governance / site committees are representative of and accountable to the displaced population.*
- *Site Representation is considered a core Camp Management Activity. Though it may be difficult to implement a proper democratic process to select the representatives of the affected population, temporary representation should meet all the criteria shown below*
- Governance structures aim at incorporating the views and opinion of displaced population living in a communal setting in the decisions that affect their daily lives, influencing local authorities, humanitarian actors, service providers and contractors.
 - Though different from Political representation, where citizens elect their representatives based on the candidates' proposals of actions to be implemented from positions of power that are close to the voters' ideas of what should be done, in camp representation the representatives are meant to act as speakers on behalf of the population.
 - Representatives should have good communication skills, be accepted and trusted and considered to have good ethics and clean background.
- To improve the outcomes of a good Governance structure, camp management actors should guide their actions through clarification of roles and responsibilities (ToRs), capacity building which needs are frequently assessed, and empowerment through continuous consultations and promotion for its acceptance by Camp Administration.

Summary of groups' discussions

- **Representation**
- *Site governance / site committees are representative of and accountable to the displaced population. Cont.*
- It is important that Camp Management seek to understand the groups dynamics in the displacement site, formalize them and ensure their inclusion combining needs and context acceptance.
- The Feedback and complaint sub-topic should fall under Service Coordination and Monitoring as it affects the works of all actors in the sites and it is not directly a representation issue. Camp Managers, Site Representatives, Services providers, National authorities, and contractors are all accountable to the affected population, and hence goes beyond representation.
 - It is a core Camp Management Activity though not exclusive. It should be enabled by the CM to facilitate all individuals to have access to simple mechanisms to submit complaints, request information and provide feedback about the services, performance or actions of all camp actors.

Summary of groups' discussions

- **Service coordination and monitoring**
- *Services provided through a network of site level agencies meet the needs of the displaced and host populations.*
- Service Coordination and Monitoring is considered a core Camp Management Activity.
 - The Feedback and Complaints section of the previous topic should fall within this one as the individual capacity of all individuals to submit complaints and seek feedback is separate of Representation and is intrinsically related to coordination and monitoring of actors working in the sites.
- The data protection policies are not a Core Camp Management responsibility but a Protection one, not only across one camp/site but across a country-wide multisectoral response.
- The establishment of Referral Pathways is not core Camp Management Activity. It is the task of specialized service providers to elaborate this information tool and to be shared with all actors in the camp/site. Camp Management should advocate for service providers to produce it.
- As for the Accountability of service providers, it overlaps the Complaint and Feedback mechanism shown in the Representation section. These two should become one consolidated mechanism.

Summary of groups' discussions

- **Site environment**
- *The site environment is safe and physically, socially and culturally appropriate for inhabitants.*
- The planning and design of the sites is a Core Camp Management Activity, though its implementation depends on the participation of many other actors. CCCM's site planning activity seeks to implement the Sphere Standards on a paper layout to ensure presence of minimum services in a site.
- Once services are in place, Camp Management through coordination, monitoring and maintenance contribute to its operation, and through representation and Complaint and Feedback, promotes quality of service.

Summary of groups' discussions

- **Strategic planning and exit planning**
- Site level strategy, including planning for exit, prioritizes the safety and dignity of the displaced population.
- This part is essentially composed of three sections.
- Strategic planning around Durable Solutions is a national process which should involve all clusters and authorities and CM actors can contribute to the discussion of durable solution through consultation and assessment to the camp population's intention and support the process through CwC initiatives including agreed upon messages. The name of this section should change to Durable Solutions and Exit planning.
- Exit Planning related to a specific camp is a core camp management activity as stated in the Camp Management Tool Kit. There are three sections to this section but it's not clear how they relate to each other.
 - Closures usually take place when a camp's population is low and/or services are insufficient to ensure basic humanitarian standards.
 - Handovers of camps to authorities or IDPs, take place when the population has adequate access to services through the host community and/or if humanitarian actors are for other reasons not able to maintain services in the camp.

Summary of groups' discussions

- **Strategic planning and exit planning**
- Site level strategy, including planning for exit, prioritizes the safety and dignity of the displaced population. Cont.
- Which option is most appropriate for a specific camp depends on the setting and should be determined through a discussion among humanitarian actors, authorities and IDPs.
- It does include phase out, handover or closure and should include the capacity building of the Governance structures, local authorities and host communities. Handover of vulnerable cases to local authorities or service providers it is not a Camp Management activity as Camp Management doesn't do case management, but information sharing of available local services should be completed before exit.
- As part of ongoing efforts, CM actors should support IDPs in informed decision making, either by directly providing access to information or by framing a possible decision-making process and referring them to sources of information. This activity should take place as soon as durable solutions become available, even if there is no concrete plan for camp closures or handover.
- It is not clear how this would be an exit plan If we handover to another humanitarian organization.
- Include complaint and feedback mechanism, relevant infrastructure. CCCM actor do not do case management and therefore should not need to hand it over. Including it here is misleading.

Summary of groups' discussions

- **Site management agencies and personnel**
- Site management agencies and personnel are capacitated and able to fulfil their roles.
- Site Managements' presence and activities are core to meet camp management minimum standards.
 - Camps/Sites without the presence of an agency are less likely to achieve the standards mentioned above, given the specialized services and tool used for this task.
- Participants don't think ratio of population should be considered to appoint Camp Management Agencies. They believe this could be counterproductive in terms of accountability and coordination of services. An agency capacity should be considered instead in terms of number of personnel/services available to implement the tasks in relation with the size the of site/camp, and considering other requirements such as diversity and inclusion of minorities.
- Continuous capacity building of the agencies' personnel, integrated information management systems, strong management capabilities and strict implementation of code of conduct, knowledge of roles and responsibilities and of Humanitarian principles, are more relevant than determining a maximum size of a site an agency can manage.

Discussions: Erbil



Debrief: Baghdad

