

# TECHNICAL GUIDANCE & STANDARDS

## MINIMUM STANDARDS FOR CAMP MANAGEMENT

### WHAT ARE THE MINIMUM STANDARDS?

#### OVERVIEW

The [Minimum Standards for Camp Management](#) (MSCM) describe the minimum actions needed to support meaningful engagement within a site as well as planning and coordination between sectors and agencies. They aim to clarify the role of any site management agency working daily in humanitarian settings and to set out minimum levels of quality for that work.

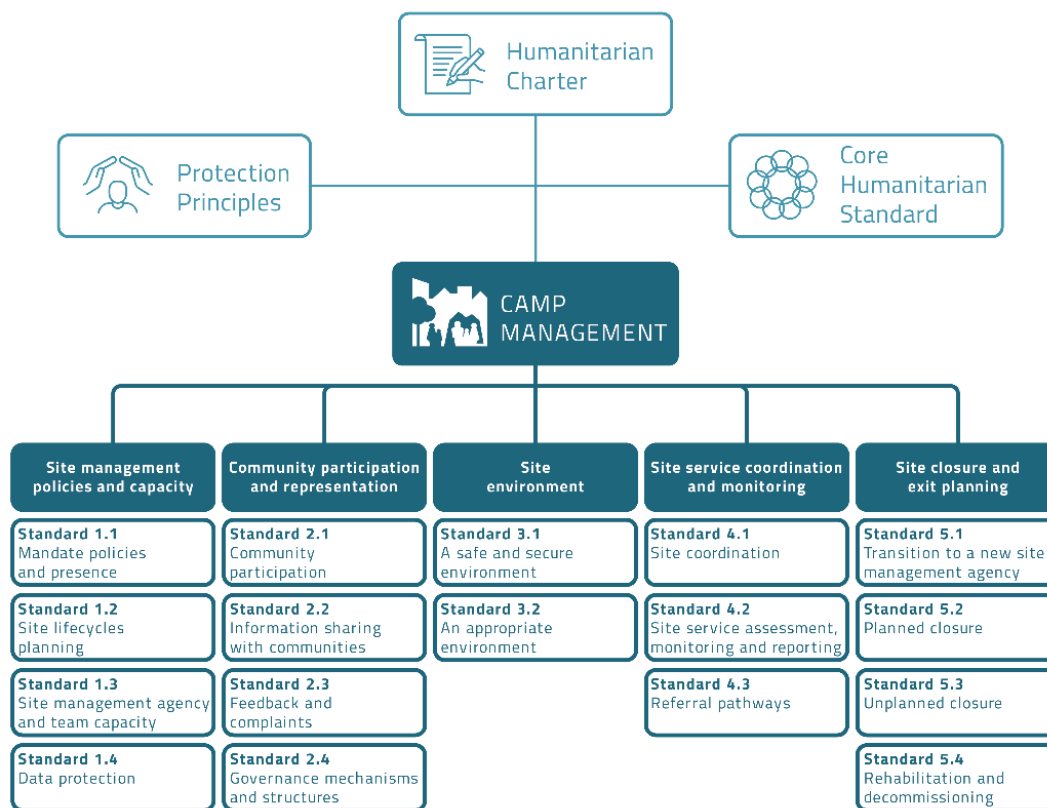
Although called the Minimum Standards for Camp Management, the guidance can be applied to all contexts where displaced people seek shelter, protection, and other support. The term “site” is used unless a specific camp context is meant.

The MSCM set out **minimum standards**, **key actions**, **key indicators**, and **guidance** for all aspects of management of sites, including:

1. Site management policies and capacities
2. Community participation and representation
3. Site environment
4. Site service coordination and monitoring
5. Exit and transition

Each minimum standard is accompanied by key actions, key indicators, and guidance notes to achieve them:

- The **Standards** are universal and derived from the rights of all displaced people, and apply universally in all contexts.
- The **key actions** outline practical steps to achieve the minimum standard. The practitioner should select the most relevant to the situation.
- **Indicators** measure whether the standard is being reached. They provide a way to capture progress and measure program results against the standard over the life of the response. Minimum quantitative requirements are the lowest acceptable level of achievement and should be contextualized.
- **Guidance notes** are included as additional information to support key actions, with cross-references to other guidance including the Camp Management Toolkit and Sphere.



