

Consultation event report

Operational camp management: An introduction to the Camp Management Standards

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On 23 September, the International Association of Professionals in Humanitarian Assistance and Protection (PHAP) and the Camp Coordination and Camp Management (CCCM) Cluster organized an information and consultation event on the draft Camp Management Standards. The event took the form of an expert panel discussion with active participation from attendees via chat, Q&A, and live polls.¹ The event was preceded by a survey on the scope and purpose of the Camp Management Standards, as well as a section on the content of each of the standards. This report outlines the results of the survey and webinar.

¹ Recordings of the webinar are available at <https://phap.org/23sep2019>

Key statistics:



550 event registrations



225 participants in the live webinar²



178 in the event platform



26 in the YouTube video livestream



21 in the audio only livestream



672 viewers and listeners of recorded event to date³



78 Adobe Connect recording views



126 YouTube recording views



468 Audio podcast downloads



449 pre-event survey respondents

² The count of live participants only includes unique logins. Most webinars organized by PHAP has several groups of varying sizes logging in jointly, in which case they are only counted once.

³ Recording statistics compiled on 2 February 2020

Summary recommendations

- The greatest need among practitioners in all parts of the sector related to the standards is in terms of **overall guidance for how to carry out camp management** (standard operating procedures, operational guidance, preparedness and planning). The “standardization,” comparability, and accountability aspects of standards are less prioritized by practitioners.
- A majority of practitioners are requesting a **minimum standard rather than an aspirational standard**. This was also reflected in many comments, asking for more concrete targets for indicators, etc.
- There is clearly an expectation among respondents that the **CCCM cluster should play a role in monitoring** the standards.
- There is overall **strong support for the current scope of the standards**.
- While respondents found the standards quite applicable outside of planned camps, their **applicability was clearly seen as much lower in such contexts**. This was reinforced by a large number of comments throughout the survey pointing out that the standards were focused on planned camps, and asking for guidance on other types of contexts.
- The **amount of detail in the standards is in general seen as appropriate**, while the **clarity of the content requires further work**.
- Respondents see **considerable overlap between the standards and other standards and guidance**. However, **very few see this as a problem**.
- There is overall **strong support for the Camp Management Standards**, but a sizeable group are currently not convinced of the need for them. The overall purpose of the standards and how they relate to other standards should be clarified.

Survey results

In order to gather the views of a broader range of practitioners in the sector ahead of the webinar, a survey was organized for the webinar registrants. The survey was primarily designed to inform the drafting process of the Camp Management Standards, but also served to inform the webinar planning.

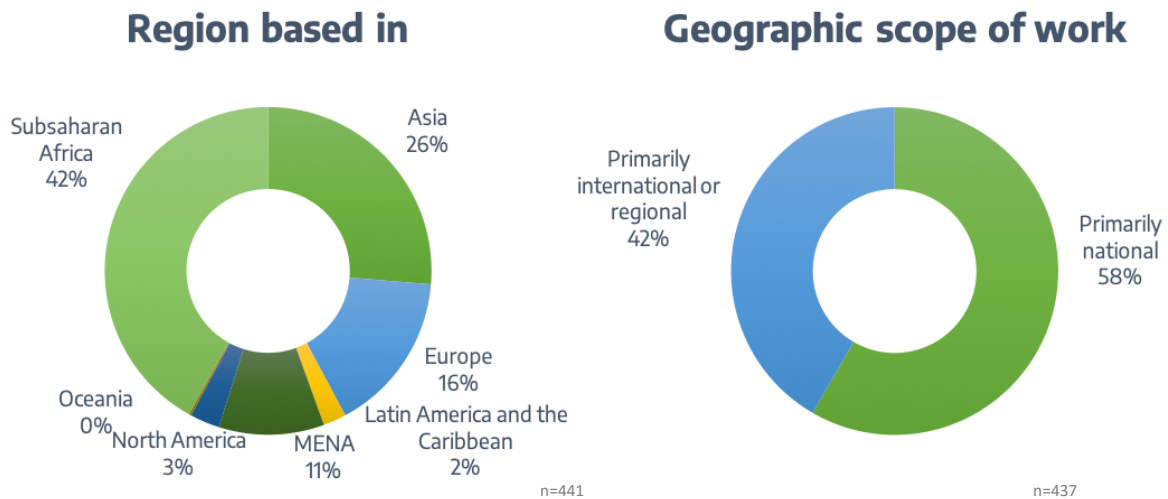
Crosstabs have been carried out for all questions in terms of gender, region based in, geographic scope of work, organization type, and relationship to CCCM and any notable differences in responses are reported. Additional crosstabs have been carried out where relevant. However, as the selection of respondents was in no way randomized, no other formal statistical tests were carried out on the data.

Free-text responses have been cleaned up and categorized by primary theme when relevant. The full list of responses can be found in *Appendix 1* (however, note that the responses to the second part of the survey, which had more detailed questions on the specific standards are presented directly in the report).

Survey respondent demographics

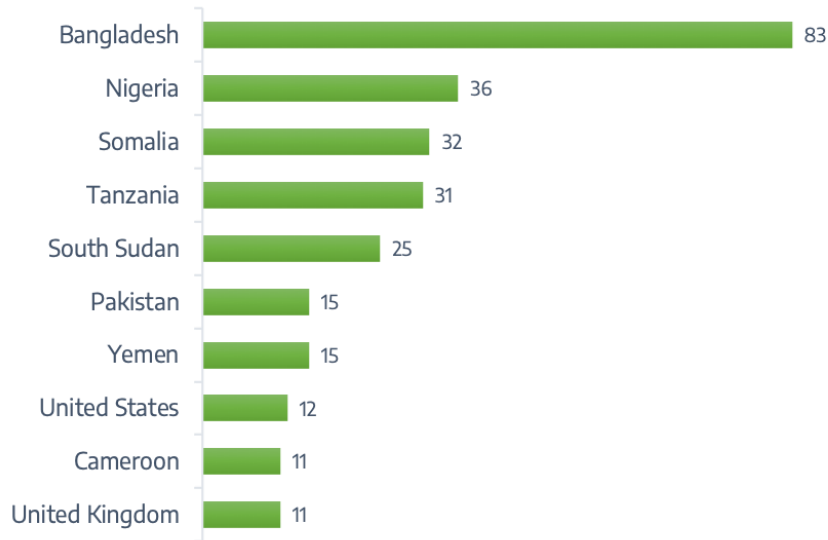
Basic demographics

The pre-event survey gathered a total of **449 responses**⁴ from webinar registrants from **71 countries**. Respondents based in **Sub-Saharan Africa** and **Asia** were particularly well represented. This was to a large extent due to a large number of respondents in Bangladesh, Nigeria, Somalia, Tanzania, and South Sudan. There was a **fairly even split** between those with an **international and national scope of work**, but with a majority of respondents with a national scope.

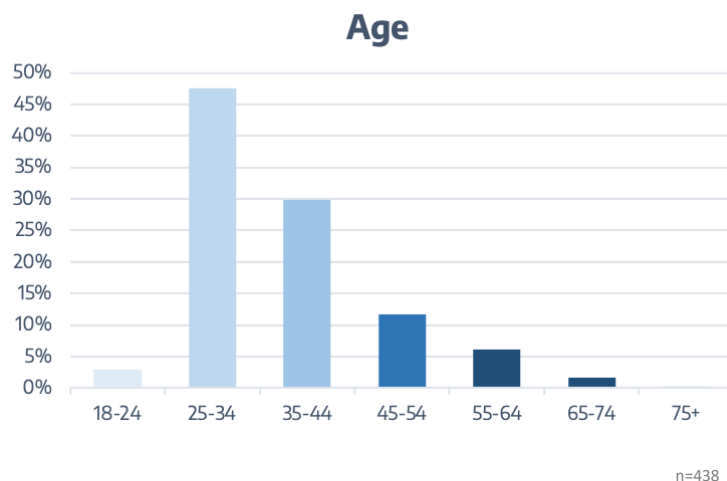
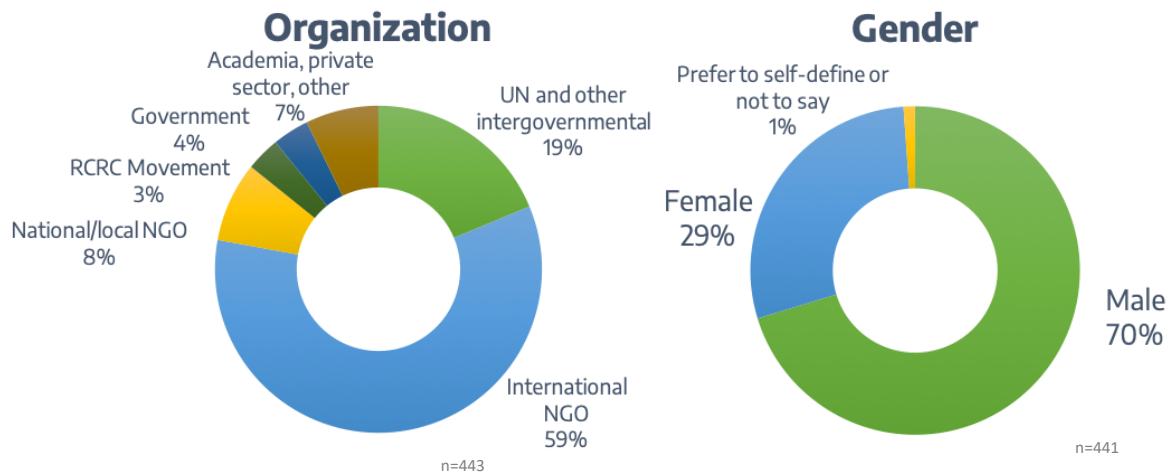


⁴ Of the 449 responses, 275 were complete responses and 174 were incomplete but responded to the demographic questions and at least one of the substantive questions. The large number of incomplete but useful responses can largely be attributed to the length of the survey.

Top 10 countries based in

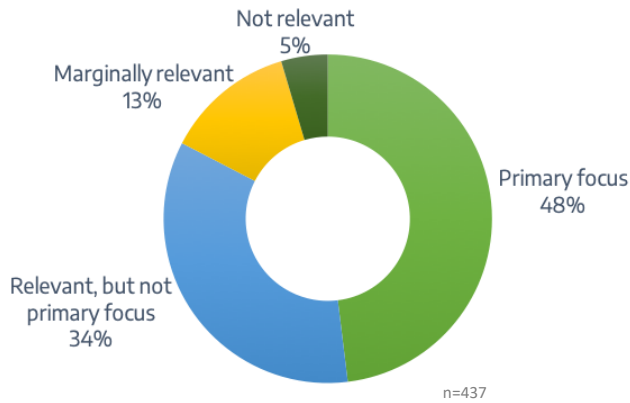


The respondents included respondents from **all organization types**, but with a particularly strong turnout among **international NGOs**, who made out a majority. The **gender balance** saw a strong majority of male respondents (this is unusual among PHAP surveys, which in most cases have a more even gender balance among respondents). The respondents also had a **relatively young age profile**, with close to 50% being between 25-34 years old.

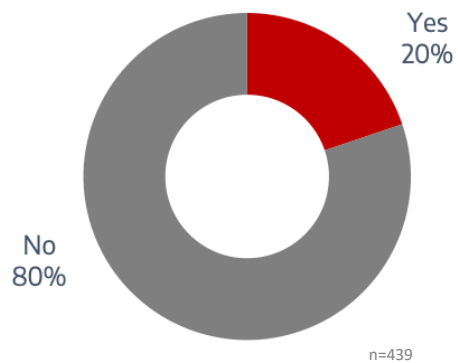


Around **half of the respondents were specialized in CCCM** in their current job roles. For more than a third of the remaining respondents, it was a relevant part of their current job roles. For many respondents, their involvement in CCCM included **camp management (45%), camp coordination (38%), or as a service provider (37%)**. With a relatively small number of government respondents, fewer had also been involved in a policy or administrative role with the government. Many respondents had been **directly involved with the CCCM Cluster**, either as staff (23%) or as part of a working group (31%). Importantly, a **fifth of the respondents reported having personally experienced displacement**.

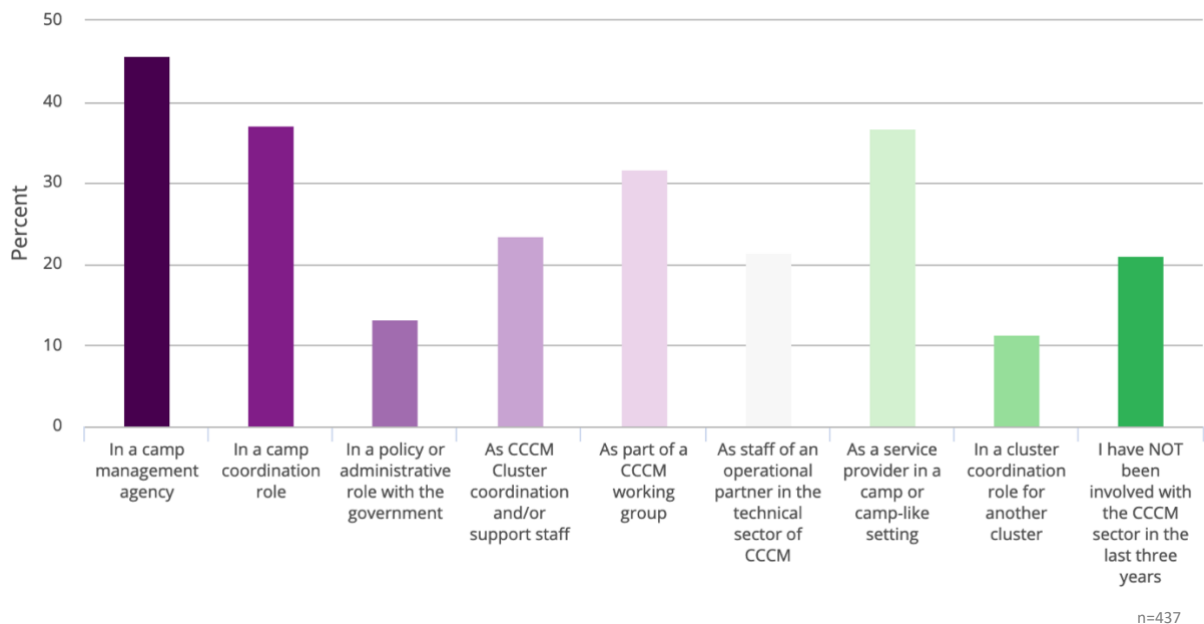
Current relationship to CCCM



Have you been displaced?



In the last three years, how have you been involved in camp coordination and camp management?



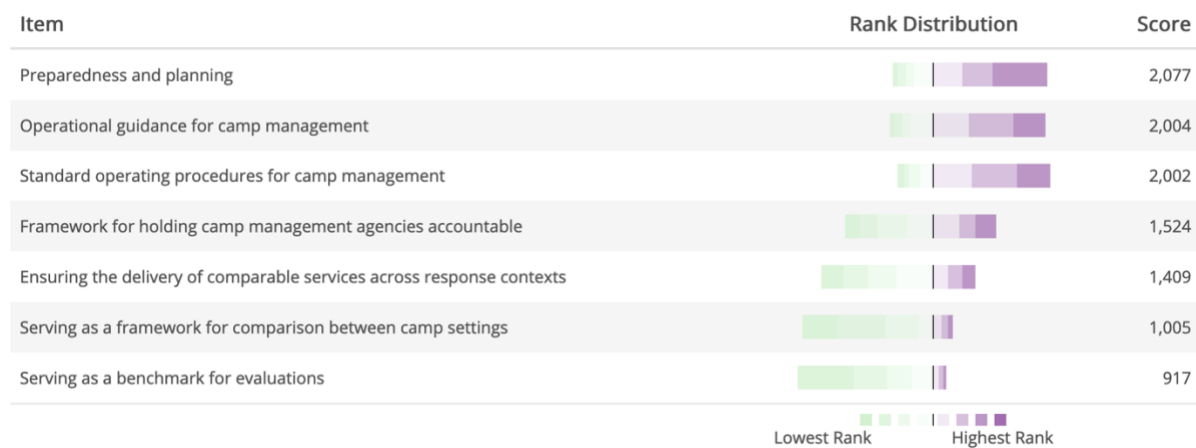
Overall purpose of the standards

When asked to prioritize the functions of a standard that the standards should address, the results were fairly clear. Respondents overall clearly prioritized **preparedness and planning**, **operational guidance**, and **standard operating procedures** over other functions. On the other end of the spectrum, **servicing as a benchmark for evaluations** and **servicing as a framework for comparison between camp settings** were both prioritized much lower. A fair number of respondents did find it important to have standards as a framework for holding agencies accountable and to ensure comparable services between contexts.

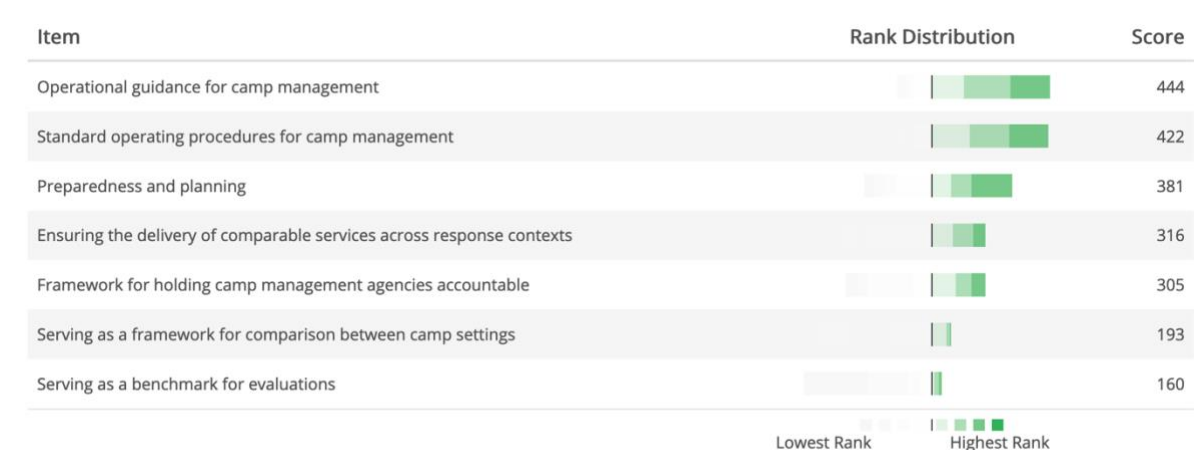
A difference worth highlighting is that respondents in UN and other intergovernmental agencies found both the functions of preparedness and planning and holding agencies accountable as relatively less prioritized.

In terms of what you hope that the standards will address, how would you prioritize the following functions of Camp Management standards?

All respondents



UN and other intergovernmental agencies



Respondents who were focusing on camp management in their work were asked to choose between two main approaches to standards, minimum standards and aspirational standards.

There was a **clear majority for a minimum standard approach**. However, with 37% of respondents preferring an **aspirational standard**, the overall approach should be considered carefully.

Which type of standard is needed?

An aspirational standard, that defines an ideal state that needs to be worked towards in all contexts through continuous improvement, 37%



A minimum standard, that defines the essentials that should be achievable in all contexts, 63%

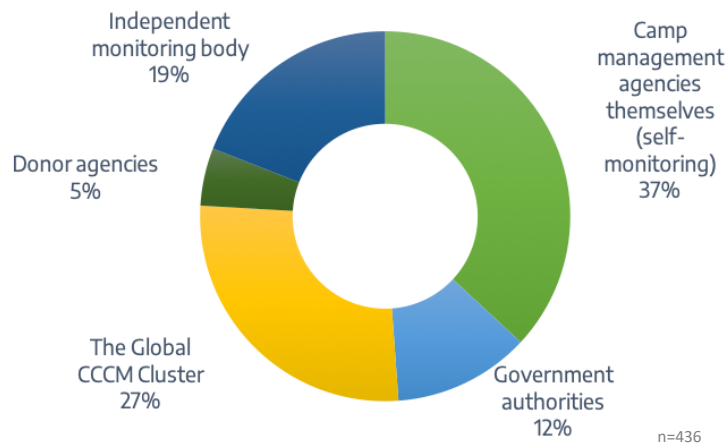
n=210

Monitoring the standards

Respondents were asked about who should be primarily responsible for monitoring the standards. While **self-monitoring by camp management agencies** themselves was the most popular individual answer option, a **majority of respondents chose a body external to humanitarian agencies**. It should be noted that respondents in UN and other intergovernmental agencies tended to choose government authorities to a higher degree, with 22% of these respondents choosing it.

With 27% of respondents (including current and recent CCCM Cluster staff) choosing the Global CCCM Cluster as the primary monitoring body for the standards, there is clearly an expectation among at least a sizeable part of the community that the CCCM cluster should play a role in monitoring.

Who should be primarily responsible for monitoring the standards?

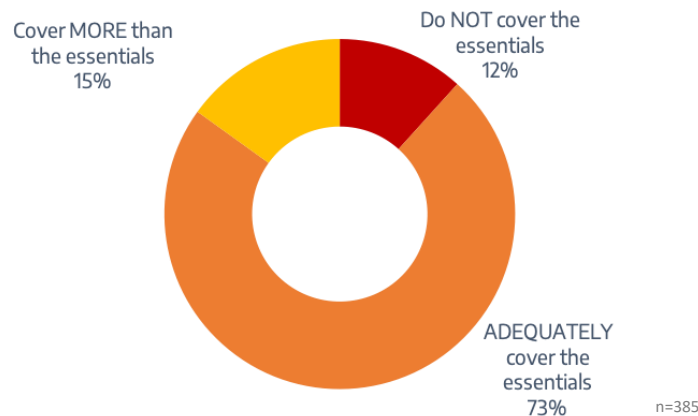


Cover and essential standards

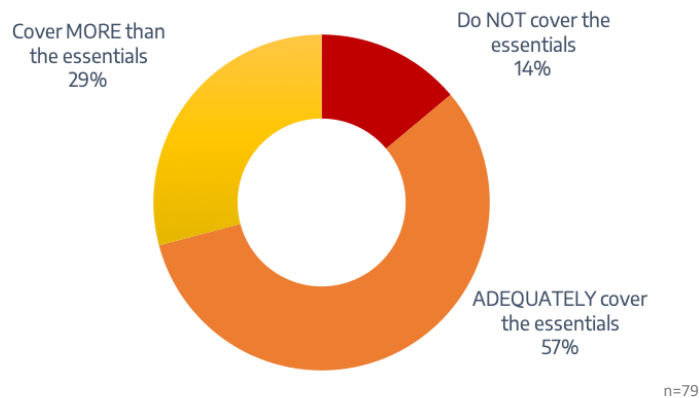
Adequate cover

A strong majority of respondents find that the current set of standards **adequately cover the essential camp management activities**. The quarter of respondents who do not find that they adequately cover the activities is more or less evenly split between those who do not think they cover the essentials and those that think they are covering more than the essentials. A noteworthy difference is that respondents that have been displaced themselves to a considerably higher degree find that they cover more than the essentials.

How well do these standards cover the major camp management activities?



[Displaced] How well do these standards cover the major camp management activities?



Missing standards

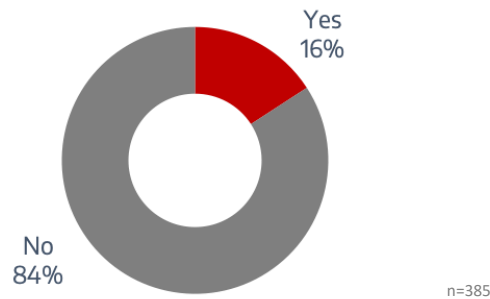
In line with relatively few thinking that the standards did not already cover the essentials, only 16% would add a top-level standard. The suggestions for additional top level standards among these respondents were primarily in the following categories:

1. Safety, security, and protection (6 suggestions)
2. Coordination (3 suggestions on coordination with the government, 2 on overall coordination)
3. Participation/participatory approaches (4 suggestions)
4. Environmental sustainability (3 suggestions)

5. Inclusion (3 suggestions)

The suggestions are presented in *Appendix 1.1*.

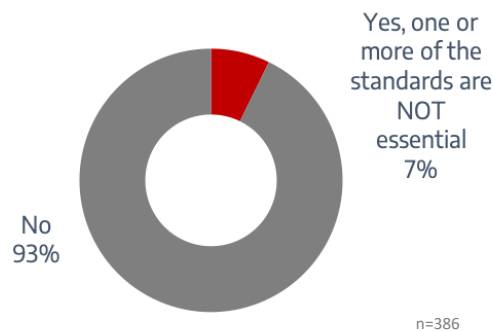
Would you add any top-level standard?



Non-essential standards

Only 7% of respondents found that any of the existing standards were not essential. A few more thought that Standard 1 was not essential (8 respondents) compared to the other standards, with only 3 respondents finding Standard 3 not essential. A few respondents motivated why it was not essential. The motivations are listed in *Appendix 1.2*.

Is any standard not essential for all camp management?



Non-essential standards



Applicability of the standards

Respondents overall found the standards to be highly applicable in planned camp settings, with more than three quarters finding them very applicable. There is then a quite large gap to the applicability to reception centers and transit site and collective centers, both at around 60% or respondents finding the standards very applicable. The lowest applicability was found for self-settled informal settlements, evacuation centers, and neighborhood approach or defined geographical area, where the percentage of respondents finding it very applicable ranged from 44 to 53%.

However, it should be highlighted that the standards were found at least somewhat applicable in all of these types of contexts by at least 70% of respondents, reaching up to 91% for planned camps.

	Not applicable	Slightly applicable	Somewhat applicable	Very applicable
Planned camps				
Count	8	18	41	213
Row %	2.9%	6.4%	14.6%	76.1%
Self-settled informal settlements				
Count	22	54	79	122
Row %	7.9%	19.5%	28.5%	44.0%
Reception centers and transit sites				
Count	14	32	66	171
Row %	4.9%	11.3%	23.3%	60.4%
Collective centers				
Count	9	29	74	157
Row %	3.3%	10.8%	27.5%	58.4%
Evacuation centers				
Count	23	31	68	139
Row %	8.8%	11.9%	26.1%	53.3%
Neighborhood approach or defined geographical area (e.g. area where displaced are dispersed within the neighborhood, host population, or other shelter accommodation)				
Count	22	55	65	136
Row %	7.9%	19.8%	23.4%	48.9%

Respondents were asked to specify why they did not find the standards very applicable to the different types of response. Their responses are collected in *Appendix 1.3*.

According to respondents, the applicability to planned camps was mainly limited due to their often originally being constructed in an *ad hoc* fashion or in a rush due to an ongoing emergency.

