

# **CAMP MANAGEMENT STANDARDS**

**Draft for Consultation**

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## 1. SITE MANAGEMENT AGENCIES AND PERSONNEL

Standard 1: Site management agencies and personnel are capacitated and able to fulfil their roles.

### Component 1.1

**Coverage:** Displaced populations have access to site management services.

- **Sub-component 1.1.A**

**Need for technical assistance:** Site management agencies are engaged when the rate of displacement requires technical or specialized site management services.

**Indicators:**

1. 1 site management agency per 15,000 displaced individuals living in a communal space.

- **Sub-component 1.1.B**

**On site presence:** Site management agencies are present on site to carry out site management activities.

**Indicators:**

1. A site management agency is available on site to provide site management services (Y/N)
  - Services may be provided through site level offices (Y/N), centralized or municipal offices or community resource centres (Y/N), regular visits from a mobile team (Y/N, # visits per week), or services provided through an appointed on the ground agency (Y/N)

### Component 1.2

**Agency capacity:** Site management agencies, which can include national or local governments, national or international organizations, and/or displaced and host community management structures, have the operational capacity to manage the site(s).

- **Sub-component 1.2.A**

**Training:** Site management agencies have completed technical trainings or has technical experience with managing sites.

**Indicators:**

1. Site management agency has undergone a minimum of three day of CCCM training or has proven experience of previous site management (Y/N)
2. Site management agency has a TOR (Y/N)

- **Sub-component 1.2.B**

**Personnel diversity:** Site management agency personnel includes women and minority groups in at least the same ratio as the displaced population.

**Indicators:**

1. Proportion of female personnel / male personnel
2. Presence on staff of other key minority groups in the displaced population, including religious or ethnic minority groups (Y/N)

### **Component 1.3**

**Personnel capacity and training:** Site management is provided by competent personnel that has the capacity to respond to the needs of the displaced population without bias or discrimination.

- ***Sub-component 1.3.A***

***Responsibilities:*** Staff members of site management teams have clear responsibilities.

***Indicators:***

1. Each staff member has undergone a minimum of three days of CCCM training or has proven site management experience (Y/N)
2. Each staff member has a signed and agreed TOR (Y/N)

- ***Sub-component 1.3.B***

***Humanitarian principles:*** Staff members of site management teams adhere to humanitarian principles

1. Each staff member has signed a code of conduct in an appropriate language (Y/N)
2. Each staff member has undergone PSEA training (Y/N)

## 2. REPRESENTATION

Standard 2: Site governance / site committees are representative of and accountable to the displaced population.

### Component 2.1

**Site governance structure:** Sites have an inclusive and representative governance structure in place that serves to fulfil the needs of the displaced population.

- **Sub-component 2.1.A**

**Governance:** Site governance structures, including site committees, are in place to fulfil specific site level responsibilities and functions.

**Indicators:**

1. TORs exist for all members of the site management structure to delineate roles and responsibilities (Y/N)
2. Duties of the governance structure, such as dispute resolution, are transparently communicated to the displaced population (Y/N)
3. External stakeholders (service providers, (local) government are informed about the governance structures, the role and responsibilities of the members (Y/N)

- **Sub-component 2.1.B**

**Capacity building** includes all stakeholders in the site governance structure and aims to build skilled and competent site management teams.

**Indicators:**

1. Trainings are held on specific or technical topics to fill gaps in capacity
  - # of skills assessments per month or year
  - # of trainings held to address gaps identified in skills assessments
2. Codes of conduct are signed by all members of the site governance structure (Y/N)

### Component 2.2

**Participation:** The displaced community, including women and vulnerable groups, is able to participate in the site governance structure.

- **Sub-component 2.2.A**

**Site committees** representing the displaced community and other key stakeholders are included in the site governance structure.

**Indicators:**

1. Representation on committees is inclusive
  - # or % of women on committees
  - # or % of vulnerable or minority group members on committees
2. Site management committees have *input into decisions* made at site level

- **Sub-component 2.2.B**

**Other formal and informal participatory structures / groups** provide input into the site management structure or committee.