## DEVELOPMENT OF THE STANDARDS

The Minimum Standards for Camp Management is a Sphere companion document and forms part of the Humanitarian Standards Partnership (HSP) secretariat. The HSP grew out of the Sphere movement aimed at improving the quality of humanitarian assistance. It draws together the 'why', 'how' and 'what' of humanitarian work, and encompasses: the Humanitarian Charter, providing the ethical and legal backdrop to humanitarian response; the Protection Principles, which set out how to protect people from violence, avoid causing harm, ensure access to impartial assistance and assist with recovery from abuse; the Core Humanitarian Standard, which describes the essential elements of accountable, effective and high quality humanitarian action.

The Global CCCM Cluster has a **Camp Management Standards Working Group** responsible for directing global efforts related to the Minimum Standards. The Working Group was responsible for the drafting, piloting, and testing of the standards. It currently works on:

- Coordination of the standards at a global level including its representation in coordination forums
- Translation of the standards
- Upkeep of the standards
- Aiding country clusters and organisations in the take up of the standards
- Managing the standards relationship with the Humanitarian Standards Partnership

## ROLE OF THE CLUSTER

### PROMOTING USE OF THE MSCM IN CCCM RESPONSE

A CCCM Cluster coordination team should ensure CCCM partners have access to and can apply the MSCM in their own programming, e.g. through:

- ✓ **Contextualize the MSCM:** while the Standards themselves are universal, the indicators (and key actions and guidance) can be contextualized, so that the guidance for CCCM actors is relevant to the context. See example from Ukraine in Related Resources.
- ✓ **Disseminate copies or online links** to CCCM partners and relevant stakeholders
- ✓ **Support translation:** if the MSCM aren't yet available in local languages, speak to the Camp Management Minimum Standards Working Group, who will be able to advise on translation options or good practices
- ✓ **Organize briefings on the MSCM and how to apply them,** especially for new CCCM partners
- ✓ **Facilitate staff/agency capacity building:** In some response training on the Minimum Standards has been conducted at the start of the emergency to ensure that all CCCM partners had the skills and knowledge required to provide high quality CCCM services. Speak to the Camp Management Minimum Standards Working Group, who will be able to advise on any available training options.

The Cluster – with CCCM partners – with their responsibility to monitor the gaps and needs of displaced persons living in temporary sites should monitor whether the CCCM services provided in displacement sites meet core minimum standards in site management. For example, through:

- Appropriate integration in the Cluster monitoring of CCCM response. For example, through harmonized data collection tracking progress on whether the services provided in displacement sites meet core minimum standards, or satisfaction surveys with affected communities
- Utilizing available data from feedback mechanisms
- Self-assessments by CCCM partners

## TIPS FOR LOCALIZATION

Local NGOs and authorities are often the first responders to a crisis, and frequently take on site management roles (and, for local authorities, often site administration).

- ✓ If considering capacity-strengthening needs, providing technical support on management of sites is best done in combination with supporting any HR, finance, and equipment needs
- ✓ Translation and contextualization of the MSCM into local languages should be considered a minimum requirement.
- ✓ Engage with national colleagues to help ensure the translation is sensitive to the displacement context and easily understood. For example: ensuring specific terms (such as 'informal site') are translated in a way that has consistency of meaning between languages, and acknowledging context dynamics (e.g. in Türkiye a special introduction was added to acknowledge government leadership roles)
- ✓ Contextualization of the MSCM should involve local and national actors, to ensure appropriateness to the context. This also can support uptake: in Indonesia, local NGOs led both the adaptation and translation of the MSCM, which improved understanding and supported prioritization of the required range of services
- ✓ Recruit local trainers wherever possible: in Ukraine, short online sessions on the MSCM, contextualized to Ukraine, were delivered by locally-recruited trainers. Having people deliver training who have close connection with the ground realities helped to strengthen participant engagement and understanding.