Throughout the comments for the other types of response, respondents made the point that the standards had clearly been written for planned camps and were therefore by their nature less applicable to other types of response.

For reception centers and transit sites, collective centers, and evacuation centers, the limitations that the temporary nature of these types of centers placed on the applicability of the standards were highlighted. In particular, several respondents brought up the feasibility of having representative structures.

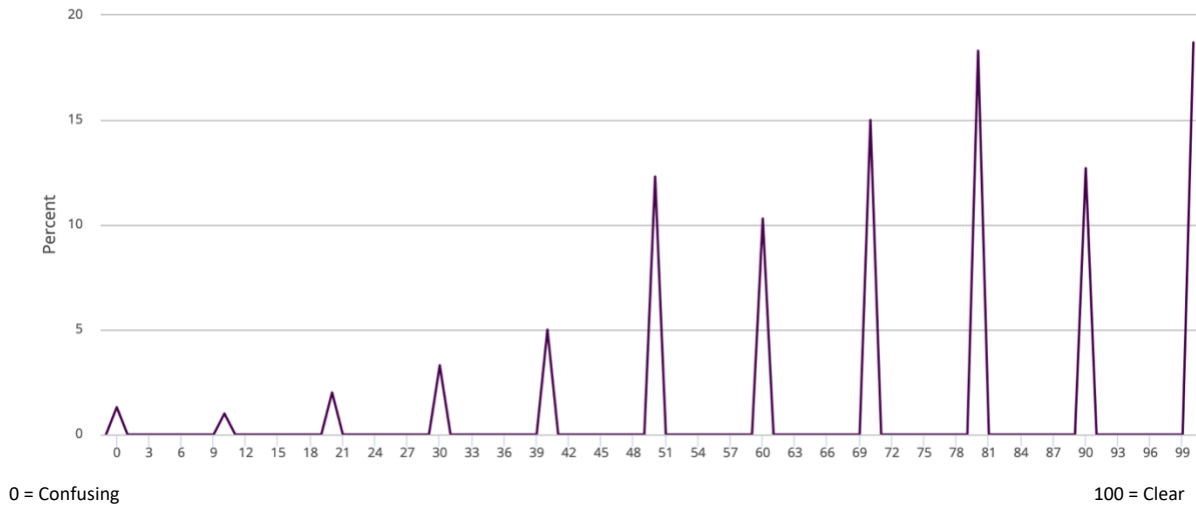
For self-settled informal settlements and neighborhood approach or defined geographical area, respondents highlighted the lack of control or a management structure for camp managers to be able to apply the standards. Several also pointed out that the standards did not sufficiently deal with host communities.

Structure and clarity

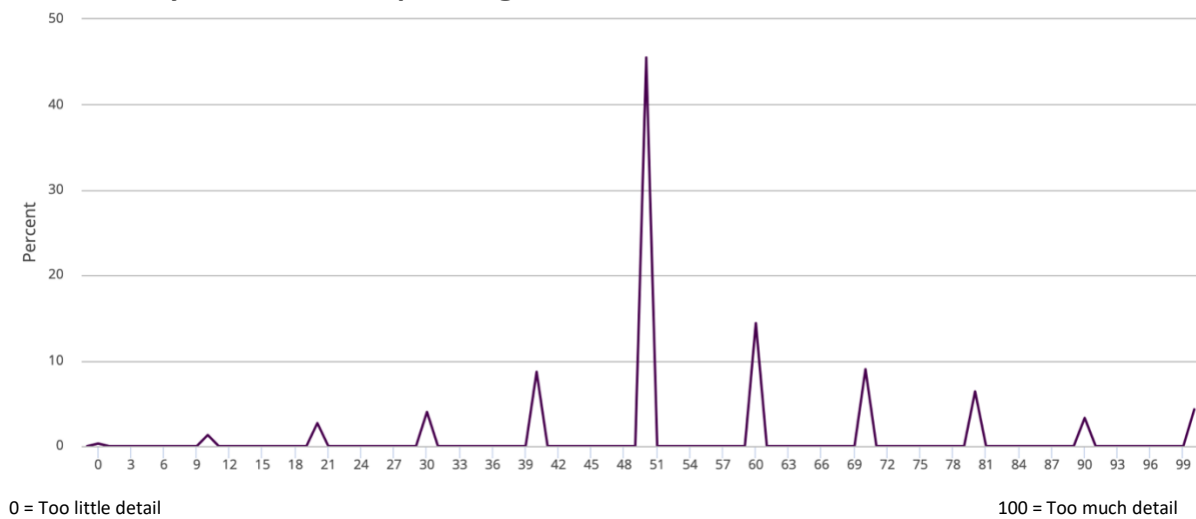
Respondents were asked to rate the current form of standards in terms of clarity and the amount of detail. There was overall a relatively strong support for the amount of detail in the standards, with close to half of respondents responding that it was well balanced. Of the remaining respondents, more found that there was too much detail in the standards rather than too little

The amount of detail may also be related to the ratings on clarity, which indicated that a majority of respondents did not find them very clear.

How would you rate the Camp Management standards in terms of clarity?



How would you rate the Camp Management standards in terms of detail?



Respondents suggestions for improving the structure are gathered in *Appendix 1.4*. Most suggestions were about adding more detail, but also to add concrete targets for the indicators, adding easier to understand visualizations of the standards, and adding explanations and examples.

Other guidance and standards

When asked what other standards and guidance they used for clarifying the roles and responsibilities of Camp Management agencies, respondents were more likely to use one camp management specific resources – the Camp Management Toolkit – and three more generic standards –the UNHCR Emergency Standards, the Sphere Handbook, and the Core Humanitarian Standard (CHS). Almost half of the respondents regularly used national standards and legal frameworks.

Which guidance and standards do you regularly refer to in order to clarify the role and responsibilities of Camp Management agencies?



For the standards that they had answered that they used, respondents were asked to what degree they overlapped with the Camp Management Standards. The four that were found to have the most overlap were the same that most reported using frequently – the Sphere Handbook, the Core Humanitarian Standard (CHS), the UNHCR Emergency Standard, and the Camp Management Toolkit – for which 40-45% of respondents thought there was some or almost complete overlap.

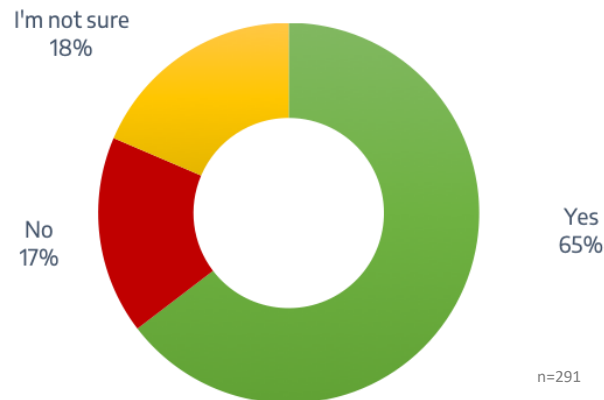
Respondents were asked whether the overlap posed a problem. Their responses are gathered in *Appendix 1.5*. The vast majority of respondents thought it was not a problem but that the standards were complementary, serving different contexts and helping to highlight the importance of the specific points on which there is overlap.

	No overlap	Little overlap	Some overlap	Almost complete overlap
Sphere Handbook: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	57 35.0%	33 20.2%	56 34.4%	17 10.4%
Core Humanitarian Standard (CHS): To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	62 41.1%	29 19.2%	40 26.5%	20 13.2%
Minimum Standards for Child Protection in Humanitarian Action (CPMS): To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	45 47.4%	16 16.8%	20 21.1%	14 14.7%
Minimum Standards for Education: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	28 40.6%	19 27.5%	15 21.7%	7 10.1%
Humanitarian inclusion standards for older people and people with disabilities: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	45 47.4%	15 15.8%	20 21.1%	15 15.8%
Camp Management Toolkit: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	65 39.4%	25 15.2%	45 27.3%	30 18.2%
UNHCR Emergency Standards: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	54 36.7%	25 17.0%	50 34.0%	18 12.2%
EASO guidance on reception conditions: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	13 40.6%	4 12.5%	9 28.1%	6 18.8%
National standards and legal frameworks related to displacement: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count	48 46.2%	23 22.1%	23 22.1%	10 9.6%

Need for Camp Management Standards

Following the questions on overlap with existing standards, respondents were asked to take a position on whether Camp Management Standards were needed. A solid majority (65%) thought that they were needed, with 18% being unsure. 17% responded no, but very few of them provided a motivation why they were not needed.

Given current available standards, do you think there is a need for Camp Management Standards?



The reasons provided by respondents to why the standards were needed were primarily in the categories of accountability, the specificity of camp management, the need for overall guidance and a reference, the need for brief and convenient standards, and to clarify roles and strengthen coordination. The responses are gathered in *Appendix 1.6*.

Survey on specific standards

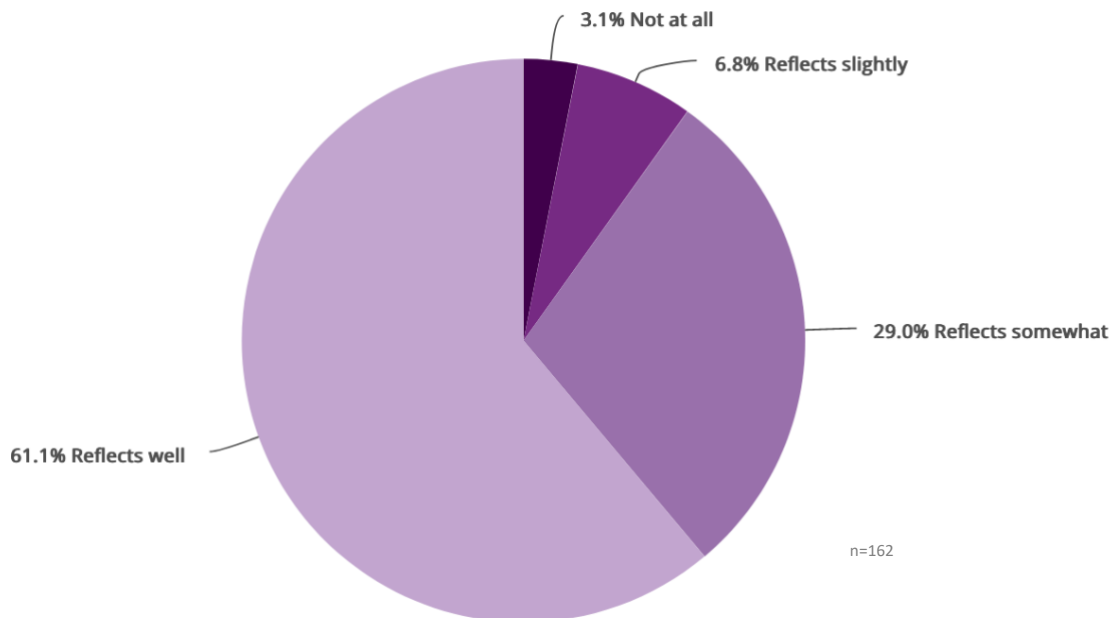
As this was an introductory consultation survey, the survey was primarily intended to gather general feedback on the overall scope and purpose of the standards. However, in order to allow for more detailed input on the standards from respondents who were already familiar with them, the survey also contained a second optional part, with more detailed questions on each of the standards.

Due to the large number of questions and smaller number of responses, the free text responses in this section are presented directly in the report. For the same reasons, the survey responses have been cleaned up, but have not been categorized.

Standard 1: Site management agencies and personnel

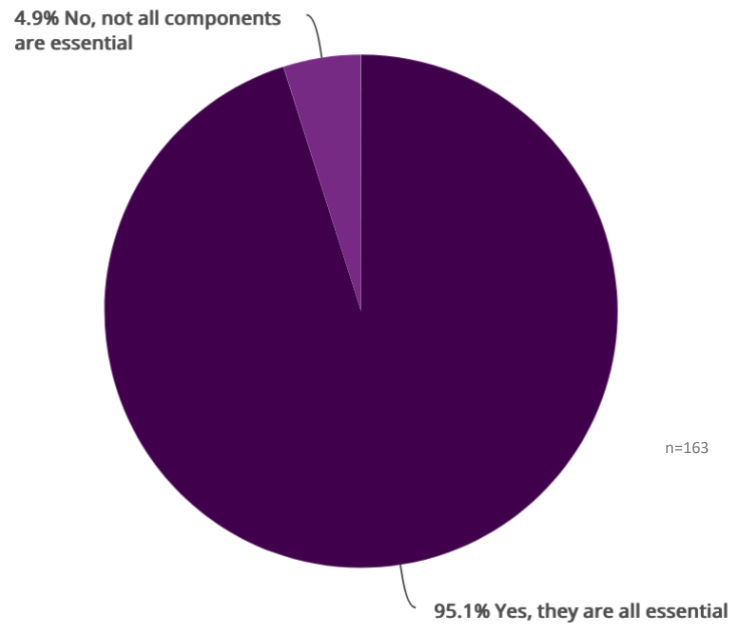
Reflecting current operational priorities

How well does Standard 1 reflect the operational priorities in your work related to Camp Management?

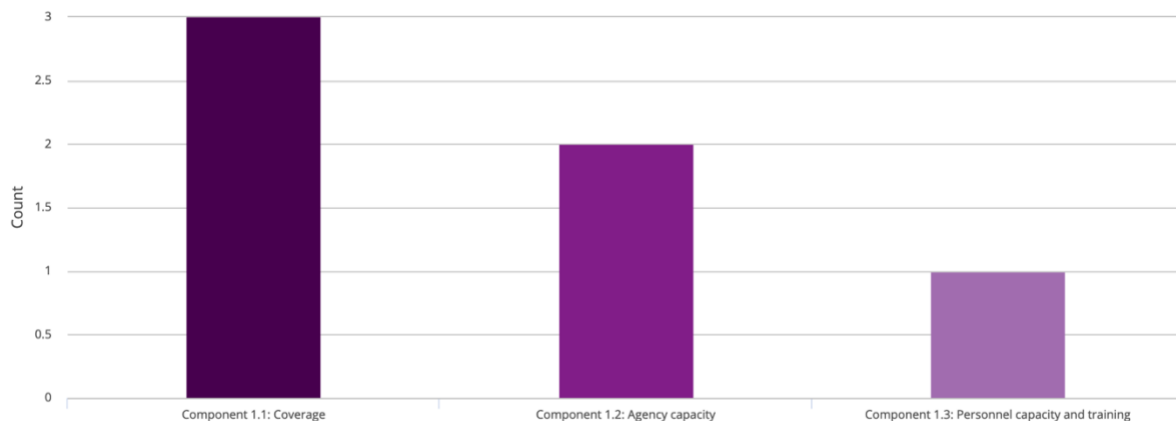


Essential components

Are all components of this standard (1.1 Coverage, 1.2 Agency capacity, 1.3 Personnel capacity and training) essential for all Camp Management settings?



Which component(s) is/are not essential in all settings?



Country based in	Organization type	Comment
Iran	International NGO	1.1 and 1.3: If it is 1.1.A OR 1.1.B, it would be helpful to make this clear. i.e. the site management agency may only be providing support to existing structures (e.g. if this were to apply in an area-based approach, you may be supporting local authorities such as a municipality - they may also not have a ToR per se, when they are filling the role of "site management agency" in their role as the municipality).
South Sudan	International NGO	1.1: The coverage in the Mobile Approaches is somewhat vague especially in Roving Approach

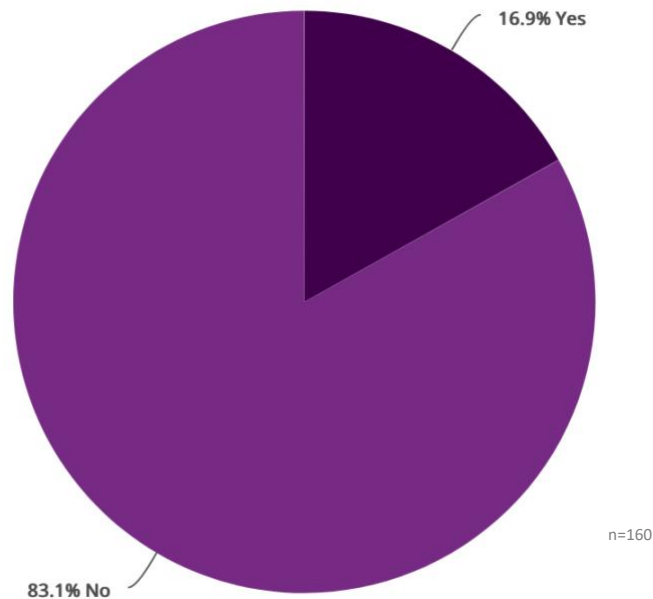
Adding additional components

Country based in	Organization type	Comment
South Sudan	International NGO	Personal safety and Security procedure, check list and training has been left out. in Component 1.3 (Personnel capacity and training). I wish it should be added as a sub-competent 1.3 C. This is very crucial for example for staff working in the Protection of Civilians (PoCs) sites in South Sudan, that has always experienced armed tensions within the camp
Nigeria	International NGO	Evaluation standard
Yemen	International NGO	I think we can add a component of personnel counseling and debriefing for personnel and community focal points who have to constantly deal with traumatic experiences as part of capacity training
Yemen	International NGO	Training of local authorities in administration and/or management- they are supposed to be part of this- how do we pull them in?
Bangladesh	International NGO	Emergency response mechanisms in case of sudden conflict or natural disaster in the camps (how to set emergency preparedness plans, communication trees, contingency stocks, in case a cyclone hits for example)
Greece	International NGO	Yes, Resources.
Switzerland	Academia	How about law enforcement?
Spain	National/local NGO	Services
Norway	International NGO	Besides the CCCM training, the CM field staffs need to be trained to be a community facilitator - this is the basic of CM and need to be compulsory. Another training that should be standard is protection mainstreaming
Bangladesh	International NGO	Effect on host communities
Somalia	UN and other intergovernmental organization	Camp management agency accountability to the crisis-affected community
United States	Red Cross/Red Crescent Movement	Dealing with conflicting groups
Jamaica	Government (civilian)	Based on competition among international donor agencies I do not think assigning one entity will work. Sometimes in the emergency regardless of known protocols NGOs identify sites without the knowledge of the Government. The Government plays "catch up" in most instances. One very important aspect however in managing and assigning is ensuring that on clearing items at the Port for entry that we know where that NGO wishes to assist and then working

		with the Government to ensure that assignments are coordinated
Myanmar	International NGO	Additional forms of access to site management agencies through phone for those with limited mobility

Geographic contextualization

Are there specific geographic contexts for which the standard is NOT suitable?



Country based in	Organization type	Comment
Yemen	Private sector	For unstable places
Belgium	Private sector	Armed areas and conflict areas.
South Sudan	International NGO	Site management should prioritize safety and security measures. This is very crucial in South Sudan
Jordan	UN and other intergovernmental organization	In the short displacement situation. I am referring to my experience in Ethiopia Somali Region (Jigiga) as the displaced community keep on moving from place and another and tracking them to ensure those standards was a challenge.
Bangladesh	International NGO	European refugee camps and transit centers - mainly due to political restrictions.
Norway	International NGO	Neighbourhoods, ABA
Nigeria	International NGO	Nigeria and because poor coordination and conflict of interest by partners
Yemen	International NGO	In remote site/camp management – Site presence : Some sites not accessible and became denied for NGOs. and only through

		Committees and remote coordination we manage this sites and provide assistances.
Somalia	UN and other intergovernmental organization	Where there is a weak government or rule of law in place and the government agency act as camp management agency without any proper guidelines
Turkey	UN and other intergovernmental organization	NW Syria as it is a remote context where camp mangers are not working for camp management agencies.
Turkey	UN and other intergovernmental organization	Ideleb, North West Syria - as managers of camps are appointed by Defacto authorities connected to a terrorist group. For example, requiring the same level of participation of women in camp management is extremely challenging.

Other comments

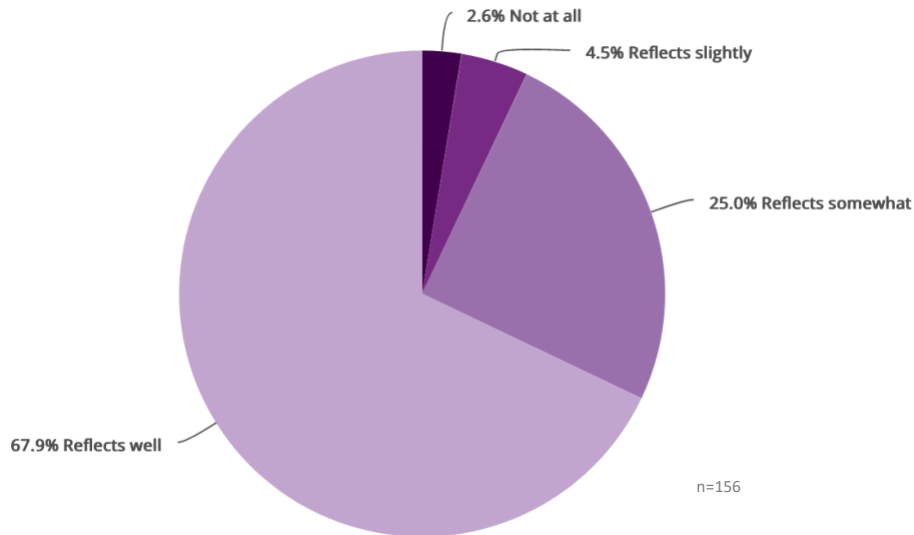
Country based in	Organization type	Comment
Iran	International NGO	Define site. It refers to site management services, but doesn't explain what these are considered to be. The indicator under 1.1.A seems strange - why 1 site mgt agency per 15,000 people? In a camp setting you may have 1 agency managing a site with more than 15,000 people, that same agency may be managing several camps in a e.g. province, governorate of over 15,000 people. It also refers to 'communal' space, which if these standards are meant to include area-based/neighbourhood approaches, does not seem to apply.
Cameroon	International NGO	Maybe it's a bit repetitive between sub-component 1.2.A and sub-component 1.3.A: if "agencies have completed technical trainings" it means (should mean) staff members of site management teams have completed the trainings
Somalia	International NGO	I find the indicator "1 site management agency per 15,000 displaced individuals living in a communal space." extremely difficult to achieve in many settings, I`d rather re-phrase it in "one camp manager or one camp management mobile team per 15,000" Sub-component 1.1.B: I`d differentiate the indicators according to the different modalities of implementation of Camp management (rather the current, very generic one A site management agency is available on site to provide site management services (Y/N)) "Personnel diversity: Site management agency personnel includes women and minority groups in at least the same ratio as the displaced population: I`d rephrase this and delete "same ratio"
Norway	International NGO	Make sure it is applicable also to informal sites and mobile approaches (e.g. an informal site can be only of few hundreds of people - we mention 15,000)
South Sudan	International NGO	Looking at the value of GIS, it is very important that GIS in site planning is incorporated and more so in self settled camps.

		there is always a gap between the spatial and non-spatial data when it comes to site planning
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Standard 2: Representation

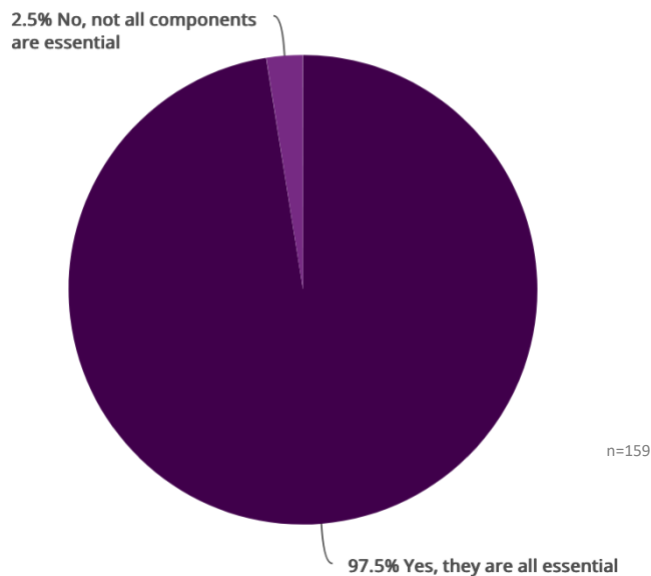
Reflecting current operational priorities

How well does Standard 2 reflect the operational priorities in your work related to Camp Management?

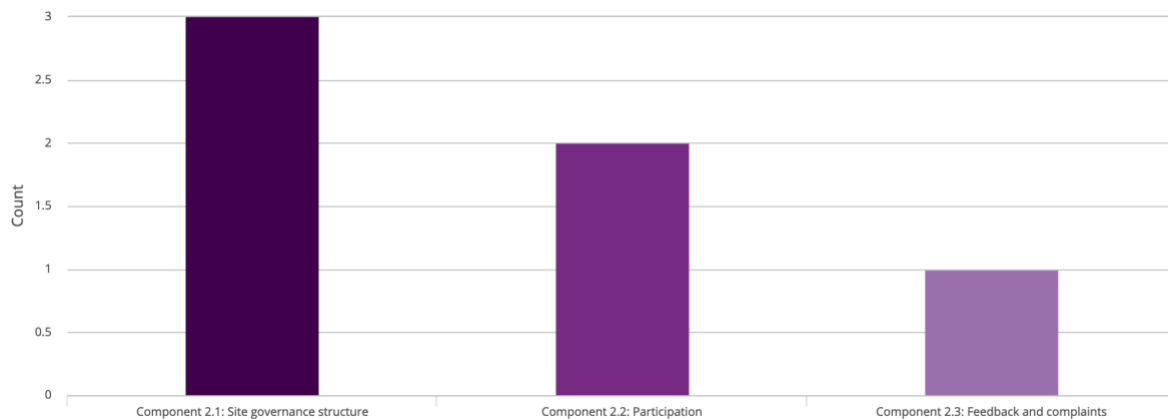


Essential components

Are all components of this standard (2.1 Site governance structure, 2.2 Participation, 2.3 Feedback and complaints) essential for all Camp Management settings?



Which component(s) is/are not essential in all settings?



Country based in	Organization type	Comment
Iran	International NGO	2.1: I think this somewhat depends on the size of the site and what makes sense - In smaller informal collective sites they may not have whole governance structures, but rather e.g. a male and female focal point (with a ToR). They may receive some support from mobile teams, but it may not make sense to establish a committee in a small site.
Greece	International NGO	2.2: In transit settings, experience shows that creating site governance structures can be very difficult and sometimes impossible. Additionally, due to normative frameworks, sometimes formalizing the participation of beneficiaries in site governance structures is not possible.