**Indicators:**

1. Formal and informal community groups are assessed (Y/N)

2. Formal and informal community groups are leveraged by the site governance structure to provide meaningful input and capacity (Y/N)
3. Management committees/structures exist at neighborhood/block level (Y/N)

### **Component 2.3**

**Feedback and complaints:** All members of the displaced community and other stakeholders have the opportunity to submit feedback and complaints and to have those views and needs addressed.

- ***Sub-component 2.3.A***

**Accessibility:** The site and host population know about and can submit feedback and complaints in multiple formats.

**Indicators:**

1. Information about feedback and complaints mechanisms is available in multiple formats to account for different levels of literacy and technology use, and are accessible for PSN (Y/N)
2. Feedback and complaints can be submitted through more than one formal or informal method, including comment boxes, help desks, hotlines and ad hoc interviews (Y/N)
3. Information about feedback and complaints mechanisms is available in the locally used language (Y/N)
4. % of assessed site population with knowledge of feedback and complaints mechanisms

- ***Sub-component 2.3.B***

**Transparency:** Feedback and complaints are tracked and addressed.

**Indicators:**

1. Submitted feedback and complaints are tracked by a focal point via an established SOP (Y/N)
2. A response plan to feedback and complaints is in place (Y/N)

- ***Sub-component 2.3.C***

**PSEA:** All members of the site and host population are aware of SEA and how to report incidents.

**Indicators:**

1. % of assessed site population with knowledge about SEA
2. # of member groups of site governance structure with PSEA policies in place
3. SEA reporting channel is in place (Y/N)

### 3. SERVICE COORDINATION AND MONITORING

Standard 3: Services provided through a network of site level agencies meet the needs of the displaced and host populations.

#### **Component 3.1**

**Site level coordination** among various stakeholders, including displaced and host communities, national or local governments, and/or national and international organizations occurs regularly at site level.

- ***Sub-component 3.1.A***

***Coordination meetings*** occur regularly at site level to bring together stakeholders

**Indicators:**

1. # of coordination meetings occurring per week or month
2. # of stakeholders or stakeholder groups included in coordination meetings
3. # of information products shared among stakeholders

#### **Component 3.2**

**Service monitoring** takes place at to maintain an overview of service providing agencies and the quality of their services and the identify site level needs and gaps.

- ***Sub-component 3.2.A***

***Information Management and service mapping*** take place at the site to identify needs and address gaps in services.

**Indicators:**

1. Communication channels exist between the site management structure and information management agencies and service providing agencies (Y/N)
2. Service providing agencies are trained, oriented and monitored (Y/N)
3. # of service monitoring reports shared to all stakeholders
4. # of site profiles shared to all stakeholders

- ***Sub-component 3.2.B***

***Multi-sectoral assessments*** regularly collect data at the site to maintain an updated overview across sectors and agencies including how many displaced people are receiving services.

**Indicators:**

1. A harmonized tool for assessments is agreed and implemented (Y/N), # of partners using an agreed assessment tool
2. # of assessments carried out per week or month

- ***Sub-component 3.2.C***

***Data protection policies***, including defining consent and information sharing, are in place.

**Indicators:**

1. % of enumerators trained in data protection policies
2. A specific consent and confidentiality policy is agreed and in place across all stakeholders operating at the site (Y/N)
3. Information sharing practices are agreed and in place across all stakeholders operating at the site (Y/N)

### **Component 3.3**

**Referral pathways** link service providers with technical specializations in order to provide professional and appropriate services to those in need.

- ***Sub-component 3.3.A***

***Referral pathways exist for key technical services***, including GBV, Protection, Child Protection and health.

**Indicators:**

1. Referral pathways are in place (Y/N)

- ***Sub-component 3.3.B***

***Accountability of service providers***: Service providers included in the referral pathways are accountable for providing professional services to individuals referred to them

**Indicators:**

1. Service providers are transparent about their capacities and roles
  - TORs exist and are shared at coordination meetings (Y/N)
2. Service providers share contact details regularly
  - Contact lists of service providers are updated on a weekly or monthly basis (Y/N)
3. Follow up procedures on referrals are in place (Y/N)

### **Component 3.4**

**Communication** with the displaced community, host community and all other stakeholders is regular, appropriate and relevant.