## APPLYING THE MINIMUM STANDARDS IN CLUSTER WORK

### Needs Assessments

- **Do use** the MSCM for CCCM sectoral needs assessments and analysis. Set up and agree thresholds applicable for the context.

- **Do use** the MSCM for the CCCM component of a (multi-sectoral) site level needs assessment. Set up and agree thresholds applicable for the context. Be sure to consult other sectors for their technical indicators.
- **Keep in mind** that MSCM indicators will need to be selected and contextualised, and additional CCCM indicators can be utilised, as appropriate for the context.

### Cluster Response Strategy

- **Do use** the MSCM to guide formulation of activities and activity level indicators when developing the cluster's response strategy and monitoring framework.
- **Keep in mind** to consult the national Strategic Advisory Group (SAG) whilst formulating indicators and activities.

### HRP Indicators

- **Keep in mind** that HRP indicators should be outcome/output-level indicators, measuring whether the HRP objectives are achieved. The MSCM suggested indicators, on the other hand, are different indicator levels and are typically not a good fit for HRP outcome-level indicators.

### Monitoring

- **Do use** the MSCM to monitor cluster response progress, as outlined in the cluster strategy monitoring framework which all cluster partners will report against.
- **Do use** the MSCM for ongoing site-level monitoring of CCCM sectoral needs and gaps, in line with baseline thresholds (see Needs Assessment points above), taking into consideration that MSCM indicators must be carefully selected and contextualized.

## UKRAINE – CONTEXTUALIZATION OF THE MSCM

In Ukraine, where there was widespread use of collective centres to host displaced people, the CCCM Cluster compiled multi-sectoral standards for service provision in collective centres. These were compiled from existing international humanitarian standards including Sphere standards and the Minimum Standards in Camp Management, and agency guidance including the UNHCR Emergency Standards. The standards were adapted to the Ukraine context, with inputs being given by other Clusters, Working Groups (including for disability and inclusion), and of course CCCM Cluster partners and SAG members. The standards aimed to guide authorities and humanitarian actors on identification, assessment, and monitoring of services in communal accommodations. See Related Resources.

## SOMALIA – USING MSCM IN SITE ASSESSMENTS

On behalf of the CCCM Cluster, REACH conducts an annual multi-sectoral assessment<sup>1</sup> in IDP sites in Somalia – the Detailed Site Assessment – assessing all accessible IDP sites through Key Informant Interviews and enumerator observation. The Minimum Standards for Camp Management were used to inform the CCCM and AAP sections of the assessment. MSCM indicators that are relevant to the Somalia context were selected, and slightly contextualised, to be used in the assessment questionnaire.

<sup>1</sup> See [https://www.impact-initiatives.org/resource-centre/?category\[\]=information\\_products&category\[\]=data\\_methods&location\[\]=211&cluster\[\]=744&order=latest&limit=10](https://www.impact-initiatives.org/resource-centre/?category[]=information_products&category[]=data_methods&location[]=211&cluster[]=744&order=latest&limit=10)

## RELATED RESOURCES

Title	Type	Language	Date
<a href="#">Minimum Standards for Camp Management</a>	Standards	Multiple Languages	2021
<a href="#">Example – Collective Centre Standards – Ukraine CCCM Cluster</a>	Example	English	2022
<a href="#">Using the Minimum Standards in Training, Reference Table</a>	Guidance	English	2022

### References & further reading

- [CCCM Cluster 2021 Minimum Standards for Camp Management event](#)
- [Minimum Standards for Camp Management official launch](#)