Adding additional components

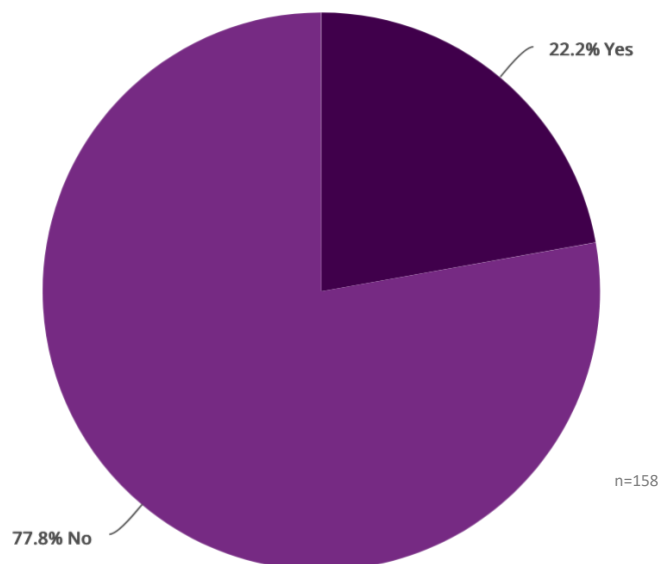
Country based in	Organization type	Comment
Yemen	UN and other intergovernmental organization	Highly dependent on the role of the government / local authorities. I.e. some sites have government presence as administrator, CCCM agency, and sectoral committees, others with no role of the government might have committees as the camp leadership
Bosnia and Herzegovina	UN and other intergovernmental organization	The matter of huge turnover of beneficiaries in camp provides no space for creating community council or complaint mechanisms. How to overcome this?
South Sudan	UN and other intergovernmental organization	The aspect of information management/confidentiality and protection of data needs to be captured since it entails a lot in running the affairs of the camp.
Cameroon	Government (military)	Host Community Management Structures are regularly assessed
South Sudan	International NGO	I was thinking of adding Community Engagement and Camp Strategy as 2.4.

South Sudan	International NGO	Monitoring and evaluation
Jordan	UN and other intergovernmental organization	Include the number of youth representation in the committees as they play vital roles for the displaced community. Also Persons with Specific needs including older persons and disable person.
Bangladesh	International NGO	It is difficult to convince and find incentives for people to be part of committees when they are not being paid. Assistance on how to actually implement committees with examples would be more helpful to do the actual work rather than just 'the ideals' of what the representatives committees should be
	International NGO	Committees or groups whether formal or informal should also always be mapped with Camp management assuring that, rather than duplication, other service providers are utilizing already existent social structures. There is also an overarching need for a CM agency to have a community engagement strategy which ensures multi-sector engagement with the community whether via groups or with wider community.
South Sudan	International NGO	Understanding of organic structures. Too often in camps, governance structures are put in place without an understanding of existing localized governance mechanisms that exist. It would be good to make it mandatory to assess existing governance/leadership structures prior to establishment of 'camp committees'
Somalia	International NGO	I'd add here a section on CwC, as knowing the right to participate is instrumental for community governance and participation
Spain	National/local NGO	Conflict management
Bangladesh	International NGO	Proper management of information because it is important enough to ensure all other components.
Norway	International NGO	We miss a component that says what are supposed to do these representation structures. What they have to do for the community? how they participate to the camp management, how they become able to lead community-based initiatives related to problem identifies in the camps, how they identify most vulnerable and refer to relevant services providers, how they advocate for community needs etc.
Somalia	UN and other intergovernmental organization	Committees formation

Tanzania	International NGO	On top of what has been already there, there should be a well-established community feedback mechanism led by the camp management agency.
Thailand	International NGO	This maybe a question rather than a suggestion. I am not sure if Standard 2 also takes into account the refugee situation where host countries are not signatories to the 1951 Refugee Convention.
United States	Red Cross/Red Crescent Movement	Add de-confliction or mitigation components
Jamaica	Government (civilian)	Maybe a community-based governance structure as some persons are not keen on sharing or lodging complaints in unfamiliar circumstances/ or hierarchies.
Bangladesh	International NGO	Inclusion could be another component because participation does not ensure inclusion in reality.
Myanmar	International NGO	How to ensure there is no abuse of power and imbalances in power dynamics in the community with the participants in the site management committee or formal group structures. Ensuring that members are selected fairly and represent the best interests of the community

Geographic contextualization

Are there specific geographic contexts for which the standard is NOT suitable?



Country based in	Organization type	Comment
South Sudan	International NGO	Proximity to border point and limited institutional capacity in managing refugee affairs by the government made it hard to control inflow of guns in the camps. This impacts a lot on site governance!

Norway	International NGO	Need revision for informal sites, where the capacity building of representation structures is stronger might need to be even stronger. Specific consideration for ABA, not all of this might be applicable
Somalia	UN and other intergovernmental organization	In a context where there are no strong government in place and there are cultural restrictions in terms of leadership and participation in the camps
Turkey	UN and other intergovernmental organization	Again, application of the same standards to Syria, especially areas controlled by an Islamic extremist group is challenging.

Other comments

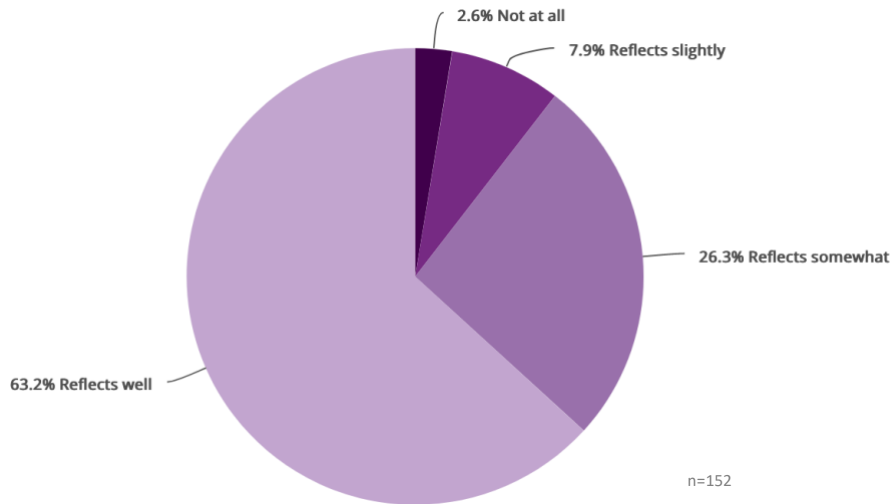
Country based in	Organization type	Comment
Iran	International NGO	I think it is not clear what the term 'site management structure' refers to, after initial reference to site governance structures. Are we only talking about community governance structures, or are we including the e.g. camp management agency in this? As it reads, it seems to be more about the community and their participation, which makes having the feedback and complaints mechanism seem to be in the wrong place. For the indicators, I would suggest to use % rather than #, as # means nothing without proportion. 2.2.B what does 'assessed' refer to?
Jordan	UN and other intergovernmental organization	To use the Community-based complaints mechanism and feedback (All members of the displaced community and other stakeholders have the opportunity to submit feedback and complaints through the different established community-based complaints mechanism)
	International NGO	While this is ideally applicable in all contexts, it should be recognized also that often women or people w. disabilities are left out of core processes so this should be considered by CCCM with coordination and plans made with protection focal points to ensure meaningful participation where possible. In terms of synergies with protection, there is not so much emphasis on it while we have explicit focus on PSEA. Would recommend an indicator on trainings i.e. Committees/ groups have knowledge on rights, protection, confidentiality, referrals etc.
Switzerland	Academia	In certain culture, women are not allowed to speak before men. Facilities provided need to take this point into account.
South Sudan	International NGO	Feedback mechanisms - it would be good to have a minimum standard that feedback mechanisms are consolidated at one point (ideally CM) as many camps have

		multiple feedback mechanisms for each agency which makes things significantly more confusing for camp residents.
Somalia	International NGO	<p>Component 2.3 needs a specific indicators on max time frame a response should be provided back to beneficiaries This indicator "2. Site management committees have input into decisions made at site level " should be formulated in order to measure decision making power of women/minorities</p> <p>I`d add to "Sub-component 2.1.B" a specific indicator on code of conduct training</p>

Standard 3: Service coordination and monitoring

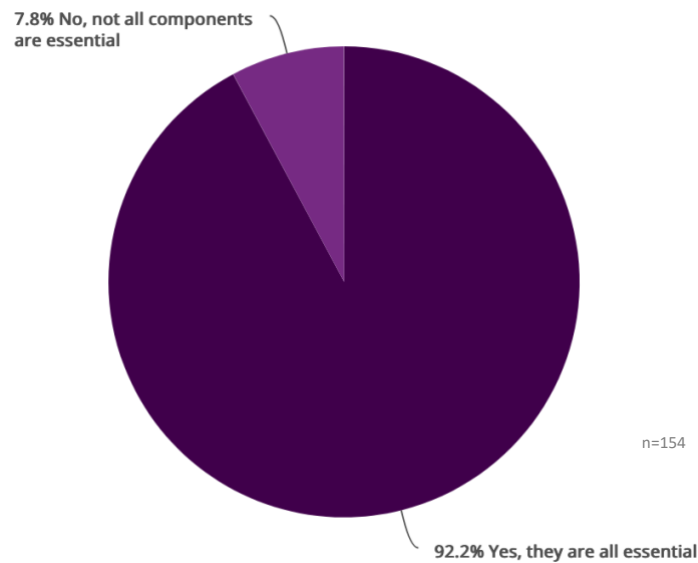
Reflecting current operational priorities

How well does Standard 3 reflect the operational priorities in your work related to Camp Management?

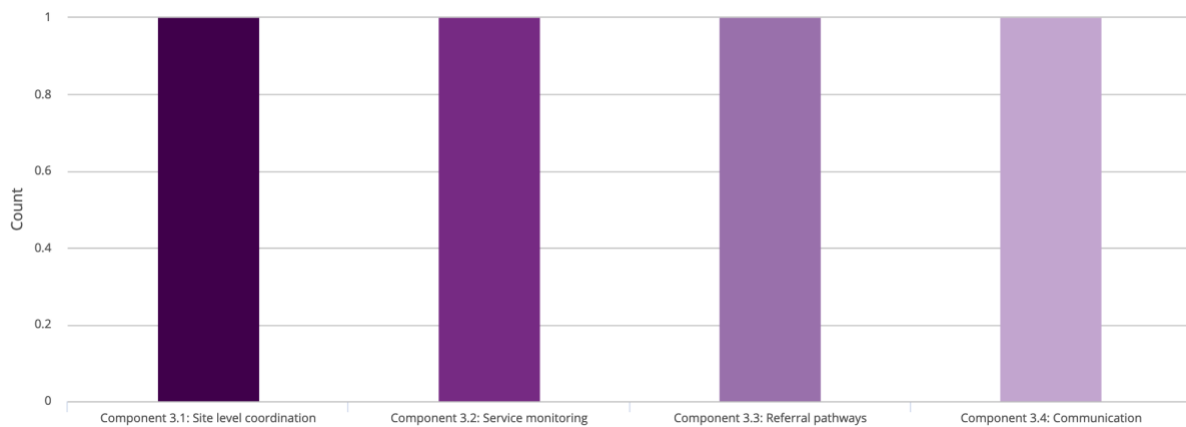


Essential components

Are all components of this standard (3.1 Site level coordination, 3.2 Service monitoring, 3.3 Referral pathways, 3.4 Communication) essential for all Camp Management settings?



Which component(s) is/are not essential in all settings?



Country based in	Organization type	Comment
Iran	International NGO	3.1: Depends how you define 'site level coordination' - in small sites (if, for example, we are applying to informal communal sites), you may not have "site" level coordination meetings, but have coordination meetings that are more area based, covering a number of communal sites.

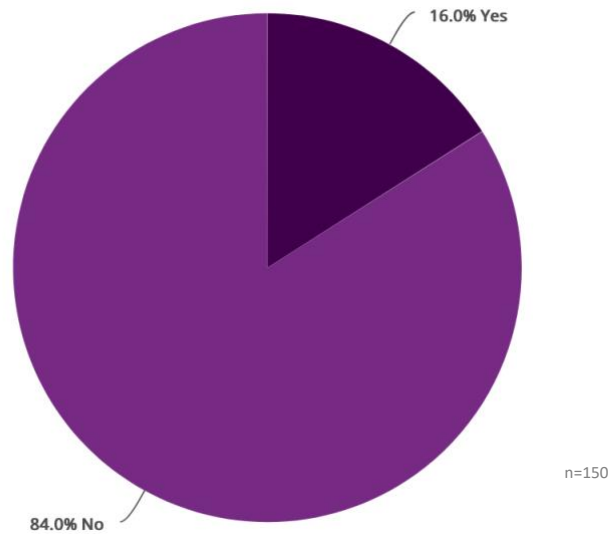
Adding additional components

Country based in	Organization type	Comment
Switzerland	UN and other intergovernmental organization	Information Management
South Sudan	UN and other intergovernmental organization	Preparation of monthly/quarterly service map for all the different sites to enable better and coordinated response among the humanitarians. The nature of relationship with the local authorities in the different sites is a key factor/determinant in achieving the operational goals.
South Sudan	International NGO	On the Referral pathways, I wish we add 3.5 Follow up and documentation. We have always been doing referrals but the problem is laxity in follow up from the CCCM side and documentation of feedback from the service provider.
South Sudan	International NGO	Capacity building of the camp residents
Yemen	International NGO	Referrals are not simply to health, protection, GBV, CP etc. But referrals to relevant sectors/clusters? What if we are referring needs to WASH cluster and they don't respond? This type of service referral is important for me
Iran	International NGO	I don't think this necessarily fits here, but it does relate to information management - somewhere I think it needs to be mentioned that camp management agencies need to

		have an overview/database of the residents and key data such as gender and age breakdowns, specific needs etc.
Jordan	UN and other intergovernmental organization	On point sub-component 3.3 to include the establishment of helpdesks for other referrals including CRIs, food etc.
	International NGO	# of stakeholders or stakeholder groups included in coordination meetings This indicator doesn't make sense as it does not accurately measure participation - suggest changing to % of stakeholders included A lot of the indicators generally are around # of assessments conducted while actually it should more focus on results of assessments as well i.e. % of WASH service gaps (as identified in monitoring assessments) resolved over one month period
Switzerland	Academia	Who is responsible for service monitoring and provide solutions if needed?
Pakistan	Other	Special focus of the needs of persons with disability and other vulnerable groups
Spain	National/local NGO	Coverage and basic specific services
Bangladesh	International NGO	Reduce service duplication, Ensure equal opportunity,
Nigeria	International NGO	Information sharing between partners and CCCM managers
Turkey	UN and other intergovernmental organization	Registration is missing. It is one of the main activities of the camp management agencies as well as the counting.
Jamaica	Government (civilian)	I would like to add enquiry management among agencies for displaced persons to facilitate reunification among camps.
Tanzania	International NGO	Ongoing safety considerations

Geographic contextualization

Are there specific geographic contexts for which the standard is NOT suitable?



Country based in	Organization type	Comment
Norway	International NGO	To be better adapted for informal sites. To be revised for neighbourhoods with ABA lenses
Turkey	UN and other intergovernmental organization	Lack of capacity of camp managers such as for monitoring service provided and establishing referral pathways. Additionally, many camp managers in the areas are appointed by the terrorist group and its controversial if we want to provide capacity building to those managers - may end up contributing to the governance system.

Other comments

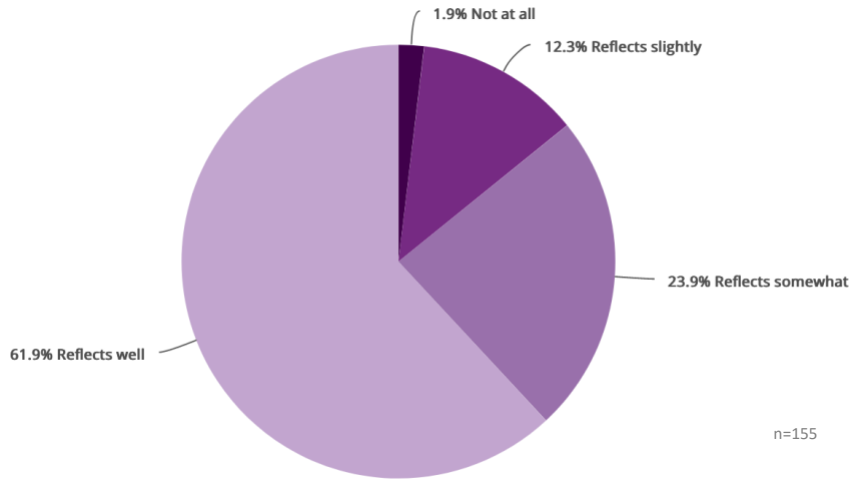
Country based in	Organization type	Comment
Greece	UN and other intergovernmental organization	Referral pathways exist for key technical services, including GBV, Protection, Child Protection and health. referral pathways to other tech. services also essential: education, legal aid (eviction, property restitution, etc....)
Iran	International NGO	3.2.A indicator 1: mentions 'information management agency' - this is often the camp management agency (at least in camps) - also depends what we are referring to when we talk about information management . indicator 2: what should the service providers be trained in? some of the indicators with #s really don't tell much e.g. # partners using an agreed assessment tool (depending on the point of the tool, it may just be the camp management agency completing the assessment, with input from service providers).

Bangladesh	International NGO	Again, some examples to illustrate how to implement this standard would be great. It is difficult to have partners share information due to a lack of commitment from their part and then a challenge in analysing such large quantity of information. Example: we have over 80 schools in the camp, we receive information from each of them but the time to analyse the information is too much for site management as the team currently stands. Examples on this would be more helpful to achieve the standards.
Denmark	International NGO	I think it is a pity that all indicators are quantitative in nature. Could we not include indicators that try to measure camp residents' perspectives: whether needs are met, if communication is understood and relevant, etc.
	International NGO	in comms section - although it seems obvious, it is worth noting that any form of comms should be tried and tested with the community before rolling-out on large scale basis
Somalia	International NGO	Component 3.4 should be divided between communicating with communities (under standard 2) and communicating with partners
Norway	International NGO	Not sure about multi-sectorial assessment is a unique function of CCCM - maybe is about multisectoral monitoring?
Tanzania	International NGO	If the camp management agency is a government body, it might be difficult to implement all the components of the standard.
Bangladesh	International NGO	This standard may not be suitable for the conflict zones where conflicting groups try to control the service and block service providers from reaching out to the refugees/camp residents.
Myanmar	International NGO	Certain contexts have service providers with conflicting approaches and desired outcomes due to their political affiliations creating concern for coordination.

Standard 4: Site environment

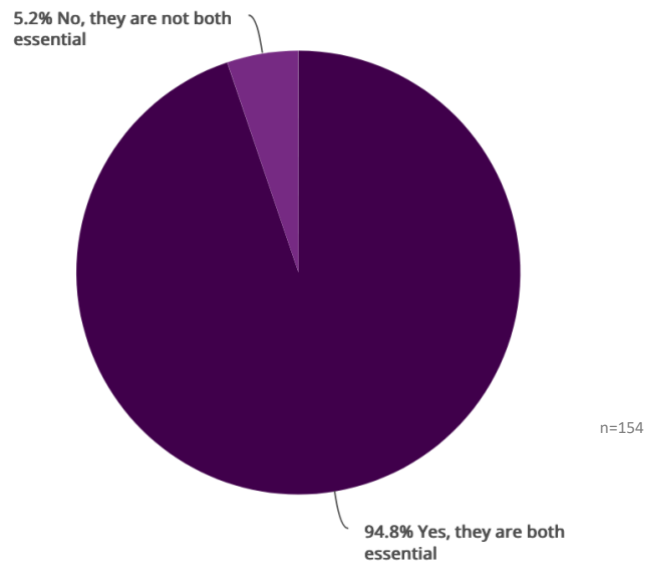
Reflecting current operational priorities

How well does Standard 4 reflect the operational priorities in your work related to Camp Management?

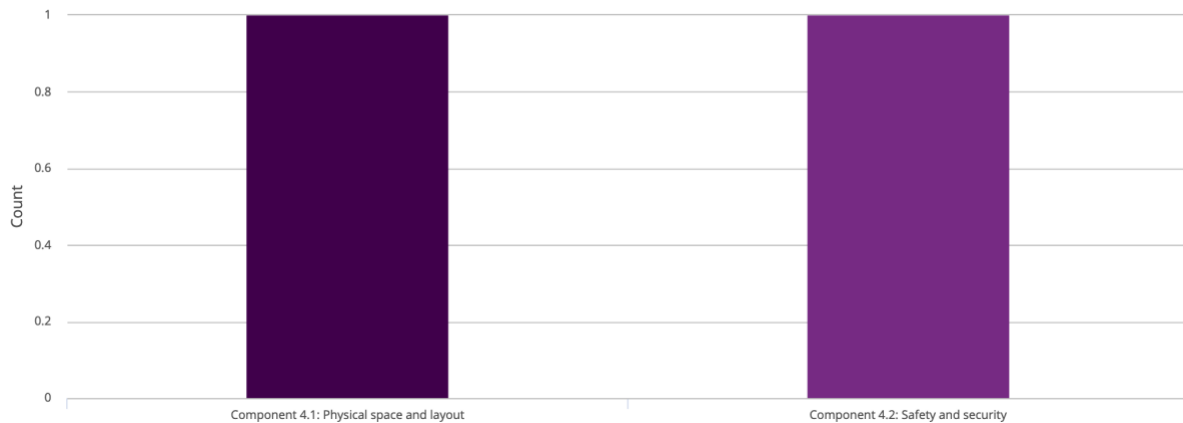


Essential components

Are both components of this standard (4.1 Physical space and layout, 4.2 Safety and security) essential for all Camp Management settings?



Which component(s) is/are not essential in all settings?



Country based in	Organization type	Comment
Iran	International NGO	4.1: I think parts of this component are going to be very difficult to implement in urban areas (e.g. neighbourhood/area-based approach). e.g. 4.1.B Component 4.2 - much harder to control points around safety and security in an urban area.
Tanzania	International NGO	4.2: Because there is no education for them

Adding additional components

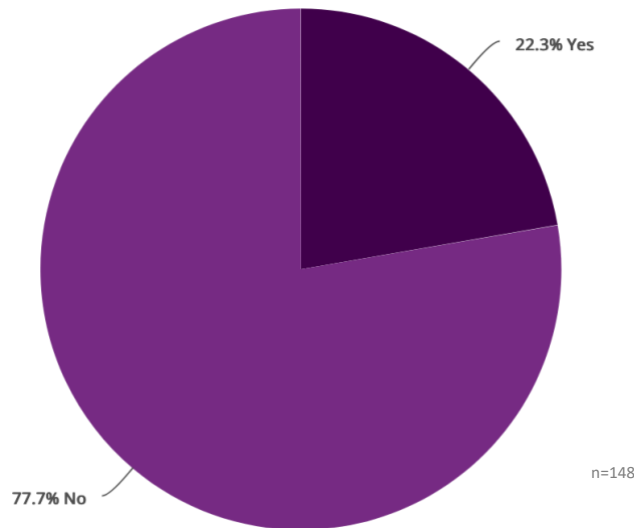
Country based in	Organization type	Comment
Switzerland	UN and other intergovernmental organization	Perhaps Care & Maintenance should be it's own component.
Uganda	International NGO	Involvement of in-country structures in camp management
Yemen	International NGO	This section is stuck in the middle of providing a minimum standard and straying away from doing so. Why would we talk about number of CFS spaces and not # of temporary learning centers? Either plan out everything, or not and I think we are stuck in the middle with this section. Also, how do we progress through standards. IN Yemen- there are NO showers. Anywhere in any camp. This is a Sphere standard- to the context, showers are not necessary right now as there are other immediate needs. So not all of these base standards are equal- they should be progressed (or this is the reality). So how do we progress through

		them? How should we progress through these standards?
Jordan	UN and other intergovernmental organization	To consider the establishment of elderly friendly spaces as they are always overlooked and to include it as an indicator.
Bangladesh	International NGO	I would add for GBV that this should extends not only to the camp population but also to all staff working in the camps. most humanitarian responses are mainly male-dominated, and working in camp contexts which is often isolated can be much more difficult for women working there. In the camp where I work in Bangladesh we are discussing with GBV partners to have trainings and meetings with all the females working in the camp in order to ensure a safe space for the women working in the camp have someone (a female focal point) that they can talk when a male colleague (from their organization or another) harasses them in the camp. This would be a camp-based GBV referral / safe space creation.
Somalia	International NGO	-Mitigation of GBV cases
South Sudan	International NGO	Does not represent Area Based/Mobile Approaches
Greece	International NGO	The standards don't explicitly address the complexity of components under this standard as elements of service delivery by CCCM agency.
Pakistan	Other	Sometime the site selected for establishing camps are either prone to terrorist attacks or collateral damages as these are near to the conflict zones and sometimes prone to natural disasters like floods etc. so it should be take in due consideration
Somalia	International NGO	There is not much or almost nothing on presence of market, playground as well as nothing specific on impact of the maintenance activities apart from "Meters of access infrastructure constructed (bridges, paths, stairs, etc.)"
Jamaica	Government (civilian)	Alternatives or community -based security measures. People helping to account for themselves in the emergency as well

Turkey	UN and other intergovernmental organization	Fire safety is especially a big concern for camp management in Syria. Was wondering if this can be one of sub-component under safety and security.
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Geographic contextualization

Are there specific geographic contexts for which the standard is NOT suitable?