- ***Sub-component 3.4.A***

***Information dissemination mechanisms*** that include the displaced population and all stakeholders are in place in an appropriate format.

**Indicators:**

1. Information is available in the local language of the site
2. Information is available in multiple formats, including written and oral

- ***Sub-component 3.4.B***

***Roles and mandates*** of service providers and coordination agencies are shared with the displaced population and all stakeholders.

## 4. SITE ENVIRONMENT

Standard 4: The site environment is safe and physically, socially and culturally appropriate for inhabitants.

### **Component 4.1**

**Physical space and layout:** The physical space and layout of the site reflects the needs of the inhabitants.

- **Sub-component 4.1.A**

**Infrastructure planning, layout and maintenance** includes consideration of the different activities taking place in the site and the particular needs of subsets of the population to make full use of facilities.

**Indicators:**

Social spaces

1. # of women friendly spaces / site population
2. # of child friendly spaces / site population

Administrative spaces

3. Dedicated space for site committee meetings (Y/N)
4. # of feedback and complaints locations / area
5. # of info points or boards / area

Culturally appropriate facilities

6. Information is gathered about culturally appropriate use of facilities via key informant interviews or focus group discussions with site inhabitants (Y/N)
7. Facilities for WASH are sex-segregated and labeled (Y/N) or % of WASH facilities that are sex-segregated and labeled
8. Facilities for religious practice are available (Y/N)
9. Facilities for health reflect cultural norms (Y/N)
  - a. Health facilities have space for private interviews and exams, particularly facilities that respond to GBV incidents (Y/N)
  - b. Health facilities for maternity and women's health are separate from general health facilities, if appropriate (Y/N)
10. Facilities for mourning and burying the deceased reflect cultural norms (Y/N)

Facility maintenance

11. Facilities are maintained by technical committees / volunteers according to a maintenance schedule (Y/N)

- **Sub-component 4.1.B**

**Density and accessibility:** The population density is at a level that minimizes health and safety risks but allows for access to key facilities.

**Indicators:**

Population density

1. # persons / area
2. # m distance of latrines from shelters

Accessibility

3. % of the population within walking distance (in km or minutes) of key facilities (health, education, wells)
4. # or % of facilities accessible for the mobility impaired
5. Meters of access infrastructure constructed (bridges, paths, stairs, etc)

## **Component 4.2**

**Safety and security:** Inhabitants of the site live in a dignified environment that is safe and secure from violence and additional harm.

- ***Sub-component 4.2.A***

***Ongoing safety considerations:*** Site safety is maintained through regular and ongoing activities.

**Indicators:**

1. # of safety audits per month/year in each area/sector
2. Response plan is in place to address “red flags” found during safety audits (Y/N)
3. # of safety committees trained or in place
4. # activities carried out by safety committees per week/month/year

- ***Sub-component 4.2.B***

***Gender-based violence:*** Measures are in place to mitigate risks from GBV and to respond to GBV incidents.

**Indicators:**

*GBV and physical safety*

1. Key considerations in the GBV Site Planning guidance are followed (Y/N)
2. Safety audits specifically consider GBV risks (Y/N)

*GBV and services*

3. GBV specialists or health personnel / site population
4. % of service providers with GBV training
5. % of inhabitants and/or service providers with knowledge of GBV referral pathways

- ***Sub-component 4.2.C***

***Ongoing risk assessments and contingency planning:*** Sites are regularly assessed for risks and contingency plans are in place and updated according to emerging risks.