Other comments

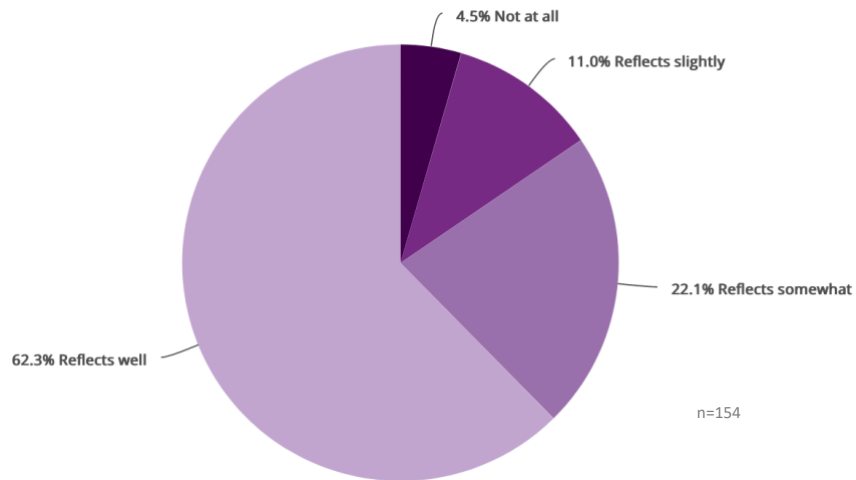
Country based in	Organization type	Comment
Greece	UN and other intergovernmental organization	The physical space, layout and density of the "site" is appropriate and adequate to the needs of all inhabitants. social space is accessible to all (universal standards of accessibility)
United Kingdom	International NGO	I think this section duplicates standards from other documents. Moreover, it holds CM agencies responsible for some components that they may not, in reality, be responsible for (e.g. GBV response; health, education, water facilities; even the lay-out of the site given that these standards are meant to apply also to informal settlements)
Yemen	International NGO	Consider political safety. Very often, persons/ groups regarded as of opposing or different political mind set or opinion may be denied their rights
Jordan	UN and other intergovernmental organization	On sub-component 4.2 to include number of the trained traditional justice system practitioners in the camp on dispute resolutions and referral to the formal justice system and the number of peace committees that involve the displaced and

		host communities that informally resolve any disputes between them.
Denmark	International NGO	Indicators should also include non-quantitative ones around site populations' perspectives and positions
Somalia	International NGO	This standard overlaps with some sector standards (Sphere and UNHCR) and at the same time does not capture fully Camp management activities in site maintenance and site improvements, for example participation of affected population in the works (CFW, committees' involvement etc.). The only indicator on this "Facilities are maintained by technical committees / volunteers according to a maintenance schedule (Y/N)" is too limited and does not fully capture the way population could be involved
Yemen	International NGO	If there is possible to de-conflict sites to ensure safe environment for IDPs
Bangladesh	International NGO	Physical appropriateness could be achieved but very difficult to achieve social and cultural appropriateness. For example, the people from hilly land are forced to take shelter in the camps of the plain land which are not culturally appropriate for them. It's vice versa for the people of plain land taking shelter in hilly camps.
Myanmar	International NGO	Component 4.1 difficult to achieve in transit or reception areas due to the nature of the environment not allowing the building of sustainable facilities with all the necessary services

Standard 5: Strategic planning and exit planning

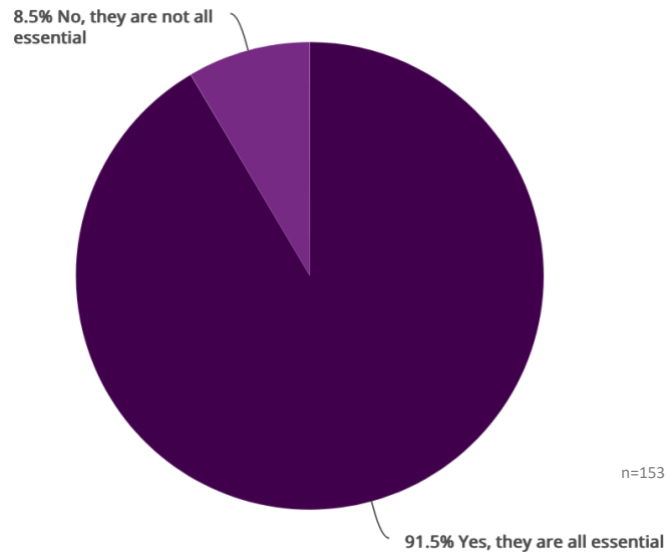
Reflecting current operational priorities

How well does Standard 5 reflect the operational priorities in your work related to Camp Management?

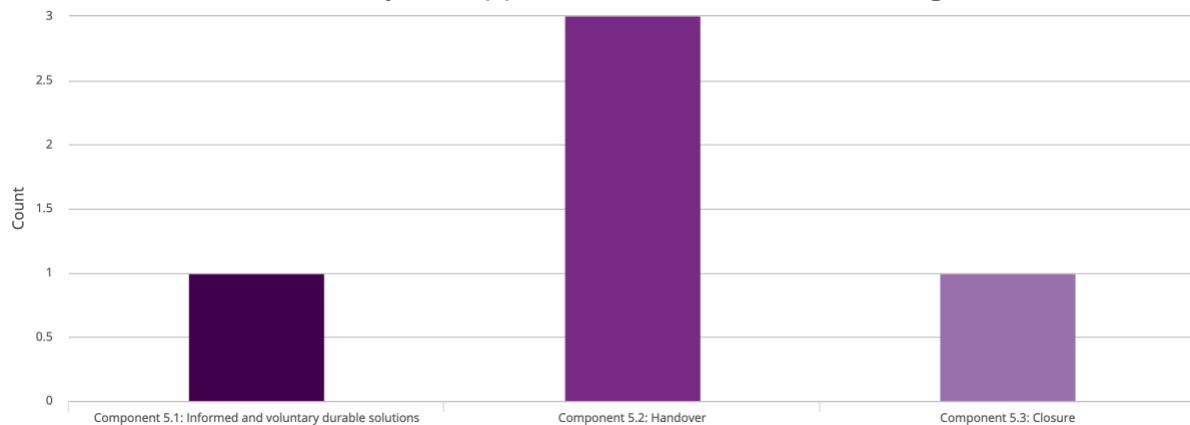


Essential components

Are all components of this standard (5.1 Informed and voluntary durable solutions, 5.2 Handover, 5.3 Closure) essential for all Camp Management settings?



Which component(s) is/are not essential in all settings?



Country based in	Organization type	Comment
Iran	International NGO	5.2 and 5.3: Where you have been playing a support role, you may not need to conduct 'handover' per se. Closure is not relevant so much in urban areas, where for example people have been renting accommodation etc.

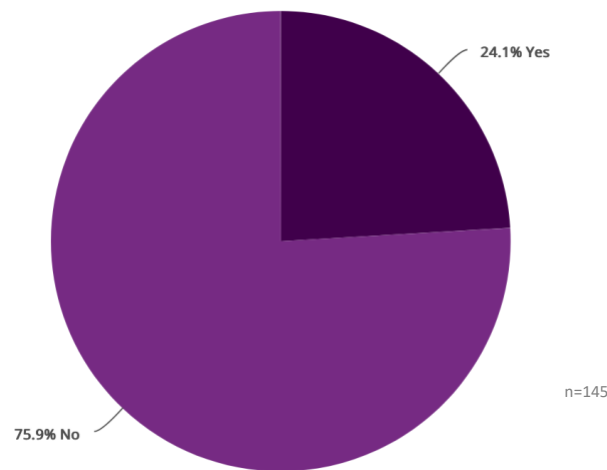
Adding additional components

Country based in	Organization type	Comment
Bosnia and Herzegovina	UN and other intergovernmental organization	Not only to displaced population but it would require total cohesion with public in which site is located
South Sudan	UN and other intergovernmental organization	Yes. It's good to establish check list of post-camp closure in regard to environmental management such as reclamation of the land after the decommissioning process.
Pakistan	National/local NGO	Returning to the area of origin some of the IDPs have no identity – female household in specific –in this case they will be deprived of compensations and other services provision up on return
Uganda	International NGO	Capacity building of relevant stakeholders
Somalia	International NGO	It should be highlighted either through a subcomponent or an indicator how Camp management should consider exit strategies/closure since the beginning of the response
Nigeria	International NGO	For Conflict affected regions, where crisis is ongoing for protracted number of years this standard shouldn't be applicable. Solution to the crisis and safety of the site residence should be the priority.
Bangladesh	International NGO	Handover and closure only if the problem is mitigated

Tanzania	International NGO	Advocacy at higher level to influence host government policies
Yemen	International NGO	Mechanism for follow up and accountability after existing specifically for provided infrastructure services with O&M committee and stakeholders.
Jamaica	Government (civilian)	Solid Waste Management as part of debris management in camp closure or resettlement
Bangladesh	International NGO	The handover of the services and infrastructures to the host population and local government should be prioritized as a key component.

Geographic contextualization

Are there specific geographic contexts for which the standard is NOT suitable?



Country based in	Organization type	Comment
Norway	International NGO	Neighbourhood ABA
Jamaica	Government (civilian)	Major armed conflict. You may not be able to officially decommission a camp site.

Other comments

Country based in	Organization type	Comment
Greece	UN and other intergovernmental organization	Term "elevated "level is slightly confusing decommission: to prioritize recycle/ re-use/ opportunity for income generation or handover of facilities to residual/ host communities...etc...
United Kingdom	International NGO	Seems to apply to a certain kind of camp context. Moreover, many elements are dependent on factors outside of CM agency

		mandate (e.g. govt policy) which may make the standard hard to apply.
Iran	International NGO	The components around protection assessments seem beyond the scope of the camp management agency to conduct.
Somalia	International NGO	Sub-component 5.2.A needs a specific indicator on availability of funds for the new administrative body taken over "Vulnerable individuals are informed about new administrators and service providers as it pertains to their access to services (Y/N)" this indicator should be more general, as all the residents should be informed Sub-component 5.1.B should also consider "multi sector assessment" alongside protection
Bangladesh	International NGO	This standard will be difficult to achieve where camps are built in an isolated location to ensure safety and security as well as considering the convenience of service supports.
Myanmar	International NGO	Further information if the community refuses to leave the site during closure?

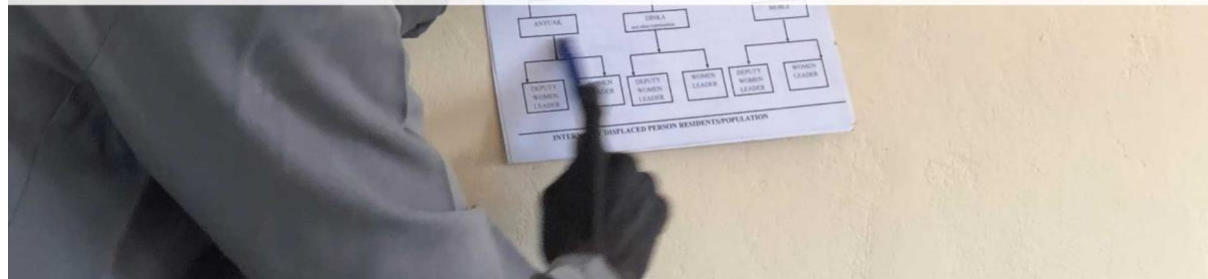
Webinar summary

23 September 2019
15:00–16:30 (Geneva time)



Operational camp management:

An introduction to the draft Camp Management Standards



Overview

How would you run a camp for displaced persons? Who would you hire to manage a site following a hurricane? If a conflict suddenly broke out and only your agency had access to a neighborhood where displaced people were staying, what would you do? What core activities would your team be responsible for? Where would you look for this information? And what standards would guide your interventions?

National authorities have the responsibility to prevent displacement and protect IDPs and other populations affected within their own country. But in crisis situations, they often receive support from the international humanitarian community in the form of lifesaving assistance, including the management of temporary displacement sites.

On **23 September**, PHAP and the Global CCCM Cluster organized a webinar on **the critical work of Camp Managers and the draft Camp Management Standards**. This included experienced Camp Managers who have been involved in the standards development process and was an opportunity for practitioners worldwide to provide their input on the draft standards.

Ahead of the event, a pre-event survey was organized with more than 400 respondents providing their input on the scope and purpose of the standards, as well as comments on the content of the drafts.

The event featured the following main components:

- **Brief recorded remarks from the UN High Commissioner for Refugees and the IOM Director General on the importance of camp management.**
- **Introduction to Camp Management as a technical sector and the role of camp managers and camp management agencies**
- **Introduction the Camp Management Standards development process**
- **Overview of preliminary survey results**
- **Main issues raised in the face-to-face Standards consultation in South Sudan**
- **Main issues raised in the face-to-face Standards consultation in Cox's Bazaar**

- How the standards could be used in practice
- How the standards have already been piloted
- Q&A on camp management and the standards development process

A full transcript of the event is available in *Appendix 2*. Recordings of the event are available at <https://phap.org/23sep2019>

Many more questions were submitted by participants than there was time to answer during the Q&A session. The speakers responded to many of these after the event so that they could be published online and shared with the participants. These questions are available in *Appendix 3*.

Speakers



Gebrehiwot Ewnetu, Global Emergency Specialist, Danish Refugee Council (DRC)



Sabit Juma, CCCM Field Associate, UNHCR



Jennifer Kvernmo CCCM, Capacity Building Coordinator, IOM



Kathryn Ziga, CCCM Cluster Coordinator Somalia

Event host



Angharad Laing, Executive Director, PHAP

Appendix 1: Free-text survey responses

1.1 Suggestions for additional top-level standards

Assistance

Assistance

- Respondent based in Central African Republic (UN and other intergovernmental organization)\

Coordination - government

Cooperation with government in cases when it is not involved in camp coordination and public information management in this case when government considers service providers as those who gather beneficiaries and keep them in camps in order to receive own salary

- Respondent based in Bosnia and Herzegovina (UN and other intergovernmental organization)

Linking local authorities with CCCM agency and clarifying roles in order to ensure accountability.

- Respondent based in Greece (International NGO)

Ensuring Government capacity of integration after displacement and building capacity for best practices in local and national governance

- Respondent based in Congo, Democratic Republic of the (Government (military))

Coordination

Coordination and information sharing with others.

- Respondent based in Iraq (UN and other intergovernmental organization)

Site management agency has a clear understanding about the cluster approach and humanitarian planning cycle

- Respondent based in Somalia (UN and other intergovernmental organization)

Emergencies

Responding to emergencies in camps doesn't seem to be well documented.

- Respondent based in Bangladesh (International NGO)

Environmental sustainability

Environmental sustainability - see Sphere Handbook Shelter and Settlement Minimum Standard 7

- Respondent based in Germany (International NGO)

Environmental sanitation

- Respondent based in Nigeria (National/local NGO)

Under the strategic planning and exit planning (sub-component 5.3.C), there is a need to add another sub-component on reclamation of the land after final decommissioning as part of

ensuring that the destroyed environment isn't just left bare and hence a local environmental agency in collaboration with the host government is put in place.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

Inclusion

Gender and diversity responsiveness

- *Respondent based in Spain (Academia)*

Management of people with Disabilities: - density - accessibility - facilities - security - evacuation (in case of disasters) etc.

- *Respondent based in Cameroon (Government (military))*

The topic of "inclusion" (especially PWD and elderly people could be considered as a top-level standard)

- *Respondent based in Germany (International NGO)*

Information management

Site Information management and modalities.

- *Respondent based in South Sudan (International NGO)*

Land rights

Security of tenure - identifying, preventing and ongoing monitoring of risk of eviction. Understanding the status of land and the relationship between people and the land on which they are living.

- *Respondent based in Switzerland (International NGO)*

Long-term planning

Transforming assistance to long lasting programs. Implementing the alternative of camps.

- *Respondent based in Congo, Democratic Republic of the (Government (civilian))*

M&E

Monitoring and Evaluation

- *Respondent based in Nigeria (International NGO)*

Presentation and monitoring

- *Respondent based in India (National/ local NGO)*

Non-camp scenarios

Out of camp scenarios (UDOC/ABA approach) Linking to local authorities that are servicing host communities as well

- *Respondent based in Yemen (International NGO)*

Participation

Participation of the affected population

- *Respondent based in Jordan (UN and other intergovernmental organization)*

I would suggest pulling out CFM and info provision components included under other standards and having them as their own standard. I would suggest to make the representation standard more about community participation.

- *Respondent based in Iran (International NGO)*

Communication with Communities

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

Community engagement

- *Respondent based in Peru (UN and other intergovernmental organization)*

Safety, security, and protection

"Protection" should be added as a top-level standard. It is great that this topic is included in Component 4.2. but since it is such an essential aspect of the current humanitarian realities, it should be a top-level standard.

- *Respondent based in Germany (International NGO)*

I would add an introduction on how the listed standards contribute to protection, including through the provision of basic services.

- *Respondent based in Switzerland (Academia)*

Safety and security

- *Respondent based in France (International NGO)*

Services provided and delivery to secure living conditions

- *Respondent based in Spain (National/local NGO)*

Security and protection protocol

- *Respondent based in Somalia (Academia)*

Site area should be well secured for both parties (Actors and beneficiaries)

- *Respondent based in Bangladesh (International NGO)*

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

- *Respondent based in Somalia (UN and other intergovernmental organization)*

Technical - child protection

Child Protection

- *Respondent based in Germany (International NGO)*

Technical - health

Infection Control and Prevention

- *Respondent based in Canada (International NGO)*

Health (rather than part of Environment)

- *Respondent based in Belgium (International NGO)*

1.2 Motivations why standards are not essential

Standard 1

Site management agencies not always available or not aware of owning their essential responsibilities. Global CCCM Cluster may play a role that can fill this gap in some cases

- *Respondent based in Pakistan (UN or other intergovernmental agency)*

Standard 2

Representation in camp management is not essential and it does not bring the output.

- *Respondent based in Bangladesh (National/ local NGO)*

Standard 4

It covers many standards and guidelines that are already covered in other technical guidance - e.g. UNHCR Camp Planning Standards, then Sphere minimum standards for WASH, education, health etc. I think it's confusing to duplicate them, and also many of these are not something that the CM agency can be held responsible for since they are services provided by others (albeit monitored and advocated for by CM agency)

- *Respondent based in United Kingdom (International NGO)*

Site environment is not the right pass amongst the standards.

- *Respondent based in South Sudan (International NGO)*

Because is not realistic in most of context and humanitarian operations and even the donors have less interest in funding such activities

- *Respondent based in Nigeria (International NGO)*

Standard 5

It's least essential among the standards.

- *Respondent based in United States (Academia)*

Because it is related to camp administration.

- *Respondent based in Pakistan (National/ local NGO)*

1.3 Reasons why standards are not applicable

Planned camps

[Not applicable] Because, it manages a temporary response to a situation of displacement for IDPs and refugees, it is not included plans to open camp from the beginning of the response.

- Respondent based in Yemen (International NGO)

[Slightly applicable] 1. Hard to create the group of people to be community council in camp where turnover is such that it is almost impossible to find a person to have durable solutions. 2. Complaint system requires some time to address the complaint and by the time it is addressed beneficiary is already gone. 3. New administration taking over camp management not ready to undergo trainings take information on how things were dealt with before.

- Respondent based in Bosnia and Herzegovina (UN and other intergovernmental organization)

[Somewhat applicable] Planned camps require space which is often the limiting factor and out of the control of a camp management agency

- Respondent based in South Sudan (International NGO)

[Somewhat applicable] At the initial stage of the influx, camps were settled informally

- Respondent based in Bangladesh (International NGO)

[Somewhat applicable] The setting of camp usually happen spontaneously so all planning process take place informally without due consideration of adequate planning like it may occur in other contexts

- Respondent based in Rwanda (International NGO)

[Somewhat applicable] Most of the camps in the northeast are constructed under emergency situations.

- Respondent based in Nigeria (International NGO)

Self-settled informal settlements

[Not applicable] It is designed for communal and centralized displaced camps

- Respondent based in Indonesia (UN and other intergovernmental organization)

[Not applicable] Informal settlements often self evolving and fall out of control.

- Respondent based in Switzerland (Academia)

[Not applicable] It's simply because mostly the self-settled informal settlements are within the host community and hence utilize the available services. It's also because there is no static camp management agency in place hence difficult to implement and follow up on the set standards.

- Respondent based in South Sudan (UN and other intergovernmental organization)

[Not applicable] Because in self-settled informal settlements partners are not in the position to safely and independently act or carry out their activities in a transparent manner/fashion.

- *Respondent based in Liberia (UN and other intergovernmental organization)*

[Not applicable] It' is not very applicable. because of the reason they don` t know how to live better. Also there is no any rules that`s why. It`s not a proper way to carry self -settled informal settlements. Also this system will create more quarrel.

- *Respondent based in Bangladesh (International NGO)*

[Not applicable] This is not applicable due to the issue of insecurity which is normally happen and it has been associated with refugees

- *Respondent based in Tanzania (International NGO)*

[Not applicable] Because in this case, the inhabitants settled there in a certain location informally. And I guess, there is no any formal registration, database and different services as well. Till the site and the inhabitants who are residing there are accepted officially it is difficult to apply this standard.

- *Respondent based in Tanzania (International NGO)*

[Not applicable] The displaced populations cannot settle in an area which has not been allocated by the stakeholders- Local government, Host communities and the humanitarian actors. This can be a source of conflict if not well coordinated.

- *Respondent based in Kenya (International NGO)*

[Not applicable] As the government representative for a small island developing state this would not be applicable to our situation. We already have very big informal settlements that the Government needs to regularize as a priority. A disaster would only exacerbate that type of situation.

- *Respondent based in Jamaica (Government (civilian))*

[Slightly applicable] The approach of the CCCM draft standards assumes formal structures to be in place.

- *Respondent based in Germany (International NGO)*

[Slightly applicable] Because there will be no security, safety and shelter standard

- *Respondent based in South Sudan (National/local NGO)*

[Slightly applicable] Sections 4 and 5 are very much oriented towards a formal camp which is run/managed by humanitarian and/or government agencies. Same for section 5 - e.g. requiring site level coordination meetings may not be feasible (or desirable) for many small scattered settlements.

- *Respondent based in United Kingdom (International NGO)*

[Slightly applicable] Informal settlements are by nature informal, no formal camp management per-say, most of the time shelters are grouped according to tribal, ethnic or clan affiliations.

- *Respondent based in Switzerland (International NGO)*

[Slightly applicable] These are too formal- it doesn't address issues when a government/community may not want to have a site there- in short, we need to add a component of referral/escalation to the standards- how do we do this? How do we track and monitor our advocacy? Informal settlements face not issues of implementation, but issues of will to implement.

- *Respondent based in Yemen (International NGO)*

[Slightly applicable] The process requires consultation and protection of the affected community at high risks and difficult to control the movement of the population.

- *Respondent based in South Sudan (National/local NGO)*

[Slightly applicable] These component make the situation more complicated as the camps are near to host community land.

- *Respondent based in Bangladesh (International NGO)*

[Slightly applicable] Self settled Settlements are not applicable in my area/context due to Land factor as land is owned by very few business men and upon settling camps they become the gate keepers of the settlement or else don't allow at all.

- *Respondent based in Somalia (International NGO)*

[Slightly applicable] As camps are near by host community or their land so it makes situation more complicated and harm host community severely.

- *Respondent based in Bangladesh (International NGO)*

[Slightly applicable] Due to so many reasons like the use of land; often the land owner do not allow for proper site planning etc. Socio-cultural dynamics; mostly the self-settled inhabitants do not have knowledge of camp management standards and they often prefer/like to live with less facilities with their own relatives

- *Respondent based in Pakistan (Other)*

[Slightly applicable] The reason is that self settled informal camps are not well organised as the planned camp people of concern just find the site more comfortable and save during displacement, no government nor camp management agency present, the sites usually belong to a private owner and some who will not like the community to putting any structure / facilities that will allow standards to be fully implemented on site.

- *Respondent based in Nigeria (UN and other intergovernmental organization)*

[Slightly applicable] Access might not be applicable to situations where selected families prefer to temporary relocate to a location which is very far from where the displaced populations are

concentrated (for example, as in the case of Marawi City Crisis in the Philippines, temporarily staying in Manila instead of Marawi City).

- *Respondent based in Thailand (International NGO)*

[Slightly applicable] The existing standards pre-suppose a camp management and formal structures, which do not exist in such settings

- *Respondent based in Belgium (International NGO)*

[Slightly applicable] It may be difficulty to apply them as they are self formed settlement with no initial considering of the key aspect of a camp.

- *Respondent based in Zimbabwe (International NGO)*

[Slightly applicable] Self-settled informal settlements have very diversified characteristics. These settlements create their own rules, regulations and governance structure based on their interests and social capital. So, this standard may not be applicable in self-settled informal settlements.

- *Respondent based in Bangladesh (International NGO)*

[Somewhat applicable] Much of the layout of the camps is reliant on the camp members and not on a central plan

- *Respondent based in Nigeria (International NGO)*

[Somewhat applicable] Such settlements provide beneficiaries with option to avoid registration and systematic approach to services existing in camps

- *Respondent based in Bosnia and Herzegovina (UN and other intergovernmental organization)*

[Somewhat applicable] Because most of such sites are not planned and lacks basic services.

- *Respondent based in Nigeria (UN and other intergovernmental organization)*

[Somewhat applicable] Mostly this will be around how much changes and improvement can be made to the physical environment of the settlement, reception and transit centers.

- *Respondent based in Switzerland (UN and other intergovernmental organization)*

[Somewhat applicable] The problem with this types of settlement is because sometime IDPS identified free space thinking that its a good space to them. The space may have owners which may make a lots of problems to them, secondly geographically wise it may not be a good space.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

[Somewhat applicable] The affected populations may choose to settle in scattered manner within large area that is not entirely covered with services

- *Respondent based in Yemen (International NGO)*

[Somewhat applicable] This is because, in self-settled informal settlements, the settlers occupy the amount of space they don't need or require, waste of space and accessories takes place.

- *Respondent based in Bangladesh (International NGO)*

[Somewhat applicable] Elements of planning and organizing occur after camp is already in place creating difficulties of reorganizing the camp

- *Respondent based in United States (Red Cross/Red Crescent Movement)*

[Somewhat applicable] In many contexts, these sites may not have a static CM agency and so many aspects may be conducted by communities or informally.

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] Hard to influence standard 4 in self-settled, informal settlements

- *Respondent based in France (International NGO)*

[Somewhat applicable] I think it's very applicable because of camp management

- *Respondent based in Bangladesh (International NGO)*

[Somewhat applicable] Because the standards apply only to displaced/ vulnerable people in camps.

- *Respondent based in Tanzania (International NGO)*

[Somewhat applicable] In self settled structures, you will find that there are no more recreational spaces available hence it wouldn't be very applicable like plans camp.

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] The self-settled informal settlement may not have adequate space and the layout may not be according to needs. Other protection, safety and security related concerns may be adequately addressed in this setting.

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] Need to adjust terminologies, to be more inclusive of informal sites. Not all standards might be relevant - because in informal sites we might have a more "lighter" function

- *Respondent based in Norway (International NGO)*

[Somewhat applicable] The IDPs decide when they start staying in particular place and will also decide when to leave. Camp management agencies may not be available by the time it is for closure.

- *Respondent based in Nigeria (International NGO)*

[Somewhat applicable] The standards might not be followed all way through, because there is no proper coordination in the initial settings.

- *Respondent based in Nigeria (International NGO)*

[Somewhat applicable] Because it is very hard to re-plan self settled informal settlements. Monitoring and implementing site planning standards becomes a nightmare. Especially where land is also precarious

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] Hard to meet standards in providing or mapping provided services. difficult to have culturally appropriate facilities. Majority of population are not within walking distance (in km or minutes) of key facilities (health, education, wells) . Self-Settled informal Settlement isn't physically safe environment and exposed to harms (as there sites and families affected by airs tricks, direct conflict)

- *Respondent based in Yemen (International NGO)*

[Somewhat applicable] Most of the IDPs are in a land thats not theirs so the possibilities of eviction is too high

- *Respondent based in Somalia (International NGO)*

[Somewhat applicable] Structures are not a build in a proper way during the camp is being set up which make it more difficult to apply the standards

- *Respondent based in Bangladesh (International NGO)*

[Somewhat applicable] Some of these sites are managed by appointed camp managers who may not necessarily be a staff of an accountable camp management agency

- *Respondent based in Turkey (UN and other intergovernmental organization)*

[Somewhat applicable] Management structure of this kind of sites and their capabilities is usually very different from formal sites, such as planned camps, and the level of application and contents of standards should be also adjusted, I think.

- *Respondent based in Turkey (UN and other intergovernmental organization)*

Reception centers and transit sites

[Not applicable] It's because a reception centre is always short-lived (about a week) before the displaced population are moved to elsewhere.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

[Not applicable] The nature of reception and transit sites does not allow for the formation of sustainable representative groups and site committees in the community due to the regular movement of the population. In addition, doesn't allow service providers to provide long term and durable care as well funding for all site needs meeting minimum standards

- *Respondent based in Myanmar (International NGO)*

[Slightly applicable] Sections 4 and 5 are very much oriented towards a formal camp. Moreover, representation section would be less relevant for these settings.

- *Respondent based in United Kingdom (International NGO)*

[Slightly applicable] Similar to the above- these are quick areas, in and out. Will need some additional guidelines on cleanliness, distributions to populations on the move, information. These are also areas where there are many protection related issues to them.

- *Respondent based in Yemen (International NGO)*

[Slightly applicable] Because they are very temporary

- *Respondent based in South Sudan (International NGO)*

[Slightly applicable] Reception centers and transit points are very busy place and hard to apply this

- *Respondent based in Bangladesh (International NGO)*

[Somewhat applicable] This is a place which a person need to stay for short time waiting to be allocated to his or her shelter, so it is not good a big number of people to stay in the reception centers and transit sites in order to avoid the issue of eruption communicable diseases.

- *Respondent based in Tanzania (International NGO)*

[Somewhat applicable] Reception centre and transit sites are not applicable as they are meant for returnees coming back to their areas of origin and but for IDPs context they might not catch up with but rather reintegrate with the host relative communities or make up self settled sites.

- *Respondent based in Somalia (International NGO)*

[Somewhat applicable] At reception centers and transit sites the targeted population do not have to live for long times rather they may have to spend some time so there might be requirement for proper waiting area, WASH services and essential protection needs

- *Respondent based in Pakistan (Other)*

[Somewhat applicable] This is temporal and so not all will be applicable

- *Respondent based in Zimbabwe (International NGO)*

[Somewhat applicable] 1.Hard to create the group of people to be community council in camp where turnover is such that it is almost impossible to find a person to have durable solutions.2. Complaint system requires some time to address the complaint and by the time it is addressed beneficiary is already gone. 3. New administration taking over camp management not ready to undergo trainings take information on how things were dealtg with before.

- *Respondent based in Bosnia and Herzegovina (UN and other intergovernmental organization)*

[Somewhat applicable] Mostly this will be around how much changes and improvement can be made to the physical environment of the settlement, reception and transit centers.

- *Respondent based in Switzerland (UN and other intergovernmental organization)*

[Somewhat applicable] In reception or transit centres, there is temporary system of settlement where all standards might not be applicable for instance, Formation of all sectoral committees.

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] Until the residents in these structures have a considerable amount of access to services they will remain in such structures or until they perceive the location does not serve them much good any longer before they leave

- *Respondent based in Nigeria (International NGO)*

[Somewhat applicable] People are on the move and use the transit or reception for a number of days.

- *Respondent based in Yemen (International NGO)*

[Somewhat applicable] As these are more transitory in nature, you will likely not be applying all components in such sites. And for example, components on informed and voluntary durable solutions are generally not relevant at the beginning of an emergency.

- *Respondent based in Iran (International NGO)*

[Somewhat applicable] Representation/gouvernance/participation is hard to implement in reception/transit sites as people are often on the move and do not stay long enough for governance structures to be set up. Training and engagement of PoCs is therefore complicated as people come and go. It means means endless trainings of new people all the time, which is time-consuming and discouraging for CCCM staff.

- *Respondent based in Cameroon (International NGO)*

[Somewhat applicable] Because its temporary and the displaced persons will leave to continue their journey or to a camp setting

- *Respondent based in Nigeria (International NGO)*

Collective Centers

[Not applicable] For instance in some locations the collective sites are sparsely located within the host community just like the informal settlements which complicates the presence of a static camp management agency and hence the set standard isn't applicable.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

[Somewhat applicable] These are very influx related issues. We can't always implement minimum standards in these sites- so what do we do about this? What is the standard for escalation? Or time to find another solution?

- *Respondent based in Yemen (International NGO)*

[Somewhat applicable] Parts are applicable, but in some cases the collective centres might receive more support from a camp management agency to manage their smaller site, than to You will not necessarily have, for example, regular site level meetings at 1 collective centre - this part feels as though it is phrased more for camp-settings. I think 'site' needs to be further defined in the document.

- *Respondent based in Iran (International NGO)*

[Somewhat applicable] As long as there is no a formal database of the people residing there, shelter database, list of services being provided there, it is difficult to apply this standard.

- *Respondent based in Tanzania (International NGO)*

[Somewhat applicable] In many contexts, these sites may not have a static CM agency and so many aspects may be conducted by communities or informally.

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] Not always collective centres works smoothly specially in complex emergencies whete ethnic conflict may occur in such centres

- *Respondent based in Pakistan (UN and other intergovernmental organization)*

Evacuation Centers

[Not applicable] It's not applicable because evacuation centres are set up temporarily to provide safety for the displaced population and to ease relocation hence the difficulty in applying the standards.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

[Not applicable] According to my experience very short-termed. Maybe to be considered separately.

- *Respondent based in Germany (International NGO)*

[Slightly applicable] The nature of emergency obliges stakeholders to take quick solutions.

- *Respondent based in Switzerland (Academia)*

[Slightly applicable] The displaced/ disaster affected population often do not stay in evacuation centers for long that is why it is not adequately applicable

- *Respondent based in Pakistan (Other)*

[Slightly applicable] First of all, evacuation center is temporary site. The people who are being evacuated will be located to more stable and semi permanent location. so, it might be difficult to apply the whole of the standards yet, we can use some of it as per the context.

- *Respondent based in Tanzania (International NGO)*

[Slightly applicable] Because evacuation centers is more or less waiting area before moving to the permanent sites.

- *Respondent based in Nigeria (UN and other intergovernmental organization)*

[Slightly applicable] Evacuation is normally occurs in a short time

- *Respondent based in Jordan (UN and other intergovernmental organization)*

[Somewhat applicable] Again these will be temporal centers

- *Respondent based in Zimbabwe (International NGO)*

[Somewhat applicable] Again, these are generally more temporary in nature, and if we consider these to be minimum standards, it is unlikely that you will be implementing all components.

- *Respondent based in Iran (International NGO)*

[Somewhat applicable] This is a temporary place for a person to live

- *Respondent based in Tanzania (International NGO)*

Neighborhood Approach and Defined Geographic Area

[Not applicable] Due to lack of static presences of a camp management agency and also as a way of ensuring that the humanitarian service delivery isn't causing more harm than good since services can't be ear-marked for only the displaced population since in one way or another host community have got challenges that need to be addressed by aid agency. The avoidance of using this standards in such locations reduces protection risk factors in the displaced population.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

[Not applicable] The language of the standards is very much oriented towards sites. Host community are not included (e.g. representation)

- *Respondent based in United Kingdom (International NGO)*

[Not applicable] My experience with this type is either squats-like situation, which is usually considered illegal by governments and tolerated if maintain a low profile. Therefore, quite a challenge to advocate or bring a standard into effect. My other experiences is a regular setup, which is treated as part of the urban strategy.

- *Respondent based in Greece (UN and other intergovernmental organization)*

[Not applicable] No mention of the host community and their role.

- *Respondent based in Switzerland (Academia)*

[Not applicable] The existing standards pre-suppose a camp management and formal structures, which do not exist in such settings

- Respondent based in Belgium (International NGO)

[Not applicable] Role of host community is a fact to consider actually.

- Respondent based in Bangladesh (International NGO)

[Not applicable] These populations are dispersed within the community host community but not camp-like setting hence its difficult to manage them

- Respondent based in Somalia (UN and other intergovernmental organization)

[Slightly applicable] The approach of the CCCM draft standards assumes formal structures to be in place.

- Respondent based in Germany (International NGO)

[Slightly applicable] It depend of the way that the host population or neighborhood could accept the CM Standard, being that some would need to change some rules of their own cultures. The CM Standard can be slightly applicable in this case if it meet balances with host traditional rules in management of own communities inside what displaced persons are integrated or accepted. It needs great assessments otherwise it could causes harms. The question is "is it necessary to always apply the CM Standards in all circumstances": "Context specific Managements" may be occur.

- Respondent based in Cameroon (Government (military))

[Slightly applicable] To some extent it is applicable but not completely because it is not possible to apply the standards on those inhabitants who are living with host communities or in rented houses.

- Respondent based in Pakistan (Other)

[Slightly applicable] It is important to work on the peaceful co-existence between the displaced community and host community prior to setting up those standards as the host community shall be part of those standards

- Respondent based in Jordan (UN and other intergovernmental organization)

[Slightly applicable] - Component 1 NA - Component 1.3 CCCM training not enough, need for complementary training on urban, ABA,... - Component 2.1 : governance of a neighbourhood or specific areas The term "site" Committee" does not apply, maybe Neighborhood Committees (?) - Component 3.1 NA or to be heavily modified, it is linked to the now recognised ToR of CCCM to coordinate outside camps - Site Management and Exit planning NA

- Respondent based in Norway (International NGO)

[Slightly applicable] There are components of the standards that are applicable, in general info provision and feedback mechanisms, coordination, community participation are relevant, however the way the standards are written read very much as camp standards (I think the use of

the word 'site' doesn't help). Some of the components under e.g. Standards around Site Environment are not so applicable. As it is, it would be difficult to make these minimum standards that are applied across all displacement contexts.

- Respondent based in Iran (International NGO)

[Slightly applicable] Hard to measure achievements in an area based approach since it focuses on institutions, systems and many sectors, hard to get accurate population figures especially in conflict environment where host population, IDPs and returnees are concentrated

- Respondent based in South Sudan (International NGO)

[Slightly applicable] A CCCM area/neighbourhood approach should be far more contextual and reflective of what services are placed by government/governance structures so minimum standards for humanitarians may risk imposing things that undercut organic/local governance

- Respondent based in South Sudan (International NGO)

[Slightly applicable] Neighborhood approaches are similar to informal settlements which are by nature informal, no formal camp management per-say, most of the time shelters are grouped according to tribal, ethnic or clan affiliations.

- Respondent based in Switzerland (International NGO)

[Slightly applicable] Lack of accessibility in some context for the camp management agencies to visit frequently and also the security of the site isn't well define.

- Respondent based in Nigeria (UN and other intergovernmental organization)

[Slightly applicable] Hard to influence standard 4 in self-settled, informal settlements; component 5.2. and 5.3. not really relevant

- Respondent based in France (International NGO)

[Slightly applicable] Depend on who is providing the management services

- Respondent based in Turkey (UN and other intergovernmental organization)

[Somewhat applicable] Because of the government it might not be applicable in some area. Also the community people won't response in such points.

- Respondent based in Bangladesh (International NGO)

[Somewhat applicable] This is no longer congregated service provision and requires different type of service orientation and provision

- Respondent based in United States (Red Cross/Red Crescent Movement)

[Somewhat applicable] I think there may need to be specific guidance notes on how the standards could be applied in neighborhood / area-based approach and context

- Respondent based in Switzerland (UN and other intergovernmental organization)

[Somewhat applicable] Coordination where the IDPs are dispersed within the host community may be a challenge. Strategic planning and Exit planning not easily achievable.

- *Respondent based in South Sudan (International NGO)*

[Somewhat applicable] This is because they stay in the neighborhood, host communities or other shelters. Applying such standards is somewhat difficult because they are inconsistent.

- *Respondent based in Nigeria (International NGO)*

[Somewhat applicable] They are applicable, but would benefit from additional clarifications and additions

- *Respondent based in Greece (UN and other intergovernmental organization)*

[Somewhat applicable] Sub-component 5.3.A; Sub-component 5.3.C; Sub-component 4.1.A

- *Respondent based in Somalia (International NGO)*

1.4 Suggestions to improve structure

Contextualization

Contextualize to different countries and scenarios. Think of complex fast changing conditions

- *Respondent based in Yemen (International NGO)*

Definitions

These comments are not specifically on structure, but more relating to the scales above. In general the document is somewhat confusing. Initially it refers to 'camp management standards' and then goes on to talk about sites. In general I would say that more definitions are needed to ensure that everyone is reading the standards in the same way. E.g. what do we mean by 'site', what is a 'site management structure' as opposed to a 'camp management agency', as opposed to a 'site committee' etc And also needs consistency in the terminology e.g. there is a shift from talking about 'site governance structures' to 'site management structure'.

- *Respondent based in Iran (International NGO)*

Explanations and examples

Reference note most especially video need to be provided.

- *Respondent based in Nigeria (UN and other intergovernmental organization)*

More examples, even if not based on real experiences, for those who are still beginning to gain experience and learn about camp management

- *Respondent based in Portugal (Academia)*

More examples

- *Respondent based in Italy (Other)*

Guidelines

There need to be some clear guidelines when it's come to negotiation with the government site. Because in some point government won't allow us to do what guidelines are saying to do.

- *Respondent based in Bangladesh (International NGO)*

More detail

Yes, I recommend a more detailed structure

- *Respondent based in Somalia (UN and other intergovernmental organization)*

Add more details in components and indicators

- *Respondent based in Yemen (International NGO)*

Make it detailed and comprehensive

- *Respondent based in Ethiopia (UN and other intergovernmental organization)*

Adding more narrative to the standards, sub component and indicators would help to contextualize the standards and differentiate them

- Respondent based in Somalia (International NGO)

The standards should describe more details on indicators.

- Respondent based in Tanzania (International NGO)

A suggestion may be, further detail may be added on for each area as a separate document for specialisation.

- Respondent based in Rwanda (International NGO)

More detailed and less abbreviations

- Respondent based in Nigeria (International NGO)

It has to be more detailed so that anyone can understand it easily.

- Respondent based in Tanzania (International NGO)

Protection standard

It think it would more strategic to include a section on Protection rather than spread among the different sections (1.3.b; 2.3.c; 3.2.c; ...)

- Respondent based in France (International NGO)

Purpose of standards/Introduction

Introduction to clarify the objective of the standards in general and per section.

- Respondent based in France (International NGO)

Yes. Add purposes to each component.

- Respondent based in Switzerland (Academia)

Sphere

Personally I believe that all Sphere complimentary Standard (HSP) should follow the same logic and structure of Standards: 1. qualitative Minimum Standards 2. Key Actions (Suggestions of Actions to be taken to reach the Standard - can be changed according to the context) 3. Key Indicators - can be changed according to the context 4. Guidance Notes - expert guidances/best practises of the sector I also see the Need for strong links to Sphere and ist complimentary Standards.

- Respondent based in Germany (International NGO)

Sub-sectors

A more clear breakdown of different sub-sectors in CCCM, as separate from cross cutting issues which apply to all sub-sectors. Additional consideration for variety or operational responses within a sub-sector, to account for wide differences in context.

- *Respondent based in Greece (International NGO)*

Summary

A shorter version that is easy to reference

- *Respondent based in Bangladesh (International NGO)*

Targets

Details on what is a minimum standard - info on what the minimum is and then maybe different tiers of bronze, silver, gold so you can track against this where you are for the different standards. Right now it is just a list, it doesn't help me to understand how it is implemented/relevant to my role.

- *Respondent based in Bangladesh (International NGO)*

Maybe it was already planned to do this - but I'd suggest to add quantifiable targets to the indicators - as per Sphere standards.

- *Respondent based in United Kingdom (International NGO)*

There is no measure of quality or rating of compliance.

- *Respondent based in Kenya (International NGO)*

Visualization

Visualise or provide a ToC

- *Respondent based in Switzerland (UN and other intergovernmental organization)*

Maybe images/ figures of the structure

- *Respondent based in Thailand (International NGO)*

Graphical/ animated overviews

- *Respondent based in Pakistan (Other)*

1.5 Views on overlap with other standards

Most of these standards are similar and measure almost same things

- *Respondent based in Zambia (UN and other intergovernmental organization)*

No. There is no problem as all refer to some of the key aspects in Camp Management and provide guidance on them

- *Respondent based in Somalia (UN and other intergovernmental organization)*

I do not think it is a problem if there is little overlap as some areas may have an overlap but are examined from a different often specific angles.

- *Respondent based in Greece (UN and other intergovernmental organization)*

Not at all, they are very complimentary.

- *Respondent based in Switzerland (UN and other intergovernmental organization)*

No it is not a problem

- *Respondent based in Switzerland (UN and other intergovernmental organization)*

Sphere provides certain technical instructions that are different from other instructions (No of toilet seats per No of beneficiaries, necessary square meters etc)

- *Respondent based in Bosnia and Herzegovina (UN and other intergovernmental organization)*

I don't think overlaps are an issue but it would be better if the documents signposted between each other - so if you don't want to cover specific information on sanitary facilities in here you just refer to the sphere handbook for further info and provide links so people can click between.

- *Respondent based in Bangladesh (International NGO)*

This is not a problem, it reenforce or it remind, but not opposite or exclusive

- *Respondent based in Cameroon (Government (military))*

For some, yes I think it is a problem - namely for Sphere and UNHCR Emergency Standards. I think it is confusing and would be better to refer to those documents in the CM Standards document.

- *Respondent based in United Kingdom (International NGO)*

There is no overlap, they complete each other

- *Respondent based in Uganda (International NGO)*

No problem with overlap. the standards should complement and reinforce each other

- *Respondent based in Yemen (International NGO)*

No. Its is complementarity

- *Respondent based in Somalia (UN and other intergovernmental organization)*

No, I think the current CCCM draft serves very well as a SPHERE/CHS companion standard. It provides a detailed approach where SPHERE/CHS stay rather generic. A rigor assessment of the compatibility is, however, necessary.

- *Respondent based in Germany (International NGO)*

No, all 4 have very important and useful information.

- *Respondent based in United States (International NGO)*

Nope / the more the merrier

- *Respondent based in Denmark (International NGO)*

I don't think any overlap can cause a problem but instead it may reduce difference in opinion of various stakeholders

- *Respondent based in Pakistan (UN and other intergovernmental organization)*

No problem. CMS should aim to be CHS for CCCM - a more practical approach to CCCM is needed than what SPHERE currently achieves.

- *Respondent based in Greece (International NGO)*

Not necessarily. The camp management toolkit needs a significant overhaul (particularly the website!! which is pretty out of date) so it would be good to consolidate with the standards.

- *Respondent based in South Sudan (International NGO)*

No, not a problem

- *Respondent based in France (International NGO)*

No because the overlap is minimal in those standards. The other guidance and standards are much more details and we need both to work properly

- *Respondent based in Cameroon (International NGO)*

Sub-component 4.1.A has some indicators that can overlap with sector sphere/UNHCR emergency standards

- *Respondent based in Somalia (International NGO)*

It's not a problem because each guidance has its's own explanation that describes the particular standard which in most ways the differ to the other guidance.

- *Respondent based in Tanzania (International NGO)*

No. The fact that there is overlap means the standards as well as the toolkit are very important towards making sure camps are effectively managed.

- *Respondent based in Nigeria (International NGO)*

No, it increases the clarity

- *Respondent based in Myanmar (International NGO)*

No it is not, instead it give room of complementarity.

- *Respondent based in Rwanda (International NGO)*

CM toolkit is more of general guidance more than standards. Important to cross-check each chapter of the toolkit with the standards to ensure are harmonised. Would be good to have reference to the toolkit for each standards

- *Respondent based in Norway (International NGO)*

Yes the overlap sometime make confusion which may mix between this definitions because you see the same thing for many times in different guidance and standards

- *Respondent based in Turkey (UN and other intergovernmental organization)*

Its not a much problem because there are situations that the sphere can not be followed such as camps where there are issues of congestion and services most be provided for them.

- *Respondent based in Nigeria (International NGO)*

Little overlapping occurs no problem. Rather it covers some components partly by going over its edge.

- *Respondent based in Bangladesh (International NGO)*

For a person that does not have good insights into all these guiding documents, its almost confusing. However, I like I also think it is what you are looking for that makes one relevant than the other. As a site planner, I was more inclined to the UNHCR Emergency standards and sphere standards; now I find myself more inclined to CHS and CM Toolkit. I still like the Camp Management Standard I hope it stays less wordy

- *Respondent based in South Sudan (International NGO)*

It is always best to have one standard document referring to guidelines on camp coordination and camp management. It might be confused with the SPHERE Handbook.

- *Respondent based in Thailand (International NGO)*

Some overlap is not a bad thing

- *Respondent based in United States (Red Cross/Red Crescent Movement)*

No. The CMS is more updated, well- structured and easy navigated and reference serving.

- *Respondent based in Greece (UN and other intergovernmental organization)*

No, they ultimately have different scopes.

- *Respondent based in Sweden (Red Cross/Red Crescent Movement)*

There is no problem even if there was an overlap. It is meant for practitioners and their agencies to use as a short guidance.

- *Respondent based in Turkey (UN and other intergovernmental organization)*

No problem - as long as no contradicting information if given

- *Respondent based in Belgium (International NGO)*

The overlap is not a big problem

- *Respondent based in Ethiopia (UN and other intergovernmental organization)*

Overlapping is not a problem at all. It will rather strengthen conceptual clarity and implementation guidance.

- *Respondent based in Bangladesh (International NGO)*

Not a problem, rather have the important standards reinforced.

- *Respondent based in Kenya (International NGO)*

No, although there is some overlap, the information is necessary in each unique document as it references it for its own purposes

- *Respondent based in Myanmar (International NGO)*

There may be some overlap, but I think the Camp Management Standards builds upon the other resources.

- *Respondent based in Iraq (International NGO)*

1.6 Why standards are needed or not needed

Accountability

To ensure service delivery does "no harm" to affected population. For accountability purposes to donor and affected populations

- Respondent based in Zambia (UN and other intergovernmental organization)

For proper accountability

- Respondent based in Nigeria (UN and other intergovernmental organization)

Because service delivery remains priority for affected populations. Doing so in a standard and coordinated way ensures more people get good service and in a dignified manner

- Respondent based in Yemen (International NGO)

Because it help the camp management agency to rate and get accountable for humanitarian assistance in any camp like setting

- Respondent based in South Sudan (International NGO)

In order to help keeping camp management accountable to beneficiaries while performing camp management activities and to harmonize level of services provided from a response to another

- Respondent based in Somalia (International NGO)

This is to ensure all management practices and tools are the same worldwide. And Camp Management agencies are held accountable both to displaced people as well as to donors and UN Agencies.

- Respondent based in Nigeria (International NGO)

To ensure that camp management agencies are accountable and providing adequate cccm services

- Respondent based in Somalia (UN and other intergovernmental organization)

It is a framework necessary for planning, holding to account, evaluating and continuously improving responses - sitting along side the Sphere standards.

- Respondent based in Greece (UN and other intergovernmental organization)

Advocacy

Because they will serve as an adjunct to the currently available standards and will help CM agencies advocate with both donors and host governments.

- Respondent based in Switzerland (UN and other intergovernmental organization)

To help other people know how camp management standards how it works

- Respondent based in Tanzania (International NGO)

Brevity/convenience

Because not everybody reads the CM toolkit so we need a shorter document (the CM standards) that are easy and quick to read so that everyone can read and understand them and start using them. I think it's more a problem of training and use of the standards than lack of standards. But it's also always good to review and adopt the standards.

- *Respondent based in Cameroon (International NGO)*

I think have something shorter and simpler for operational camp management actors to refer to, will be helpful. Something along minimum standards can also help camp management agency advocate on certain points, including with authorities.

- *Respondent based in Iran (International NGO)*

It does not exist in the convenient structure of SPHERE/CHS and could serve as a good in-depth guide. I have been frequently asked during our SPHERE trainings if such standards existed.

- *Respondent based in Germany (International NGO)*

I still like the Camp Management Standard I hope it stays less wordy. It summarises a lot of things, Yet it focuses on the "MUST" for a camp management agency

- *Respondent based in South Sudan (International NGO)*

The Camp management standard will more clear and short than any other standard that are in place. It also talks key details needed for emergency response.

- *Respondent based in Somalia (UN and other intergovernmental organization)*

Capacity building

It will help to develop our work skill

- *Respondent based in Bangladesh (International NGO)*

It raises important points in a concise and brief manner. It can be provided to those who are new to CCCM. But the trainee should be guided on how to navigate, understand, and use all relevant reading materials for CCCM.

- *Respondent based in Thailand (International NGO)*

Clarify roles

Government staffs are in the field, there should be a clear role for everyone which shouldn't create disagreements about a certain work.

- *Respondent based in Bangladesh (International NGO)*

For harmonization of the national and global CCCM clusters and Camp Management actors

- *Respondent based in Somalia (International NGO)*

While different and broader standards exist, it is helpful to have a specific CCCM standard, especially for the CCCM team - at all level. It gives clarity and guidance at all level of responsibilities in order to better understand the role and the responsibility of CCCM in general.

- *Respondent based in France (International NGO)*

It will ensure roles and responsibilities are clearly define hence enable the camp population to enjoy access to their basic human rights and services.

- *Respondent based in South Sudan (International NGO)*

Camp Management Standards will be highly beneficial as this will set the minimum standard and help organizations and individuals to play the roles and responsibilities effectively.

- *Respondent based in Bangladesh (International NGO)*

CM Standard not needed

Since the existing tools and guidelines are holistic ,I would only suggest it's better to harmonize areas that are specific to camp management for easy reference.

- *Respondent based in South Sudan (UN and other intergovernmental organization)*

The existing standards are comprehensive.

- *Respondent based in Jordan (UN and other intergovernmental organization)*

Based on the experience and local context at hand it suffices the current situation, yet surely in the future new and unforeseen situation may call for adopting new approaches,

- *Respondent based in Ethiopia (International NGO)*

Given standards pretty much cover up the required standards.