**Indicators:**

*Risk assessments*

1. # of risk assessments carried out per month/year in each area/sector
2. Information channels to communicate risks to site managers or administrators are in place (Y/N)
3. Relocation plan in place for households located in unsafe areas (Y/N), # hhs relocated based on safety concerns

*Contingency planning*

4. # of inhabitants trained in (fire response, flood response, evacuation)
5. Contingency plans are in place for major risks (Y/N)
6. # or % of CCCM partners providing input into contingency planning
7. % of population reached by information campaigns about risks and contingency plans

## 5. STRATEGIC PLANNING AND EXIT PLANNING

Standard 5: Site level strategy, including planning for exit, prioritizes the safety and dignity of the displaced population.

### Component 5.1

**Informed and voluntary durable solutions:** The site population is able to make an informed and voluntary choice on what durable solution to pursue.

- **Sub-component 5.1.A**

**Consultative process:** Site inhabitants express their desire to return, integrate or resettle through regular intentions surveys and other forms of consultation at household level.

**Indicators:**

1. # of rounds of consultative meetings, focus group discussions or intentions surveys held per (year, program cycle)
2. More than one format of consultation for durable solutions intentions is used (for example, interviews and written surveys) (Y/N)

- **Sub-component 5.1.B**

**Safety** of durable solutions is assessed independently and agreed at an elevated level.

**Indicators:**

1. Protection assessments are performed in areas of return, integration or resettlement to independently determine the safety of the option.
  - # of protection assessments carried out, % of durable solutions sites in which protection assessments have been performed.
2. The national governments of countries of return, integration or resettlement agree to guarantee the safety and dignity of the displaced population
  - MOUs in place between site administrators and managers and counterpart national government ministries(Y/N)

### Component 5.2

**Handover** of the site to new administration, including national authorities, new site governance structures and/or humanitarian organizations includes considerations of case management and infrastructure maintenance.

- **Sub-component 5.2.A**

**Capacity and expertise** of the new administrative body is sufficient to maintain caseloads and site infrastructure.

**Indicators:**

1. New administrative body has experience in camp management through previous work (Y/N), # of staff with camp management profiles
2. New administrative body has worked closely with the current camp management body through partner or shared roles, mentoring, shadowing (Y/N)
3. New administrative body has completed specialized trainings on CM (Y/N)

4. New administrative body includes technical experts in each of the technical sectors operating in the site (Y/N for WASH, Y/N for Shelter, etc.)
  5. New administrative body has capacity to manage the caseload of vulnerable individuals (Y/N), # of staff dedicated to case management in new administrative body vs current management body
- **Sub-component 5.2.B**  
**Caseload handover plan:** A plan is in place to ensure that vulnerable individuals are not at increased risk due to site handover and to ensure their uninterrupted services.  
**Indicators:**
    1. A caseload handover plan is in place between the current camp management body and the new administrative body (Y/N)
    2. Vulnerable individuals are informed about new administrators and service providers as it pertains to their access to services (Y/N)

### **Component 5.3**

**Closure** of a site includes considerations of the needs of residual inhabitants and infrastructure decommissioning.

- **Sub-component 5.3.A**  
**Site inhabitants** are informed about the site closure process, including their options and the timeline of closure  
**Indicators:**
  1. # of information sessions held for site population about closure timeline and options
  2. % of site inhabitants who attended an information session about site closure
  3. # of “go and see” visits organized to return or relocation areas
  4. # of “come and tell” or feedback sessions activities
  5. Transportation is arranged for site inhabitants to relocate (Y/N)
- **Sub-component 5.3.B**  
**Caseload handover plan:** A plan is in place to ensure that vulnerable individuals are absorbed into the national social safety net as services on site are reduced and withdrawn.  
**Indicators:**
  1. A caseload handover plan is in place between the current camp management body and the national line ministry for social service provision (Y/N)
  2. Vulnerable individuals are informed about new service providers as it pertains to their access to services (Y/N)
- **Sub-component 5.3.C**  
**Decommissioning** of the site takes place over time and by geographic area to allow residual populations to continue to access vital facilities for as long as they reside at the site.  
**Indicators:**
  1. Decommissioning plan is in place to allow for gradual rollback of facilities and services on sites (Y/N)
  2. # sq meters of site surface decommissioned