- *Respondent based in Bangladesh (International NGO)*

Because ,the sphere standards and other humanitarian standards covers it all.

- *Respondent based in Nigeria (International NGO)*

All the above mentioned standards are very much comprehensive, applicable and addresses all problem that has to do with management of displaced persons

- *Respondent based in Nigeria (UN and other intergovernmental organization)*

As you have sufficient available standards and tools, there is no need for Camp management standards.

- *Respondent based in Bangladesh (National/ local NGO)*

Complexity

The whole humanitarian response is an issue that integrates or involved complex situations and activities. Camp management is one those particular situations where multiple wicked-problems (or deep-complex problems) can arise, especially in mixed-situations (refugees, IDPs, migrants).

- Respondent based in Germany (UN and other intergovernmental organization)

Coordination

To avoid mass individual work which leads to confusion and repetition during implementation and goals are not achieved.

- Respondent based in Zimbabwe (National/ local NGO)

Will assist all agencies and staff to implement the same things under the same standards

- Respondent based in Tanzania (International NGO)

We have seen some confusion in different contexts between UNHCR, the host government and the Camp Management Agencies in terms of some specifics and having one agreed upon standard will help to avoid this kind of misunderstanding and ensure better service delivery.

- Respondent based in Tanzania (International NGO)

To have mutual understanding between key players, to have an accepted guidelines that will benefit the vulnerable population

- Respondent based in Philippines (Government (civilian))

It's good to have standards to guide all agencies and service providers of minimum standards should meet. as I have seen practically no NGO have the capacity to meet all Standards but it good to know way forward what standard they aim for .

- Respondent based in Yemen (International NGO)

Lack of coordination and exchange of information between agencies in the field.

- Respondent based in Bosnia and Herzegovina (UN and other intergovernmental organization)

Guidance

Because it will help in daily activities.

- Respondent based in Nigeria (UN and other intergovernmental organization)

More specific guidance is almost always necessary, given the reality we face concerning dislocated people and the problematic within camps, from issues among those who seek help and the providers there is a clear need for more information, otherwise, that is if the previous standards or guides were enough we would not find as many problems.

- Respondent based in Portugal (Academia)

It will provide a simple guide to camp management

- *Respondent based in Nigeria (International NGO)*

It summarising and simplifying in one standard all what needs to be done and enhances accountability

- *Respondent based in Cameroon (Government (military))*

So that whoever is working in camp management has a specific set of rules to follow his/her operations.

- *Respondent based in Bangladesh (International NGO)*

The standards ensure services are fully covered and gaps are easily identified

- *Respondent based in Somalia (UN and other intergovernmental organization)*

There is a need for Camp Management Standards to guide stakeholders including government actors in the implementation of Camp Management activities.

- *Respondent based in Liberia (UN and other intergovernmental organization)*

To help camp managers to set-up CCCM work and ensure the main pillars of CM work are being taken into account and worked on (regardless of the context, as they will need to be adapted any ways)

- *Respondent based in Bangladesh (International NGO)*

For further understanding among the workers/beneficiaries

- *Respondent based in Somalia (International NGO)*

It gives good guidance for manage CCCM Activities

- *Respondent based in Yemen (International NGO)*

M&E

It is a tool that can help and guide the agencies and humanitarian workers on standards and monitoring their work

- *Respondent based in South Sudan (International NGO)*

One standard

There are so many IDPs and refugees living in camps or other forms. A Standard could bring a stronger Focus on ONE document instead of so many other policies/Guidelines etc

- *Respondent based in Germany (International NGO)*

It will make all the CCCM activities in the camps to be planned, implemented, measured and evaluated using the same standard.

- *Respondent based in South Sudan (International NGO)*

Standards need to be consolidated in one resource

- *Respondent based in Denmark (International NGO)*

Those are too much and separate each from others, Need to combined as camp management standard.

- *Respondent based in Bangladesh (International NGO)*

Other

I think it is a good start. Standards are tough as they need to be adapted so much, and many times new ones need to be developed that could never be predicted. I would suggest there be a guideline on how to come up with them. Again, I think it would be stronger if we can develop a standard about how to escalate- what do we do if UNHCR and/or the government does not hold sphere standards? This is extremely common- can CCCM be the sector to fix this? How do we raise it when there is little will to do so?

- *Respondent based in Yemen (International NGO)*

Reference

For camp management reference

- *Respondent based in Somalia (National/local NGO)*

A comprehensive set of standards to be used as a reference guidance is needed.

- *Respondent based in Sweden (Red Cross/Red Crescent Movement)*

Most camp managers or new local agencies working in any response need a quick reference guide. Even some UN agencies staff who are not physically working in camps but has to deal with projects/activities related to camps should understand the camp management standards.

- *Respondent based in Turkey (UN and other intergovernmental organization)*

Specificity of camp management

Some very specific camp related issues are still needs to be standardized.

- *Respondent based in Pakistan (National/local NGO)*

Because there are specific responsibilities of CM agencies that are (a) not understood (b) not recognised which means CM agencies cannot be held to account for their work.

- *Respondent based in United Kingdom (International NGO)*

It gives Specific Guidance to Camp Management that all stakeholders have to conform too.

- Respondent based in Uganda (International NGO)

Because it will only deal with only camp management issues/standards in more details.

- Respondent based in Tanzania (International NGO)

The existing standards are benchmarks for good programming, but they do not cover the specific outputs and outcomes of a CM programme

- Respondent based in Norway (International NGO)

CCCM is a a separate sector in operational response and as like other services, this also need to be covered by SOP.

- Respondent based in Bangladesh (International NGO)

Although there are various humanitarian standards and guidelines, they differ in their contexts of camps, villages, etc. Camp management standards are necessary as a set standard for all CCCM agencies

- Respondent based in Myanmar (International NGO)

Standardization

To standardize camp management in multi-faceted camp settings.

- Respondent based in Bangladesh (International NGO)

There is a need to standardize and drafting SoP guidelines

- Respondent based in Colombia (International NGO)

It would help to do away with alot of guess work,will give a more unified way of service provision and management . Management efficiency can be measured better

- Respondent based in Nigeria (International NGO)

Structure

It provided a good framework for structuring CCCM activity areas with their corresponding indicators and standards.

- Respondent based in Switzerland (UN and other intergovernmental organization)

Appendix 2: Webinar transcript

Operational camp management: An introduction to the Camp Management Standards

September 23, 2019

NOTE: This transcript may contain inaccuracies. For a complete recording of the webinar, please visit <https://phap.org/23sep2019>

Angharad Laing: Hello and welcome, everyone. We can get started. My name is Angharad Laing. I'm the executive director of PHAP. That's short for the International Association of Professionals in Humanitarian Assistance and Protection. My great pleasure to be welcoming everyone to this online session - Operational Camp Management: An Introduction to the Camp Management Standards, organized by PHAP in partnership with the CCCM Cluster.

For those of you who may be less familiar with us, PHAP is a global society of humanitarian practitioners and other stakeholders on the frontlines of assistance and protection efforts worldwide. As a part of its mission, PHAP, as an association, engages this broad community. And we have a great cross-section represented online today, as well as our in-house analytical capacity to help develop and also to help revise standards in the humanitarian sector as well as contribute to other consultation efforts to bridge the gap between policy and practice.

If you'd like to have more information about this stream of work of PHAP or to inquire about a potential collaboration, please do feel free to contact us at any time at Consultations at phap.org.

Now, getting to today's business, we are holding today the first online consultation event on the draft Camp Management Standards which we hope will be the first of several interactive events on this topic. This webinar, and also the survey that preceded it, is an opportunity for practitioners to learn more about the technical area of camp management and the draft Camp Management Standards in their development and also to provide their input on this initiative, which is active and ongoing as we speak.

We will be joined today by a set of experts on camp management from UNHCR, IOM, the Danish Refugee Council and the CCCM Cluster for what I believe will be a very dynamic and interesting discussion.

It's also been very encouraging to see the level of engagement on this topic. We've had hundreds of you completing the pre-event survey which was not a short survey, I will note. There was a lot of work that had to go into responding to that. So thank you very much for the time and thought that you put into that.

We had hundreds of you completing this survey. The deadline was yesterday but we're going to be extending that just a bit. So if you haven't had a chance to complete the survey, you can still do that today. If you do it by the end of the day today, we'll be able to include your inputs in the final report.

I'm looking forward to learning something about the initial highlights. We'll hear that from my colleague Markus Forsberg later in today's events.

I'd also like to point out that the structure of our event today is a bit different from some of our other webinars and that we have a lot of people who are participating in groups together around

the world. So a warm welcome not only to everyone logged in on their individual computers but also those of you who are in groups together. I hope you'll be able to nominate someone in each of those rooms to be able to submit any questions that come up in those groups.

Now, before we get into the meat of our session, I will briefly explain a few technical aspects of the platform we're using today. First, and most importantly, how to submit questions.

If you have questions for the speakers at any time during the event today, please submit them using the Ask a Question box in the lower right-hand corner of your screen.

And please note, if you'd like to ask your question anonymously, make a note of this when you submit it and then we won't mention your name when we pose the question.

Second, you may be seeing some snap polls coming up during the session. These are to gauge your views or experience on the issue being discussed. You should see now a couple of test polls displayed as an example. Just click a response or, for the free text polls as on the right-hand side, click in the textbox, enter the response and click Submit. Note that for these polls, all of your answers are automatically anonymous.

If you do encounter any technical problems particularly with the audio on the platform, we would encourage you to jump over to our backup audio live-streaming option. This is very handy in that it uses less bandwidth, but note that it will be audio-only and it won't allow for the same degree of interactivity. So if you're able to stay on the interactive platform that is better. But we have the audio-only stream as a backup.

If you'd like to connect to that, you can click on the Listen link there and you can jump over to the audio-only if you've already run into some issues with this platform.

If you need those links again later in the event, my colleague will be happy to post those in the chat. So just make a quick note in the chat and he'll post those there as well.

Okay. So for our agenda today, we're going to be covering quite a lot of ground. First, to get us started we have brief recorded messages from the Director General of IOM Antonio Vitorino, as well as from the UN High Commissioner for Refugees, Filippo Grandi, on the critical importance of camp management as well as the Camp Management Standards initiative.

I'll then be asking our panellists to introduce the area of camp management to help us understand what challenges these standards are trying to address.

And then after this, we'll be hearing about how the standards came about as well as the drafting process and also a bit of how practitioners have reacted so far to this initiative in the face-to-face consultations that have been carried out to date, in particular, the consultations in Cox's Bazar and also in South Sudan.

We'll then turn to some highlights that we have already from the pre-event survey that many of you filled in and we'll discuss those results. There were also quite a few questions submitted by participants before the event related to the content of the standards, the structure, implementation, some other issues. We're going to discuss a number of these questions as well as many as we can. I'm sure that there will also be new questions arising in real time during the event.

To the extent that we have time to cover any of those questions, the panellists have kindly committed to answering questions in writing after the event as well. So even if you see we're running short on time, if you've got a great question in mind, please do submit it through the Ask

a Question box and we'll address that in writing and send that as a compilation to everyone after the event together with the event recording.

Now, before getting started with the agenda, I'd like to introduce our guest panellists. Today, we're joined by four speakers, all of whom are experienced practitioners in camp management. We're going to unmute everyone now so you can say a brief hello as I go down through the list.

First of all, Gebrehiwot Ewnetu has worked in emergency response in humanitarian operations for 15 years, first with the Ethiopian government, managing reception sites and camps and responses to protection concerns. Having worked with the Danish Refugee Council since 2012 in various roles and countries, he is currently a member of the DRC emergency team EMPACT as a global emergency specialist for the technical sectors of CCCM protection and emergency response.

Welcome, Gebrehiwot. Great to have you on the line.

Gebrehiwot Ewnetu: Hello, Angharad, and thank you for having me.

Angharad Laing: Our pleasure. We're also pleased to welcome Jennifer Kvernmo who has been the global camp coordination and camp management CCCM Capacity Building Coordinator and Rapid Response officer for IOM since 2013. She worked previously as a practitioner and consultant in the fields of humanitarian assistance and post-conflict programming.

Her experience as a camp manager camp manager in Sierra Leone initiated the Camp Management Toolkit widely recognized as a comprehensive reference tool providing guidelines and best practice for camp managers. It's a resource which we will also be discussing today, in particular, how it relates to the new draft standards.

Welcome, Jennifer. Great to have you.

Jennifer Kvernmo: Hi, everyone. Thanks for having us.

Angharad Laing: Then, next, Kathryn Ziga is currently CCCM Cluster Coordinator in Somalia. She happens to be here in Geneva at the moment, so we've got her in the office with us as well. She's been working in CCCM since 2012 in South Sudan and Somalia operations as a camp manager and in cluster coordination having focused, in particular, on community participation and engagement, site planning and improvement and mobile approaches to CCCM.

Welcome, Kathryn.

Kathryn Ziga: Hi, everyone.

Angharad Laing: And then I'm not sure that we've managed yet to connect to Sabit. We're going to try again in a few minutes. We are hoping, we're planning to have with us on the line as well Sabit Juma who has worked with UNHCR as a CCCM Field Associate in South Sudan since 2013. He previously worked with UN-Habitat focusing on land disputes.

Again, we don't yet have Sabit back on the line. He was disconnected but we'll be trying to get him back during the event so, hopefully, he'll be able to come in soon.

So then to get us started, let's first hear the statement from Antonio Vitorino, Director General of IOM, which he recorded specifically for today's webinar.

Antonio Vitorino: Natural disasters and conflict have forced unprecedented numbers of people to seek temporary assistance and protection across the world. Millions uprooted from their homes seek safety in camps or camp-like settings.

As the CCCM Cluster co-lead with UNHCR, the International Organization for Migration works alongside 500 partners around the world to provide dignified and timely services to displaced populations in camps. I'm proud that the CCCM Cluster has drafted Camp Management Standards that draw on the wealth of experience they have consulting with affected communities, humanitarian actors and governments.

These standards will guide the future of humanitarian intervention in camps and ensure that humanitarian actors uphold the rights and dignity of displaced people. They set out best practices for establishing governance structures, coordinating services and assistance across sectors and minimizing and mitigating protection risks.

This webinar is the first step in a comprehensive consultation process with humanitarian practitioners. Camps must remain a last resort in sudden-onset and man-made emergencies. But when they are necessary, it is our responsibility to make sure communities can access life-saving services and live in safety.

We rely on your expertise and diverse experiences to enhance and improve these CCCM Standards and wish you continued success in the critical operational work you do.

Angharad Laing: Thank you. And colleagues at UNHCR have also given us permission to use these remarks from Filippo Grandi, UN High Commissioner for Refugees, which he recorded for a recent meeting on camp management.

Filippo Grandi: Good camp coordination and camp management play a critical role in ensuring the protection and well-being of people who have been uprooted from their homes and communities. Through your direct presence in displaced communities living in camps, transit sites, informal settlements and other collective locations, including in the world's most unstable and insecure areas, you have a unique understanding of the perspectives, aspirations and circumstances of people affected by disaster and conflict.

You play a key role in providing them with a safe environment and in helping them start to rebuild their lives and connect with the societies, communities and opportunities around them. You are also in a position to act as effective and informed advocates for their protection and well-being and to ensure that their voices, perspectives and priorities are actively heard and acted on, not just by aid agencies but by all those whose decisions have an impact on their lives.

I encourage you to continually explore new and innovative ways of amplifying their voices and enhancing your dialogue with them so that we are genuinely accountable to them in all that we do.

Angharad Laing: Great. Thank you. Great to have those opening remarks to get us launched for this discussion.

Now, I'd like to turn to Kathryn, first of all, to ask a few questions about camp management as a technical sector and the role of camp managers and camp management agencies. So Kathryn, what would you say is the overall goal of camp management as a technical sector?

Kathryn Ziga: Sure the goal of camp management is to improve the living conditions and protection of displaced people and ensure that they have equal access to services provided in the camp.

So camp management agencies are responsible for the overall running of the camp. This includes providing coordination amongst stakeholders, monitoring basic service provision to ensure that minimum standards are met and that everyone can access the services, and working with camp governance structures, such as camp committees or women's committees to ensure that participation of all the population is included.

Camp management actors also ensure that living conditions in camps are dignified and safe and that the camp design and services meet the needs of the population. We also work with local authorities and displaced people to build their capacity to manage future displacement and to work towards durable solutions for the people that are displaced.

Angharad Laing: Perfect. Thanks. We've also received a number of questions from participants, for example, Saidu in Nigeria, Gilbert in DRC and others who would like to know more about the roles and responsibilities of those working in camp management as of course this relates to standards for those practices. Could you perhaps provide an overview of the different job roles that work in camp management?

Kathryn Ziga: Sure. So camp management requires an entire team. It's not just the camp manager. Camp managers oversee the running of a camp but it takes a lot of different people to do this. A camp management team is made up of different people, such as camp officers who are in the sites every single day. There are information managers who support the data management and information being collected in the camp. Sometimes there are registration clerks and database officers to keep records of the populations. There are site planners and engineers who look after the infrastructure. There are community mobilizers who work with the camp governance structures. There are outreach workers who support complaint and feedback or running sensitization campaigns.

And, usually, the majority of people working in a camp are actually residents of this camp or members of the nearby health community.

Angharad Laing: Very helpful. Thank you.

I'd like to turn now to Gebrehiwot as you're coming at this from a bit of a different angle working for an international NGO. Gebrehiwot, do you have something to add on this question about different roles in camp management? Over to you.

Gebrehiwot Ewnetu: Thank you, Angharad. Yes. One thing I would like to say is that although the process system has some of its own requirement for the roles in a camp and you'll have many agencies who will have different requirements placed on them by their donors or by government actors, it's always important to remember that your structure should reflect the needs on the ground and the strategy that you set for yourself.

There have been operations where we've had totally different structures, job descriptions and roles in two camps of the same operation simply because it was determined that it's easier or it maximizes our resources to achieve our aims.

I think NGOs especially should be aware that setting their own strategy, setting their own operational objectives and aims is critical and they should design their functions based on that.

Angharad Laing: Excellent. Thanks a lot. Oh, sorry. Did I interrupt? Go ahead, Gebrehiwot. You had something else to add?

Gebrehiwot Ewnetu: No. It's okay.

Angharad Laing: Okay. Very good. So along the same lines of outlining what is camp management, who's involved, I'll go back to you, Kathryn, to ask what are the primary agencies directly involved in camp management?

Kathryn Ziga: So camp management is primarily the role of the government. And so, depending on which country you're in, the camp management is provided by the specific government responsible for displaced people in that country. However, in cases that this role cannot be taken on by local authorities, international and national NGOs or UN agencies might step in to provide the services.

At global level, IOM and UNHCR co-lead the CCCM Cluster and then international and national NGOs are usually the ones providing camp management services. We have over 500 partners in the cluster. For example, in the country I'm working in, some of the international organizations providing camp management are ACTED, Danish Refugee Council, Norwegian Refugee Council. But the majority of the services are provided by national NGOs who are working in the different communities in Somalia.

Angharad Laing: Okay. And then the role of the CCCM Cluster itself in relation to the agencies?

Kathryn Ziga: Sure. So the CCCM Cluster provides the overall coordination of the CCCM interventions at national level in a response. This includes developing the strategy for how you're going to do camp management in a country, ensuring standards are met across partners and in different areas and sites, representing CCCM partners in the inter-cluster working group with the other clusters that are activated in the country and, at sub-national level, providing country-level data for the other clusters and advocating for funding for the partners to be able to implement these projects.

Angharad Laing: Great. And then getting to the fact that there are a variety of different contexts we're looking at here given that many displaced people are not in, so to speak, "traditional camps" but rather dispersed in urban contexts or living in informal camps or similar. What is the role of camp management in these situations? Does this lead to overlaps, perhaps, with other areas?

Kathryn Ziga: So doing camp management in an out-of-camp or dispersed camp setting, we apply the same principles as the traditional camp management atmosphere but you just have to adapt to the context. So we still provide information on services being delivered in sites and we still coordinate the response at site level. It just might be for dozens of small camps rather than one formal camp.

We still work with camp committees and we still support the participation of population but it might be using a mobile team or with information centres that serve several camps instead of just one.

It can definitely lead to overlap with partners because, in most situations, were adapting to a different context that hasn't been done before, so it's important that we establish clear roles and responsibilities at the beginning with all actors just to ensure that all the gaps are being covered and that people aren't stepping on each other's toes too much. But it's a lot of dialogue but it's not impossible by any means.

Angharad Laing: Excellent. Thank you. And turning once again to Gebrehiwot, do you have anything to add on this question of different contexts?

Gebrehiwot Ewnetu: Two points I would like to make. The first is that when we're talking about different contexts, there is a tendency sometimes to include urban context for cities or villages already existing or some human settlements that are already existing when there's a displacement into them for NGOs or the humanitarian world in general to consider them as part of something where we'd established camp management.

Usually, that that should be taken under very strict, much stricter rules. I don't think it's just an expansion of our existing roles because there are already existing municipal and administrative bodies there, or they should be, that should that should be able to provide the services that top managers would otherwise provide.

For example, if we're talking about the monitoring services, whether it's the service for water or health] or providing the dressing or things like this, existing municipal and government authorities should have taken that role on where they exist.

So it's not simply a matter of planning. You're replacing. It's not simply a matter of expanding your existing structure or responsibility. We would be replacing an existing authority and we will be doing it perhaps to the detriment of the overall operation at times.

So it is a much more serious decision, I think, and it shouldn't be conflated with simple top management in that sense. That's one point.

The second point is that we should always assess the impacts we will have when we do that. When we're taking on a camp that's being established anew and a new camp is being established by the authorities and we're supporting that, it's one thing to go in there and establish new systems.

In those cases where a government or administration is withdrawing from that responsibility, we should always consider whether it's worth advocating for them to take on that responsibility or even challenging humanitarian or government decisions that humanitarian actors take on that responsibility. So that is much more difficult, I think. The extension or responsibility than just going in to manage a new camp in a displacement or an emergency.

That was all that I wanted to add.

Angharad Laing: Great. Thank you. Let's see. We have a question that's come in. Let me just... I think I'll take a moment here actually to ask this question to you, Gebrehiwot, and then perhaps to Kathryn as I think it's pertinent to this kind of first discussion about defining camp management.

So Regina has asked how long does it normally take for a CCCM to become fully operational post emergency? Perhaps you could give us a bit of context there about how things work in your experience in terms of the timing, first, Gebrehiwot.

Gebrehiwot Ewnetu: In terms of the timing, I think I'll let Kathryn say more about the coordination aspect. As for a top management team, depending on the agency there, of course, it will take us anywhere from two days to a week, depending on prevailing conditions, government acceptance and our financial situation of course.

But that doesn't mean that once you establish it, it's done. Even in emergency, the first three to four months camp management will be taking on more roles or changing its structure depending

on the day-to-day needs. Every time you get an influx, every time you get a new population there will be a new dynamic, depending on the country you're in or the location, there will be various factors that will force you to change. So it is an ongoing process.

And the establishment side, of course, there are standards to what we say when we're established. We have X amount of people doing Y amount of jobs but it's an ongoing process at the beginning of an emergency, at least.

That's my response to that.

Angharad Laing: Perfect. Thanks a lot. Over to you, Kathryn, for the coordination perspective.

Kathryn Ziga: Sure. I agree with Gebrehiwot for sure that, for camp management, within the first week of displacement or when you have access to a population, camp management can become effective. For cluster coordination or camp coordination, it takes a bit longer.

For example, in Somalia, the cluster was activated in 2017 to respond to the drought, and I would say it took about a month, probably, for us to operationalize the cluster doing the information gathering on what the response should look like, meeting with the government to understand what roles the agencies would take and what the government would do. And then a lot of it is really based on training of partners.

Since camp management was new to Somalia as a sector, but people have been working in camps for years so they had the basis down, but we really had to work on training of the government and the partners to understand how CCCM would look in the country. So I would say it took at least one month but, probably, up to six for us to have an impact in the inter-cluster working groups and with all the response plans and everything and to get partners.

At this point, it has been two years and I think we are up to 15 partners, but it's been a process for sure.

Angharad Laing: Terrific. Thank you so much. Now, having heard these initial perspectives on camp management as an area of work and how its conceptualized, how it works in practice, it's time to turn to the initiative to create Camp Management Standards. For this, I'd like to turn to Jennifer.

You have been involved in this since the very beginning, so I'd like to start with the question where did the idea come from for the Camp Management Standards and why are they needed? Over to you, Jennifer.

Jennifer Kvernmo: Thank you. So the idea for Camp Management Standards has been in existence for a while, I would say over 10 years. When I joined the support team in 2013, there was already the idea that we could develop a sphere companion and that it would be a fairly straightforward process to kind of just write out the Camp Management Standards then we could share them and it would be widely agreed.

As it happened, maybe we were a little bit naive in how that would actually transpire because all kinds of different political agency views started coming in and saying like, "No, this is really important that we have this and it's really important that we have this," and the process stopped.

So it was really strange because everyone was agreeing that it was important for us to have standards and yet there wasn't a whole lot of vision about what those standards would actually provide once they were there and once they were drafted. So it's taken us a while to refocus that.

And I would say, from 2017, there's been a lot more agreement about why they're needed, and they're needed really because we need benchmarks. We need to be able to work a little bit faster. Gebrehiwot and Kathryn have just talked a lot about how hard it is to get a cluster up and running or to find partners to work with or to get government agreements, but if we had set benchmarks that could measure performance or that could provide a really structured way to do capacity building or to build a response during a sudden-onset emergency or to guide and harmonize practice between different camps, and to say this is the basic minimum level that we would want to see in every single location, then it would be a lot easier for us to be able to respond more quickly.

So there are a lot of reasons why they're needed but I think we're a lot closer to understanding and to getting agreement on what it can be.

Angharad Laing: Great. Thank you. So before we move on, I'm going to pause for another question that's just come in. I'm afraid this one is a bit of a provocative one but it seems the perfect time to raise it. So I'll throw this one over to you, Jennifer.

This is coming in from Zachary who says that at a recent sphere standards event that he attended, the question had come up about Camp Management Standards. It was said that CCCM is not included in the most recent update to the sphere standards because “the science of CCCM has not evolved.” What is your perspective on this?

Jennifer Kvernmo: I'm laughing a little bit because, yeah, it is a provocative question. I think that the management of camps has evolved a lot and I think that I would really love to talk to Zachary more in person because maybe he hasn't seen how the science of camp management has been involving as a technical sector. I think humanitarian work, in general, has changed a lot as a technical sector.

So the question was why are there no Camp Management Standards? In the very beginning when we started the Camp Management Toolkit, we had the ability to be able to say that in every particular context, we would need to rely on the local standards. And I think that that's true actually today in relationship to what we're discussing in regards to standards in general and the role of governments.

But if we are looking at the local standards and we're setting minimum benchmarks, then those minimum benchmarks should be measurable in technical standards even in camp management. And if we're talking about social standards as opposed to... which is what camp management would be doing as opposed to technical standards, then I think we could be able to say that representation would be a minimum standard that camp management would want to provide in any camp in the world.

Angharad Laing: Great. Thank you for that. So getting back to this process which is underway, when did you start the process and what's the overall timeline for getting to a final version?

Jennifer Kvernmo: Angharad, can you repeat the question? I couldn't hear you.

Angharad Laing: My apologies. I had a problem with my mute button. So the question was when did you start the process, the current process, and what's the overall timeline for getting to a final version?

Jennifer Kvernmo: The goal was actually to do it within this year. So the work plan was to do in-person consultations and then online consultations, and we were able to actually consult in person

with almost 200 people this year. I think that that's a phenomenal effort because it really was taken on the side of all the work that all the other clusters have done and all the other operations have done. I see a lot of people from Bangladesh have joined the call and actually one of the consultations was in Bangladesh.

So there's been this concerted effort to finish up the standards this year. However, we haven't been able to finish them because we haven't gotten dedicated funding. So as far as finishing of it, we hope to be able to be done within 2020. The objective would be to not only finish our own camp management minimum standards but then to harmonize those and translate them into other languages and put them into our capacity building materials as well.

Angharad Laing: Great. You mentioned that there have been face-to-face consultations with camp management practitioners in different locations. You mentioned some took place in Bangladesh. What were the other locations where this was carried out?

Jennifer Kvernmo: Sure. We had one in Somalia. Actually, Kathryn did one with her partners. I think there were 11 partners that she consulted with there. There was a really long consultation that took place in South Sudan and, most recently, we had one in Iraq.

Angharad Laing: Great. Thank you. So we will hear just very shortly about these consultations in a bit more detail, but, in general, how have these results been fed into the drafting process?

Jennifer Kvernmo: Well, they fed into the results in a couple ways. So one, they've reinforced the need for Camp Management Standards. I think that can't be underscored enough because when there is the agreement among us as practitioners and saying, yes, we do need minimum standards and we do need to be able to refer back to something, that has been largely recognized and reinforced through the in-person consultations.

The other kind of result has been around seeking more precision from other people that have been involved in the consultations.

A really practical example, so in the Iraq consultations, there seemed to be some confusion about data protection, for example. And it seems that the people that were involved in the consultation didn't really understand the role of what the camp management data protection would be, so they didn't realize, perhaps, that the camp manager would have access to the names and addresses of where people would come from. So, yes, camp management would still need to be responsible for data protection.

So the in-person consultations have showed us where we need to have more precision, for example. They've showed us where we need to specify a lot more about the roles and responsibilities of the camp management agency and how they don't overlap with other sectors.

Angharad Laing: Thank you. Am I correct in that you've also been involving affected people in the camps directly in the consultations?

Jennifer Kvernmo: Absolutely correct. And that was a decision that I'm really proud of because we have a working group. It's not just one particular agency that's working on this. We have a kind of working group task force that's been dedicated to providing guidance to each other in the Camp Management Standards revision process.

So when we decided to start doing in-person consultations, that was one of the questions that we asked the working group and it was should we be consulting directly with the affected population.

Overwhelmingly, everyone in the working group said yes. Because if we're working directly with people in one of the most traumatic points of their life that we need to make sure that we're actually consulting them about what is it that we as camp management should be representing them on.

That's really what we do in camp settings and so when we're setting our benchmarks and our standards we felt that that was an important step to take as well.

Angharad Laing: Very good. Thank you. We're going to take a brief pause here to try again to bring in Sabit on the line. Everyone will excuse us for just a moment.

Sabit, are you able to hear me?

Sabit Juma: Yes, I'm hearing you now.

Angharad Laing: Excellent. Great that you're able to join again. That's terrific to have you with us. So we introduced you at the beginning, but once again, now that you're actually here, Sabit Juma CCCM Field Associate with UNHCR.

We've just gotten to the point, Sabit, where we'd like to discuss a bit in more detail about some of the face-to-face consultations that were carried out. And as you were a part of carrying out the consultations in Juba in South Sudan, I'd like to ask you a bit about that experience and some of the key points that came out of those consultations.

First of all, who were you trying to reach with these consultations in Juba?

Sabit Juma: Thank you very much. In Juba, we were trying to reach out to IDPs in POC, Protection of Civilians in a couple of settings. We were trying to reach out to our partners, national and international NGOs. We were trying to reach out to the host community.

Angharad Laing: Are there any particular results that you would highlight from the consultations? In particular, was there anything that you found surprising that came as part of the results?

Sabit Juma: Not really surprising but the many points which came out from the different groups, partners and IDPs which was reflecting the reality on the ground especially with regard to the situation in the POC. The issue of space were some of the major issues because in the Protection of Civilians or the POC it is really congested and then it was very difficult to, let us say, to apply any kind of standard. In fact, that one came out and then shown the difficulties, the IDPs are in the POCs, and even the collective centres the same thing.

Angharad Laing: Thank you. I'd like to turn over to Gebrehiwot as I know you were also involved in the consultations. To ask the same question, regarding the highlights of the results of the consultations, was there anything on your side that you found? Over to you, Gebrehiwot. Go ahead, Gebrehiwot.

Gebrehiwot Ewnetu: Surprising, yes. As Sabit said about the POCs because the local's response, the strong responses from the populations there, but one of the things that came out very strongly, I think, was that where we had two camps which were managed by church organizations. And because they had their own separate structure of authorities and they were not part of the humanitarian coordination, we were at first quite worried about how to present humanitarian coordination to them.

But once we got there, we were surprised this was the commonality that we shared in terms of what they felt needed to be done for top management, what basic standards we should agree on.

Of course, given that they have a different structure and their own authorities within the legal context in South Sudan and that they were very separate from the humanitarian world, they also have their own different practices.

But what surprised a lot of us was the basics that we agreed on in terms of objectives for top management and some of the basic necessities that we could agree for. Now, that's all like that.

Angharad Laing: All right. Thank you. A follow-up question, first, to you, Gebrehiwot, then also to Sabit. You mentioned that coming together of different perspectives. An interesting example of the church organizations involved in management of a couple of the camps. Were there other differences in views that you found? For example, between staff of NGOs versus those working for UN agencies or views perhaps of affected people in the camps. Did you see any other interesting differences in views of people working in different kinds of organizations or from different perspectives? First, to Gebrehiwot.

Gebrehiwot Ewnetu: Yes, there were. NGOs, given that, as Sabit mentioned that most of the camp settings there were protection of civilians with the Department of Peacekeeping Operations taking over the administrative role. There were a few camps that were not managed that way but, for the majority, that was the case.

There were very different opinions about the overall humanitarian objectives we should meet, I would say, more between the DPKO and the rest of the humanitarian world rather than between humanitarian agencies. Of course there were differences in opinion in terms of what we should do for a particular camp or what policy we should implement between, let's say, IOM and DRC and of course that's quite normal and common. But there was a novel mismatch of objectives in terms of what we are doing there between DPKO and the rest of the humanitarian community. I think that played out quite a lot in our conversations there and it did affect, of course, how the population in these POCs responded.

Having said that, our primary goal during the consultation was to take up the humanitarian standards so we didn't focus too much on the DPKO's side of the opinion had to say, or we didn't reflect the DPKO's opinion too much.

Angharad Laing: Got it. Thank you. So back to you, Sabit. What do you recall in terms of different views on the standards, in particular, between staff of NGOs versus people working for UN agencies or other differences you may have encountered in the consultations? Over to you, Sabit.

Sabit Juma: Yeah. In fact, that was mentioned. For example, if you take the issue of the POC, you'll find that it is not the government who is the in charge as administrator but it is the UNMISS. Then NGOs are working there and then camp management is also one of the NGOs is working inside. So when it comes to issues of security, for example, it is the UNMISS and then... in fact, their role, their responsibility they are sometimes challenging and then some are having this different opinion that now how we can work.

But, otherwise, they are working together, the UNMISS, RRC and then the NGOs. But, yes, that was one of the differences shown there.

Again, in the collective centres, also we have seen like in one of the collective centres, as mentioned by Gebre, it is managed by the church] and then when they come together, the facility situation there it is difficult because he cannot earn any money to the facility even sometimes he tried to ask the government to support but the government cannot.

And then when you see another camp, people who came out from the POCs, IDPs were asking there that now why people are protecting the UNMISS by believing it but for them they are not protected and they are just left like that.

So I think these are the different opinions around the issues of responsibility regarding the security and also the roles in the POC and in the collective centre.

Angharad Laing: Thank you. Now, before we get back to talking a bit more about the content of the standards. I would like to go back to Jennifer as she was involved in the consultations in Cox's Bazar in Bangladesh.

Now, having heard the points that Sabit and Gebrehiwot have raised from the Juba consultations, did you see any similarities in the consultations in Bangladesh? Over to you, Jennifer.

Jennifer Kvernmo: I think the issues at Cox's Bazar were really different than the issues that they were facing in South Sudan. But one of the main differences that we saw was that the NGOs were much more focused on the precision of the details of the document. For example, there was quite a lot of feedback around the last section or the fifth standard around exit strategies and in-camp closure. So they were very helpful, those consultations, in refocusing what were the main camp responsibilities at operational level.

But I think when we talk to the camp communities, I was so touched by both of the consultations with the affected population about how thankful they were to the humanitarian agencies, how much trust and responsibility and objectivity that they felt through the SMS agencies' help. And I felt like that was really, really a great feedback.

They also gave us really details about the importance of consulting different people. For example, in the consultation with men, the focus group discussion there they talked a lot about, in the representation section, actually who would be the right people to be involved in the representation of their population.

So, for example, they pointed out the special and particular role that widowed women held. And, for example, they also were able to put a prioritization on services for common services. So whereas a humanitarian view would come in and say, "Oh, let's build a child-friendly space here," they prioritized their religious practice as the most important common space that should be within a facility.

I felt that that was really useful information back to the humanitarian population there. And that level of detail and that contribution from the consultations would allow us to have a lot more precision and a lot more differentiation, kind of if you think about it from the advice back to the camp management agency who would be doing that job.

Angharad Laing: Excellent. Thank you. Now, in reviewing the questions that we received just before this webinar, and indeed during the webinar now, we have a lot of questions coming from colleagues who are based in Bangladesh. You noted yourself at the beginning we have a lot of colleagues from Bangladesh on the line right now. And a lot have questions many of which are centred around this issue of the relationship between humanitarian organizations and the government.

So the theme here is looking at settings where, as Moses says, the national government has put in place restrictions that may run counter to the objectives of your agency, asking how would the standards approach this problem.

Another colleague saying that, as humanitarian workers, we're taught that we need to negotiate with government stakeholders. Do the standards provide any guidance on this? Should the standards provide any guidance on this?

Another example from Saidu, what is best practice when government actors are responsible for going against primary protection concerns? He raises examples of data protection, corruption, even assaults on beneficiaries. Are the standards going to deal with this area?

A challenging series of questions, but given the context that we're talking about, could I go back to you with that, Jennifer, and see what are your reflections on those questions. I'm sure they must have come up as well in the context of the face-to-face consultations.

Jennifer Kvernmo: There were a lot of questions. Maybe we could take one. And I think the interesting part about governments, we have many governments that are working at national level as camp managers themselves. I think that that provides a real opportunity to build understanding about what are humanitarian principles. And if government is working in the role at site level then what are the best practices and what would be the way to best uphold those standards in any particular displacement setting.

So the consultations that we've done and that I've been involved in and the standards themselves don't make reference specifically to the humanitarian standards, although our training materials do in many contexts. And I've seen actually a great number of government officials embrace them and find them useful.

Angharad Laing: Very good. Thank you. I'd like to go with the same set of questions about potential challenges in the relationship between humanitarian actors and government counterparts. Going over to Gebrehiwot, do you have some reflections on this that you could share?

Gebrehiwot Ewnetu: Yes. To add on to what Jennifer just said, I was in Bangladesh as well during the last two years and I have been a government worker for a long time. So just from that perspective, I would like to say to our colleagues that given that if the CCCM Cluster is already established and they have already accepted at some primary level the humanitarian standards or the international legal standards that we are trying to implement or support in the implementation, as Jennifer said, they would have already formally accepted somehow most of what we've said, so most of what we're trying to do.

So in that light, at the local level, yes, there will be a lot of challenges. But every NGO or INGO needs to strategize how to overcome those challenges. Sometimes it's by going at higher levels or through coordination. I don't know if Kathryn and others or Jennifer has something to say on that, but having a pre-established set of standards that have already agreed before we enter an operation, so governments know what we're about to do or what we're trying to do, and they give their formal acceptance of this goes a long way to helping us establish that access and establish a standard of working even with the government.

Of course day-to-day things will change and day to day there are other difficulties, especially in Bangladesh, which is a very complicated government setup. But imagine the humanitarian standards will help us at least have some form of document already pre-agreed that we can say, well, this is what we were supposed to be doing. This is what we're supposed to achieve in terms of activities. So here you go. And I'm hoping that will help us along the line instead of currently trying to negotiate everything.

Angharad Laing: Excellent. Thank you. That's very helpful. So we're going to move now to the section of the webinar where we're going to be looking briefly through some of the highlighted results from the survey that I think all of you who are online now probably responded to as well as many hundreds of others who weren't able to join the webinar today.

I'd like to turn over to my colleague Markus Forsberg who's been coordinating this process. And, Markus, you can walk us through some of the highlights that you've already managed to glean from the responses.

Markus Forsberg: Thanks, Angharad. So this survey that we just concluded at the first stage of yesterday was designed as the first opportunity for practitioners to provide their input on this drafting process. As such, the primary focus was on the overall scope and purpose of the standards in order to make sure that there is sufficient agreement on some of the fundamental questions before moving further with the drafting process and going to more detailed input.

Second, the survey also gathered more in-depth comment on the content and text of the five standards from those who were willing to engage at this level already now, and these results will also be directly feeding into the next draft of the standard.

As the initial survey deadline was yesterday, I will be providing just some highlights from the first section of the survey on the overall scope and purpose which can help inform our discussion today. Then a more comprehensive report will be presented to the CCCM Cluster and circulated to the survey participants at a somewhat later date once we're done with the analysis.

But as Angharad said before as well, for anyone who wants this last chance to submit their survey responses, they can do so before the end of today, anytime before tomorrow.

So first, a look at the respondents. I was very impressed by the engagement in this survey. A lot of practitioners really went out of their way to provide in-depth comments on the standard. So a few words about who has completed it.

So we had 398 respondents based in 68 countries. There was a quite even mix of those having an international scope of work and those working primarily at the national level. NGO respondents were particularly well represented, but with a large number also from the UN and other inter-governmental agencies. The government, Red Cross and Red Crescent Movement, academia, private sector and others made up the remaining 15% of the respondents.

Then, finally, although this consultation's focus really is on the view of humanitarian practitioners, it is important to note that many working in this sector have also been affected by the same types of crises that they are now responding to. So 21% of the respondents reported that they had been displaced themselves in the past. So they also brought that perspective to their responses.

Looking at the first substantive question. This was on the purpose of the standards. So asked to rank how they would prioritize the potential purposes of the Camp Management Standards, the results were quite stark. Three purposes that I at least would consider to be in the area of providing guidance came out well ahead of the others. So preparedness and planning, operational guidance and standard operating procedures.

While, on the other hand, the purposes which are more in the area of accountability, standardization and comparability between contexts, those purposes of standards trail behind considerably.

Also, on the overall purpose, when asked about whether they saw the need for an aspirational standard that defines in an ideal state that needs to be worked towards in all contexts through just continuous improvement. So not necessarily something that can easily be reached or can be reached at all, perhaps. Or, on the other hand, whether there should be a minimum standard that defines the essentials that should be achievable in all contexts. A quite strong majority favour the minimum standard model but many also prefer the aspirational standard model.

I'll pause there and hand over to you, Angharad.

Angharad Laing: Great. Thanks a lot, Markus. So, yes, a good opportunity, I think, to throw a question over to Jennifer.

So reflecting on the results that we have so far, and I know these are very fresh, what are your thoughts regarding the primary purpose of the standards? Are you surprised or not surprised to see, as Markus pointed out, the primary purpose in the eyes of the survey responders being more around preparedness planning, operational guidance and much less related to accountability? What are your thoughts? Over to you, Jennifer.

Jennifer Kvernmo: Well, very fresh is exactly the word because I was looking at them live as Markus was putting them up there. I've been super excited to see them and all the different contributions. So I am so inspired by the fact that people think at their minimum standards as opposed to aspirational standards because that means that we can use them in every single location and that it isn't something that we should have to compromise on to save representation or that the camp management role is to provide that representation role and to set up governance. That makes me really, really, really happy, actually, because now I'm seeing that it isn't the core camp management responsibility. So that's great.

And could you go back to the to the slide that showed the feedback? The one before that. That was really great, about using it in preparedness and planning. If only we could use it more in preparedness and planning that would mean that there were actually governments that had representatives that were ready to manage sites if there was displacement.

Let's remember, actually, that sudden-onset disasters happen three times more than conflicts. Let's remember, actually, that we don't have a way to capture and respond to all kinds of slow-onset disasters right now. And when we look at IDMC figures and what are the most likely scenarios or how long are displacements lasting, again, displacements last sometimes up to 17 years or longer for internally displaced people.

So if we're able to actually use this in planning, that means that there are going to be people who are actually well prepared and well understanding of what the job is going to be and that we're going to have less kind of emergency response and that governments are going to be more prepared and that NGOs are going to know more what to do in an emergency if it should strike. I think these are phenomenal, purposes of standards and applications of standards to be minimum in all sites. I'm very happy.

Angharad Laing: Perfect. Thanks. Quickly, I'd like to jump over to get Gebrehiwot. Sorry. Never mind. We're going to move on to the next issue. Markus, over to you. We're going to keep moving because the clock is ticking.

Markus Forsberg: So looking at the next area. When asked who should be responsible for ensuring that the standards are followed, the largest category was at 37%, actually camp

management agencies themselves. Then also, I guess somewhat related, about a quarter of respondents wanted to put that responsibility on the Global CCCM Cluster.

But also, interestingly, although they are in the minority in this set of respondents, more than a third wanted to put that responsibility of ensuring that they're implemented on bodies external, so to speak, to camp management agencies. Government authorities, donor agencies, and then close to 20% wanting an actual independent monitoring body for standards of this type.

Angharad Laing: So on this, I'm going to turn to Gebrehiwot as you do have a wide variety of experience in different roles, including working with the government as well. What are your views on this question of external accountability? Is it your impression that agencies and the CCCM Cluster can provide sufficient implementation and accountability themselves for these standards? To what degree is there a need for external accountability? What are your thoughts?

Gebrehiwot Ewnetu: I think there is quite a large need for external accountability not just for CCCM but for the entire humanitarian sector and for anyone who's providing services to people under some framework of laws and rules, preferably in a professional setting or a profession.

We should also try to create our own standards of accountability which, for me, this is why the camp management standards are so important to allow us to at least hold each other to account for our professional behaviour, our decisions, our policies for implementation. And to allow others also who are not practitioners, who are not professionals, who perhaps don't have the technical skills to challenges on our day-to-day work, for them to at least challenge us on the objectives we're trying to achieve.

So having a public formal agreement on a standard would, in my view, help us to achieve that accountability, more principled humanitarian action.

Angharad Laing: Perfect. Thanks a lot, Gebrehiwot, and back to you, Markus, for the next point.

Markus Forsberg: Thank you. So when asked about the actual content of the draft standards in their current form, respondents have been asked to first read this draft. And having done so, close to three quarters of everyone agreed that the scope of the standards adequately covered the essentials of camp management, while the remaining quarter was evenly divided, quite interestingly, between those who thoughts the draft covered more than the essentials and those who thought they did not cover the essentials.

When asked to think about specific types of camps and camp-like settings, the results look somewhat different for different types. And I would highlight here in particular that respondents found that they applied less to self-settled informal settlements and only somewhat more to neighbourhood approaches or defined geographical areas.

As for those two, while there was an overall support in all the settings, those two had a little bit less support.

Angharad Laing: Okay. Kathryn, perhaps I could ask you to reflect a bit on this question of applicability to different contexts. So noting that respondents seem to believe that the standards applied well across different kinds of contexts but better in some than in others. What is it that's different about informal settlements, about neighbourhood approaches that respondents might find there to be less of a match with the standards? That the standards might be less applicable in those areas. Just a few reflections from you, Kathryn.

Kathryn Ziga: Sure. I think this came out during our consultation in Somalia since we are doing a dispersed settlement approach more than a traditional camp management. But we were able to leave our feedback into that and I think the standards are even more important in these contexts that are not as straightforward as what most camp management practitioners are used to. And we're kind of making up the strategy as we go along depending on how the context changes.

So we need the standards more in those situations to reflect back and figure out what direction we should go in and what we need to hold ourselves accountable to to ensure that we're doing good camp management even though it's in a non-traditional style.

So I think while maybe people might not see these approaches in them when they look, as long as we're applying the general standards to the context, I think that we can successfully use these in an out-of-camp or neighbourhood or evacuation centre approach.

Angharad Laing: Great. Thank you. Back to you, Markus.

Markus Forsberg: All right. Then we had a few questions on the structure of these standards as well. So asked about the structure, it was evident that many of the respondents found room for improvement but were overall positive. So in the chart in front of you there, if you see the small peak on the far right are the people that gave it a full score on clarity. But, as you can see, it was less than 20% giving that score. The rest were quite evenly spread between 50 and 100.

So a majority giving a score of 50 and above, we can at least see that few people found it catastrophic but there was still room for improvement.

We also asked about the level of detail in the standards. Here, respondents were more positive with close to 50% thinking that it was perfectly balanced between too much or too little detail. But among those who did not think it was balanced, it was clear that they overall thought that there was too much detail in the standards rather than too little. If you look at that chart _____ [1:35:10], it's quite clearly skewed to the right.

Angharad Laing: All right. Perhaps Sabit, if we still have you on the line, I could ask you to reflect on this briefly. So given what we've seen that people in general found the standards to be relatively clear but there may be some room for improvement, and, in general, well-balanced in terms of the level of detail but, if anything, perhaps could have a little bit less detail, what are your views on that, Sabit, about whether you have any thoughts or you found there were any discussions in the context of the consultations you were involved in regarding the structure and how, in practice, they could be further improved? Over to you, Sabit. Any views on this?

Sabit Juma: I think that the structure of the standards is good. What is important to me is that it captures, it was able to capture what it was aiming. Because you can see from the people how people were trying also to respond and so on. So, for me, it was very important that it captured their attention and then to respond also to the important questions which are affecting the IDPs and then also to NGOs and then the actors on the ground.

So I think it was good in general. It was good for me. And maybe during the time, because significant, of course, in different countries, situations are different and complex settings are different. Like for us here, the POCs are different but the timing maybe some challenges might come and maybe be another issue or to be added in the standards to be improved in due time. But for the moment, I think it was good to have it, to have that structure and then to have that standard also so that it can help people to... especially the camp managers to respond to their duty.

Angharad Laing: Thank you very much, Sabit. And to Markus...

Markus Forsberg: Thank you, Angharad. Then for the final set of results here, so when asked about other standards, the respondents reported using a number of other standards and guidance that they use in order to clarify roles and responsibilities related to camp management. Here, it's just worth highlighting that the Camp Management Toolkit, the Sphere Handbook, the Core Humanitarian Standard and the UNHCR Emergency Handbook stood out.

Then we asked also about whether respondents saw any overlap with the standards that they were using with the draft Camp Management Standards. All four of those top international references that I listed were found to be overlapping at least somewhat. It's a little bit of a complex picture but they are all quite overlapping according to the respondents.

There was considerably less overlap that was seen in comparison with national standards and legal framework.

But then even taking this into account, because this may or may not be seen as a problem, a strong majority 64% saw a need for Camp Management Standards with 17% percent not seeing a need for them and 19% saying 'I'm not sure'.

Angharad Laing: Great, Markus. Could we go back one slide so that we can all take another look at that other standards overlap? Perfect. Thank you.

I wanted to turn to Jennifer to see if you have any reflections, again, seeing these very fresh results regarding perceived overlap with other standards and guidance. Do you have any concerns about this regarding the draft Camp Management Standards? What are your thoughts? Over to you, Jennifer.

Jennifer Kvernmo: Well, I find this overlap question a little bit confusing but I would say that I would expect there to be overlap with the Camp Management Toolkit. That actually it was pointed out in the retreat last year for the CCCM where we talked about the standards themselves and we had prioritized this on our work plan.

I believe it was one of my colleagues who called this a very precious task to be able to find the ways in which the Camp Management Standards were recognized than the Camp Management Toolkit, because the Camp Management Toolkit itself doesn't even have an annex or an index to be able to find all the different references in it. So you have to really know the Camp Management Toolkit.

So if someone is saying that there's overlap, I think that's positive and that's because I know the Camp Management Toolkit quite well. That's a really good thing, in a way, that if it's already in our guidance that it's recognized as there.

I find it a little bit more confusing to see that there's some overlap, this 30% within the Sphere Handbook because sphere doesn't actually mention the tasks of the Camp Management Toolkit, but maybe that's going back to that controversial question that we were asking at the beginning.

So as far as the Core Humanitarian Standards, actually core would support us developing technical standards. And so I think when I went back and reread the Core Humanitarian Standards which are about the professionalism of humanitarian agencies, they were endorsing actually each technical sector developing standards for themselves and referring to those. So I think that there's a lot of really good and positive information in this overlap.

But I would want to see more where people thought that was, and I'm not surprised to see that in National Standards that there isn't very much overlap because National Standards tend to be more technical as opposed to around the practice of camp management and more which is more social.

Angharad Laing: Great. And point very well taken regarding the toolkit, that there really should be overlap there between the toolkit and the draft standards.

Since we've come back to sphere and we did have a lot of questions coming in about sphere, I wanted to throw one more of those over to you, Jennifer. It's regarding I guess the structure and the logic of the Sphere Standard and then the kind of target structure and logic of the Camp Management Standards.

There was a question from Axel about whether there would be an effort to try to harmonize... so given that the content does not overlap so much, would there be an effort to try to harmonize the structure? I guess what he might be getting at is would the Camp Management Standards potentially then become a companion to sphere in a similar structure. Has that been discussed? Over to you, Jennifer.

Jennifer Kvernmo: I think that's something that we would want to discuss at this year's retreat because I think there's a lot of confusion around the typologies that have been included in sphere and that actually a lot of... the most close counterparts that we have within camp management are probably in the shelter sector. A lot of times, when the CCCM Cluster gets activated, we get activated together with the shelter cluster.

And so I think the close work that we would want to do is around kind of helping sphere to understand our typologies and the work in which we do in groups of people living together and the work that shelter does, which is around improving a specific shelter or designing a specific shelter as opposed to working on the social aspects.

And so I think that we would want to work closely with the shelter colleagues around having them understand topologies in relationship to the CCCM framework. I know there's probably some ambiguity about neighbourhood approaches or... 'neighbourhood approaches', I guess, is the right terminology. So we would want to work closely with them on that.

But I don't see it making any kind of difference as far as the structure, the logic, because lots of different technical sectors have different structures. If you think about what the Child Protection Minimum Standards have done or the Protection ICRC Professional Standards have done, they have really different frameworks.

And so I don't think that there should be any need for us to justify our logic or our structure based on sphere. I think we are our own technical sector and we have every right to define those things for ourselves.

Angharad Laing: Thank you very much. So we have a bit of time left. I'm going to jump back in our agenda because I don't want to miss talking about how we envision these standards actually being used in practice. So I'd like to go back to you, Gebrehiwot.

So you've been a part of DRC's EMPACT team and, in that role, you've been involved in setting up CCCM programs. How would you envisage using these standards once they're finalized? How would they actually affect your work day to day? Over to you, Gebrehiwot.

Gebrehiwot Ewnetu: Well, one of the previous challenges we faced in establishing our operations in the humanitarian context is that there's a lot of disagreement about what the objectives of any particular sector or what the day-to-day objectives should be. It's more complicated when it's something like top management which is very much not service or shelter where you provide the same set of goods or the way you provide those goods is the primary work. Are goods are much more non-tangible and providing these services, although essential, we don't have a professional team behind us to back that up.

So one of the things we're hoping, at least I'm hoping and my colleagues are hoping we will achieve with the CCCM standards or the top management standards, is that we'll have more principled humanitarian action. This will contribute to holding us to account, as I said before, and that as a sector we will have at least a basic set of objectives and targets for our activities that we can agree on before the emergency starts.

So that, at least on the ground, we won't disagree about the need for these activities nor the way it should be implemented or what we should have achieved with these activities. That's one of the major reasons we're working so hard, Jennifer and the rest of the team, to bring it to fruition.

Angharad Laing: That's really excellent. Thank you so much.

Kathryn, a similar question over to you. I understand that the standards, although they're only in draft form so far, have already been piloted in some areas where you've been working. Can you tell us about how you've been using the standards in Somalia, I believe? Is that right?

Kathryn Ziga: Yes. So we started using them last year during the HRP process, the Humanitarian Response Plan, because we had a lot of new partners on board who knew what was needed in camp management and had been trained and had been working in camps for a long time, but they had never done any kind of proposal development or setting up of camp management systems in their camps. So we rolled them out last year in order for them to help them write their HRP Project pages, which is a bit boring, but it really did help put some direction on exactly what we should be doing in each camp.

How I want to be using them more in Somalia is we're doing a lot of remote management and so we need these standards for accountability to ourselves as camp management practitioners and to the population.

We always think like camp management is hard to explain to people who don't do it and some people think it might not be tangible, but you don't know you need camp management until you finally have it and you see the big improvement that it can actually give to a camp. So without camp management, things in the camp are a mess and, when you do finally get these standards in place in a camp, you can really see the improvement not only in living conditions and efficiency of money for donors in the population, like their ability to participate.

So I hope that, once we have these standards, we can use them to make ourselves better camp managers in the country.

Angharad Laing: Great. Thanks a lot, Kathryn. So we have reached the end of our time now for today. I'd like to do a quick round the virtual room to get brief closing thoughts from all of our panellists. I'll start with you, Sabit. It's been great to have you on the line. Do you have anything you'd like to share with us now before we end? Over to you, Sabit.

Sabit Juma: Thank you very much. Just regarding the standards, as mentioned by colleagues also that it's very, very important to have it because it will help the camp managers to deliver their service with clarity and accountability. And those will unify our workers and on the ground so that all of us is represented.

And only that sometimes maybe I'm a little confused because that time I remember two or three years ago, there was an issue about the objectives indicators. For example, when you go to monitor the partners on the ground and they said, "Okay, for us we have our own indicators. We have our own objectives regarding this program."

And then CCCM said, "Okay, but for us also we have these indicators we are looking at," and so on. So there was a bit kind of... I don't know how these standards may be able also to solve these issues with CCCM and then their partners on the ground.

Angharad Laing: Okay. Thank you and thanks again for being part of the discussion and the larger process. Now, to you, Kathryn. Do you have any brief closing remarks you'd like to leave us with?

Kathryn Ziga: I'm happy that there's been such an interest in the Camp Management Standards. I think we had 130 people on this webinar. And to go back to the controversial question of CCCM not having developed in the last few years, I think we proved that wrong on this webinar.

And I look forward to working with all of the people here to formalize the standards and start using them everywhere.

Angharad Laing: Absolutely. Thanks so much for being a part of the discussion today. And now to Gebrehiwot. Over to you for brief closing remarks.

Gebrehiwot Ewnetu: Well, I'd like to thank everyone who participated [inaudible 1:52:46]

Angharad Laing: Unfortunately, I think we just lost audio from Gebrehiwot. I'm so sorry about that, but at least we had you for most of the event. Thank you so much for all of your contributions, for your hard work on this initiative, and we look forward to working with you more in the future.

Then last but not least, over to you, Jennifer, for your closing thoughts.

Jennifer Kvernmo: I'd like to thank all the participants and, particularly, PHAP for your partnership. But I just want to remind each of us that any of us could be displaced at any time and need to live in a temporary site. And what would we want to have our rights be? How would we want to be represented? How would we want the camp management agency to treat us? How would we want our own government to treat us should we become displaced?

And these Camp Management Standards are one way that we can articulate that by working together to really define what is our vision for them.

So thanks to everyone who came into the call and thanks to PHAP for getting us started in our first online consultations with people outside of our sector. It's really been a great and very useful process.

Angharad Laing: Our pleasure, and thank you. So now we'll bring this to an end. Thanks, once again, to everyone.

The recording of the event both in video and in audio-only podcast format will be available on the event page in the coming days. We'll also be posting the survey results once those are completed. And, once again, if you did not have the chance to complete the survey before the webinar today, you do have a final chance. We're going to open it back up and leave it open for the rest of the day. So if you can complete it before tomorrow, we will be able to include your input in the final report.

So with that, I'd like to thank everyone once again both panellists and participants for a very interesting discussion. There's clearly so much engagement on the issue and so much more to say. We very much hope that we will be able to continue the consultation in the online sphere in this manner to further support this important standards process.

Thanks so much to my colleagues and the PHAP team preparing the event as well as everyone at IOM, UNHCR, ACTED, NRC, DRC and others who have all been contributing behind the scenes to the preparations.

This is Angharad Laing signing off from Geneva. Thank you very much.

Appendix 3: Webinar follow-up responses

On **23 September**, PHAP and the Global CCCM Cluster organized a webinar on the critical work of Camp Managers and the draft Camp Management Standards. This included experienced Camp Managers who have been involved in the standards development process and was an opportunity for practitioners worldwide to provide their input on the draft standards.

While many of the questions from participants were answered during the event (listen to these in the event recording), there were more questions than there was time for, and the guest experts have answered follow-up questions in writing. The responses are listed in this appendix (an online version is also available at <https://phap.org/23sep2019-followup>)

Community engagement

“ What are the pros, as well as the cons of engaging refugee people in camp management? ”

- *Mahtabul, Bangladesh*

Gebrehiwot Ewnetu

There are no cons in the engagement of the camp population in displacement settings. People who are affected by your work and actions should be engaged. There may be difficulties caused by the nature of the camp management activity and the way in which this engagement occurs. In Bangladesh, there have been many challenging issues. However, it is valid for an NGO or other camp-based staff to engage with the affected population, and solving those difficulties is just one aspect of the job.

In addition, the engagement of the camp population could be indirect through the participation of the communities in camp committees and responding to needs assessments conducted by camp managers. This helps to identify the needs and type of response of the camp management team and ensure the involvement of the camp community in decision making.

“ How do you deal with huge turnover as it prevents you from forming community council and having people around that know the rules and teach newcomers how to respect them? ”

- *Amira, Bosnia and Herzegovina*

Gebrehiwot Ewnetu

In those situations where there is a rapid turnover of those using the facility (for example, a transit center or a way station where it would require a substantial administrative and management duties), the population would likely also not be a unified population or have community structures intact. If the displaced population is from the same location and a part of the same operation, our strategy as the DRC would be to recruit people from the community to work as part of our staff to stay with us for the duration of the transit centre or way station activity and help us with both communication and daily management tasks. However, they would be our workers and not a community structure. Posting rules and providing an orientation to newcomers on how to respect them should be done by the staff in these circumstances.

Content of the Standards

“ What are best practices on shelter numbering/addressing systems across different contexts? ”

- *Cyril, Nigeria*

Gebrehiwot Ewnetu

Shelter numbers are a part of the addressing system but not the critical portion. Addressing systems in the heat of the emergency is critical for the sectors of nutrition, health, and food but are in the control of site planning, demarcation shelter, WASH, and CM. Usually what we try to do is at the planning stage; during site planning activities, we try to agree on what the addressing system shall be (taking into consideration what requirements health, food and nutrition partners need to have) and establish an addressing system that responds to these needs.

For example, in Nigeria, the larger problems identified were that site planning came after displacement and that many partners, including those working in food, were not successful in determining or organizing their plans for distribution. This resulted in frustration from the other sectors to harmonize the existing addressing system and no one being able to take the leadership in fixing it. The best experience I have had was where the camp management, site planning, and demarcation of the site was conducted by the same organization and where the sectors most affected by the addressing system (WASH, Food, Nutrition, and Health) already knew what their requirements would be, and we could anticipate challenges. Unfortunately, it is rare to be able to anticipate challenges. What Camp Management should aim for is to be responsive and flexible in ensuring there is a satisfactory addressing system for the duration of the emergency. After this time, the long-term needs are satisfied by addressing (planning, management, and safety/security) the challenges, even if it would entail changing to a new addressing system at additional cost at a later date.

“ How do the standards deal with ensuring the wellbeing of children and new-born, and access to play? ”

- *Javier, Colombia*

Jennifer Kvernmo

It's a good question, Javier. Commitment 4: of the CM Standards relates to the Site Environment, which should be safe as well as physically, socially, and culturally appropriate for inhabitants. This means that the physical space and layout need to be conducive to all inhabitants noting that children and babies have very different needs than adults. The key actions here are really to make sure that in the planning, layout, and maintenance of the facility, each of the particular needs of the population can make full use of the spatial spaces and that these are culturally appropriate. One excellent practice I have seen in the Philippines for new-born infants is the designated “nursing mothers' rooms” at the request of the population, for example.

“ If the crisis occurred within a location where we have multiple displaced people from different tribes that have an ongoing conflict among them which would be the best approach? Given we have limited supplies, and assuming general spaces like bathrooms that might be shared, for example, how would we display the camp in order not only to

avoid conflict but also to avoid that one group feels underprivileged in comparison with the other? Within the camp setting, how does one manage in terms of security? I've attended seminars before and have yet to learn of methods to be applied so that people feel safe. In addition, if a crime occurs, from whom should the people seek help? Are there professionals placed just to help victims or are they the same that provide the overall security for the camp? ”

- *Patricia, Portugal*

Gebrehiwot Ewnetu

This question requires extensive discussion rather than one response. Providing for the wellbeing and the safety and security in an emergency to a displaced population is a function of community institutions, government/duty bearer efficiency, and policy. The good functioning of formal social institutions and the establishment of a multi-sectoral set of emergency response teams (from case managers to community outreach) is not something that could be solved with one standard or one set of standards. On managing inter-ethnic and nationalist or identity conflicts that lead to displacement and how we would manage them in practice is a vast topic, and the response will most likely not be possible to cover completely as different contexts have different responses to this form of conflict. The policies in an operation must be designed with the specific conflict in mind and with a full assessment of risk and threats to support policymaking. In some operations, there have been separate camps for separate groups of populations. At times policies were developed that help manage conflict and mitigate violence while keeping the populations in conflict in one camp, and at times, it was possible to have a stable and safe camp without any of these measures. Keeping in mind the humanitarian principles of adhering to neutrality and impartiality of a CCCM Response, I would be happy to discuss some of the policy decisions. I have experience of working with a government and also working with a protection-focused NGO separate to this answer.

“ What if food delivered to camps are being diverted to finance armed group activities? What would be the best solution to ensure camps continue to receive food supplies and at the same time ensure that food does not fall in the hands of the wrong people? ”

- *Melvina, Mali*

Gebrehiwot Ewnetu

It really depends on who is diverting the food, when it is diverted and how (for example, the forces controlling the camp are diverting it from humanitarian storage or are they collecting shares of it from the population?) it is being diverted. Context matters, and as long as the response decisions are informed by a full and accurate understanding of the risks involved in the decisions made, that is all that can be expected. Decisions range from withdrawing from the operation, to repeatedly changing means of delivery and distribution of food. It is essential to remember to be context-specific in response to the challenges (no grand solutions that solve the challenges in every context), adhere to the humanitarian principles we uphold and work towards achieving the humanitarian imperative with the ultimate goal of protecting the sanctity of life and human dignity.

“ How do the standards address prepare long term strategy, including plans for camp closure, solutions, and exit/handover? ”

- *Ali, Somalia*

Jennifer Kvernmo

Camps are an option of last resort. They do not provide a permanent sustainable solution but offer temporary provision of protection and assistance, in order to meet the basic human rights of displaced populations. This is taken into account in commitment 5 of the Standards, which is entitled *Site closure, Planning, and exit from the location*. The standard is focused on actions related to the site level strategy, including planning for exit and prioritizes the safety and dignity of the displaced population. For any location to close, it really needs to be done with the full informed, voluntary, and lasting solutions in place for the population. This means that each person is able to make an informed and voluntary choice on what the best solution is for them to pursue.

“ How are the standards relevant for those of us in Information Management? What is the role of information management in the standards? ”

- *Mohammad, Bangladesh*

Jennifer Kvernmo

Due to the inter-sectorial nature of CCCM, Information Management (IM) is an important component for proper decision making. As IM encompasses data collection through assessments and analysis of the data captured, the standards will set up directions on how to measure how well the camp/site reaches the standards.

“ Do the standards cover how could we minimize Sexual Exploitation and Abuse in IDP or Refugee camps? ”

- *Aschalew, Ethiopia*

Jennifer Kvernmo

Yes, protection against sexual exploitation and abuse (PSEA) is linked in each of the five Standards, but the key actions are different. For example, in the first standard Key Action 1.3 relates to staff capacity and training and states that each staff should have undergone training, understanding the significance of reporting, and has signed a code of conduct. While in the Second Standard related to representation, PSEA responsibilities are also passed to the camp representatives so that they can also be aware of how to report.

“ Are there standards on agreed floor spacing (capacity) for one person? Is there agreed spacing between tents or other shelter means? ”

- *Sophia, Jamaica*

Jennifer Kvernmo

Of all the numeric indicators commonly used as guidelines in humanitarian shelter response, it is the indicator for covered shelter space that is perhaps the most often quoted – three and a half square meters per person. However, a lack of awareness of where this and other indicators came from has played a part in limiting the discussion on the appropriate use of this indicator across

all forms of shelter and reconstruction response. Jim Kennedy and Charles Parrack have done [excellent research on where this indicator came](#) from and I would encourage you to read their article as the history about where this indicator came from illustrates how technical standards need to relate more to the context or culturally specific needs of the emergency response, than on a specific floor spacing for any settings. Also remember that all discussion of standards needs to relate first and foremost to the beliefs, principles, duties, and broader rights declared in the Humanitarian Charter. These include the right to live with dignity, the right to protection and security, and the right to receive humanitarian assistance on the basis of need.

“ Do the standards address how advances in digital technology and the spread of social media and internet can be used to effectively impact and ease Camp Management? ”

- *Zelkifli, Switzerland*

Jennifer Kvernmo

The CM Standards do not really address this area, no. It is an interesting area that we could consider including in Commitment 2 related to key actions related to representation.

“ Have you conducted any assessment and consultations in different contexts while drafting this standard? ”

- *Yusuf, Tanzania*

Jennifer Kvernmo

Yes, extensive in-person consultations have been done as part of the validation process. So far, they have taken place in South Sudan, Somalia, Bangladesh, and Iraq with over 200 people contributing through workshops, one on one interviews, and focus group discussions.

“ Have the standards been piloted, and if so, how was the pilot planned? ”

- *Luisa, United States*

Jennifer Kvernmo

To some extent, the Standards have been piloted in Somalia where Kathryn is the Cluster Coordinator and was setting up a new Cluster operation. More extensive piloting is planned in phase 2 of our project; we are seeking funding for that now.

“ What is the difference between camp management and camp coordination? ”

- *Fatima, Yemen*

Jennifer Kvernmo

The difference between management and coordination is confusing because its “business” language being applied to humanitarian settings. However, what it means functionally is what happens at which level. Management usually means what happens in ONE site, while

coordination is what happens BETWEEN sites. You may want to read more about this in the [CM Toolkit Chapter 1](#). See the section on stakeholders.

Implementation of the Standards

“ What is the best way that the standards can be enforced with limited resources? ”

- *Gideo, Nigeria*

Gebrehiwot Ewnetu

The idea is that those who are involved in camp management and coordination agree to hold each other to account, and the standards would function as a tool to be used to ensure more principled and accountable humanitarian action. This would not require any additional resources once the standards are agreed upon and instituted, although the process of drafting and consultation has taken significant time and resources.

“ What are the main accountability mechanisms for camp management and how are they expected to relate to the Camp Management Standards? ”

- *Shashanka, Bangladesh*

Gebrehiwot Ewnetu

Currently, there is very little accountability for decisions made in camp management. For example, the decision in Bangladesh to delay establishing community structures and camp management structures was a decision that was controversial at the time it was made - regardless of what the conflicting opinions were – no one would be held accountable for the effect of that decision. Hopefully, in the future, there will be an additional tool for these standards themselves to support one position over the other and to hold people to account professionally if they fail to uphold the standards.

“ What can you do really, to ensure the respect of standards, when every day you receive new arrivals fleeing attacks, making camps congested? ”

- *Lassana, Nigeria*

Jennifer Kvernmo

The reality is, Lassana, that decongesting a camp while making sure that people have a safe place to arrive will take time. I am aware that there have been very specific decongestion strategies developed in Nigeria (which I would be happy to share with you if you write to ccmsupport@iom.int). One of the strongest points for this strategy, is the way that it gives a clear framework for prioritization and triage for activities, and the way that it puts a clear emphasis upon doing what is *_possible_*, and supporting the coping mechanisms of all those involved, rather than being paralyzed in action when being faced with extremely challenging situations. What is clear that camp set-up has to take into consideration a wide range of stakeholders and the spatial and facilities needs of a number of key humanitarian sectors and gives a clear checklist and timeline for doing so.

“ Are the standards relevant for all contexts? How can the same standards be used for a long-term displacement camp and for managing a transit camp in Greek island where people typically stay for 1 or 2 nights? ”

- *Aliya, Greece*

Jennifer Kvernmo

SPHERE standards are relevant for all contexts as they describe an ideal principle based on how the displaced people should have dignity while displaced. They are written in a general way and are qualitative in nature. They are equivalents to the commitments in the Core Humanitarian Standards. The key actions, however, outline practical steps to attain the Minimum Standards and are suggestions and may not be applicable in all contexts, or as you say durations of displacement – protracted vs. transit sites. In your setting, you will need to see how to select the most relevant for the situation. The indicators and guidance notes will be helpful to you in this way.

“ What are the strategies for ensuring that the standards can be implemented in different settings, especially in terms of being appropriate for the affected people we are serving? ”

- *Arnold, Tanzania*

Gebrehiwot Ewnetu

Implement and contextualize. Professionals like yourself are the ones to say if something was appropriate or was not. If it turns out that there are significant problems, these concerns should be flagged so that a resolution can be sought for with other professionals in the humanitarian community dealing with camp management.

“ How will you ensure that the Standard will be used? How will you transfer the content to the users? What kind of training are you using? How will you ensure that the Information/Standard is accessible for all? ”

- *Axel, Germany*

Jennifer Kvernmo

Yes, we are planning on making the CM Standards part of both our face to face and online training programs. The vision is that the CM Standards will be digitally cross-referenced to other technical guidance, which is also related to our sector (Sphere technical standards, the UNHCR Handbook, etc.) as well as other CCCM reference materials like the Camp Management Toolkit.

Relationship to other standards

“ How are you harmonizing the upcoming Standard with the structure and logic of Sphere (Minimum Standard, Key Action, Key Action, Guidance Notes)? Will you be

using also Sphere Focal Points (54 countries) to distribute the Information? ”

- *Axel, Germany*

Jennifer Kvernmo

As part of the consultation we are currently undertaking, we are looking at precisely this question and what structure this will best facilitate a logic that is coherent to our sector as well as coordinates well with other Humanitarian Standards Partners. We would welcome collaboration, of course, with Sphere Focal Points to distribute our CM Standards.

“ Are there Sphere standards that help in CM? How do they relate to the CM Standards? ”

- *Ali, Egypt*

Jennifer Kvernmo

The CM Standards, once finalized, has the ambition to cross-reference to the other Humanitarian Standards Partners like Sphere. The cross-referencing will help other practitioners know both what to expect from a Camp Management Agency as a service provider or how to plan and prioritize their work as one.

“ What is the role of Camp Managers to meet the Sphere standards in camp settings during emergencies? ”

- *Ghulam, Pakistan*

Jennifer Kvernmo

Unless a Camp Management Agency is also providing services (Shelter, NFI, WASH, etc.) in emergency response, the specific role of Camp Managers would not be to implement the Sphere Standards but simply to know about them and how different gaps in services are impacting the population living in the site.

“ From an operational point of view, what is the role of Sphere Standards in your work? ”

- *Leo, Germany*

Jennifer Kvernmo

A Camp Management Agency has a continuous responsibility to collect, analyze, and disseminate information both to the camp population and to the service providing partners. This information is the basis for effective coordination within the camp, and also externally as a part of inter-camp coordination and monitoring by the Cluster/Sector Lead Agency, the UN Office for the Coordination of Humanitarian Affairs (OCHA) and national authorities. Knowledge of SPHERE Standards helps a camp manager to know what the other sectors are working towards in their service provision (work plans) but also analyses these standards together with cross-sectoral analysis. Operationally, the camp manager’s role is to systematize standards and facilitate their application to all people in the site.

“ What are the most common tools already used for CCCM that the standards are meant to complement? ”

- *Augustin, Mauritania*

Jennifer Kvernmo

The most common reference guide for CCCM is the Camp Management Toolkit. Other global references include the CCCM Case Studies, Camp Closure Guidelines, MEND Guide. You can find them on the [CCCM Cluster Website](#). National standards are also very relevant in our work.

CCCM's relationship to other actors/stakeholders

“ Based on my past experience, CCCM is considered to be one of the best sectors when it comes to response, but how do we apply CCCM and the CM Standards in emergency contexts where CCCM works alongside other clusters and actors that are operating in camps and want to have a say? ”

- *Janet, Kenya*

Gebrehiwot Ewnetu

That would relate more to how the cluster system was established and the various inter-cluster or operational level decisions being made. The standards being presented here are specifically for camp management practitioners and should not bear any relation to the conflicts between various clusters and agencies over issues of mandate and authority within the cluster system. If they do, it would be the decision of each manager on how to ensure the maintenance of the agreed-upon standards.

“ Is there a strategical guideline on information flow from the partners to the Cluster and vice-versa? ”

- *Farouk, Nigeria*

Alisa Ananbeh

According to [IASC guidelines](#), humanitarian actors who participate in the Cluster/Sector are expected to be proactive partners in exchanging information relevant to situational understanding and the response. Cluster/Sector partners are to adhere to commonly agreed definitions and indicators for "sector" needs and activities, as well as the use of common baseline or reference data. Humanitarian actors should be encouraged to share information with the wider humanitarian community.

“ How do you work with peace operations with a PoC mandate? ”

- *Ai, Japan*

Gebrehiwot Ewnetu

For myself - peacekeeping operations as government agents regardless of whether it is UN peacekeepers or non-UN peacekeepers usually pose the same difficulties for access and humanitarian principles as any government would. One should always remember that humanitarian actors and practitioners are brought together by a common set of objectives and principles - peacekeepers are formed from government institution and do not adhere in the same way we do to those common objectives and principles.

“ How do Camp Managers work with protection partners in camps, considering most data from protection partners, especially GBV partners, are undisclosed? ”

- *Samson, Nigeria*

Gebrehiwot Ewnetu

Both GBV and health partners should provide anonymized statistical data for the purposes of improving the safe management of the camp. Where emergency operations are working well and within the limits of professional accountability – they do so according to agreed Information Sharing protocols and procedures.

In some operations, it is camp management agencies that refuse to share some necessary data, also quite an unprofessional practice. In both cases, operational management has a responsibility to ensure that there is a resolution to these conflicts. If the operational management represented by the office of the humanitarian coordinator, the inter-cluster coordination group or other operational management structures does not resolve these problems - what we usually do is seek higher sources of authority or advocate with the donors to have the dysfunction remedied.

Prioritized actions

“ What are the first three public health prevention/protection strategies you employ in setting up a camp? ”

- *Rhae, United States*

Gebrehiwot Ewnetu

It depends on what the top three threats to public health are, the likely morbidities in a population group, and so on.

Usually, it is the health sector that leads the process of identifying the major public health risks - even where camp management or other sectors have the responsibility to implement the response. And once they have identified them and we have agreed on the appropriate responses through the operational management or coordination structures - the responsibility to assess the impact and define changes to the responses still lies with the health sector professionals

“ What is important to first of all pay attention to when setting up a camp to ensure a properly managed camp? ”

- *Jean, DRC*

Gebrehiwot Ewnetu

Everything. There is no such thing as a perfect camp – and there are no easy solutions. By definition, emergencies do not allow us the luxury, the challenges we shall face, or the context that shall greet us – only of being as prepared as possible and where possible for us to anticipate challenges based on past experience. But I am afraid no checklist of things that would ensure properly managed camps.

“ In case of militia presence and control of a camp, what would be the minimum or main standards to prioritize? ”

- *Maha, Yemen*

Gebrehiwot Ewnetu

Remember that all your policy or strategy decisions should reflect humanitarian principles and should be working towards achieving the humanitarian imperative of saving lives and contributing to the safety of the populations with which we work. Where that may be compromised – it is up to your agency to decide where they would draw the line.