# TECHNICAL GUIDANCE & STANDARDS

SITE LIFECYCLE: SETUP TO CLOSURE

This section covers different aspects of the lifecycle of a site, from setup to closure. Guidance includes site selection & site planning, site maintenance & improvement, decongestion, relocation, departures, eviction, handover of site management, and site consolidation, closure & decommissioning.

SITE SET-UP AND IMPROVEMENTS — CARE AND MAINTENANCE — SITE CLOSURE

Working towards durable solutions
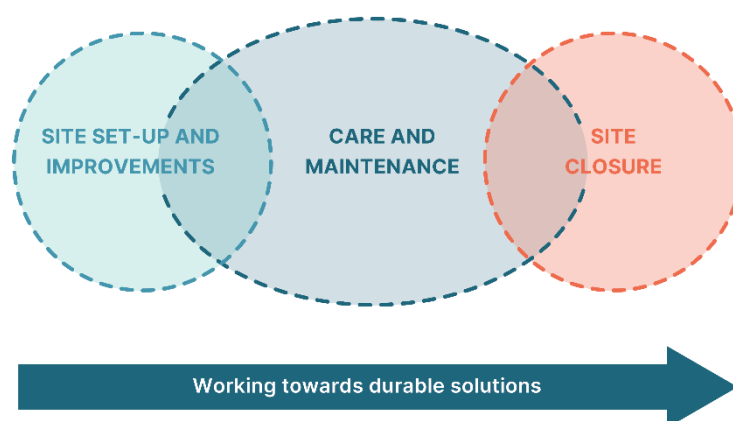
SITE SELECTION & SITE PLANNING

The location and layout of a site or collective centre have critical impacts on the health, wellbeing and protection of the displaced population. Physical infrastructure and environment can also ease or hinder a Site Management Agency's ability to manage daily activities, ensure participation and develop relationships with the host community. Just as important as the physical location and layout of the site is the process by which a site is established, grows, changes, improves and ultimately closes down. The process of planning a site is both technical and social. While sites are often set up with the expectation that they will be short term, planning should always aim for longer-term needs, expansion and unexpected eventualities. The needs and capacities of the host community should also be assessed in relation to the services, infrastructure and assets established – such as schools, community halls, roads, electricity cables and water points – which may also benefit local communities. National authorities are ultimately responsible for allocation of land.[1]

At global level, the Shelter Cluster is responsible for site planning and deployment of site planners, complemented by CCCM responsibilities on community engagement, IM, and service monitoring & coordination. **CCCM, WASH, and Shelter Clusters must coordinate and collaborate closely on site planning and site development**, including ensuring that GBV risks and mitigation measures are taken into account.

Responsibilities[2] for each activity relating to site planning should be clearly defined. Capacities may vary according to context and responsibilities should be adapted accordingly. See Toolkit Section 1.9 Inter-Cluster Coordination *CCCM & Shelter Clusters Inter-Cluster Matrix CCCM-Shelter proposed accountabilities and responsibilities* (2015) to support you to define responsibilities at country level.

Standards for settlement planning and service provision exist at global level (i.e. Sphere, Minimum Standards for Camp Management), however other standards may be incorporated or take priority according to context - for example national standards – and should be discussed by the cluster actors.

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[1] Minimum Standards for Camp Management, 2021
[2] Responsibility means ensuring, where possible, that the job gets done, not necessarily doing it.

When establishing new sites, or expanding existing ones, you should seek technical site planning expertise – usually from the Shelter/CCCM Cluster Lead Agency.

- ❖ See **Camp Management Toolkit** – Chapter 7 Camp Setup and Closure
- ❖ See **Minimum Standards for Camp Management** – Standard 3.1 A safe and secure environment and Standard 3.2 An appropriate environment
- ❖ See **Collective Centre Guidelines** – Chapter 8 Collective Centre Set-up, Chapter 12 Shelter
- ❖ **See Sphere Handbook Shelter & Settlement** Standard 2: Location and settlement planning
- ❖ Read more about collaborating with child protection actors to ensure children's safety in the **Child Protection Minimum Standards**, Standard 28 on Camp Management and Child Protection

Related Resources – Site Selection:

- Example – Site selection assessment tool, Ethiopia
- Example – Site selection checklist, Nigeria
- Example – ToR IDP Site Taskforce, CCCM & Shelter Clusters, North-West Syria

Related Resources – Site Planning:

- **Sphere Handbook, 2018** Chapter on Shelter & Settlements, online in multiple languages
- **Global Shelter Cluster & IOM,** *Site Planning GBV Guidance*, **2016**
- **Global CCCM Cluster,** *Site planning checklist,* **2013**
- **Global CCCM & Shelter Clusters,** *Inter-Cluster Matrix CCCM-Shelter proposed accountabilities and responsibilities,* **2015** in Toolkit Section 1.9 Inter-Cluster coordination
- Example - Site planning resource mobilization tracker, Ethiopia
- Example – Site planning (camp construction) technical guidance CCCM-Shelter-WASH, Iraq 2016
- Example – Guidelines for IDP Hosting Sites – Yemen 2020 Chapter 7 site set-up *in* Toolkit Section 8.1 Types of CCCM
- See Toolkit Section 8.9 HLP for housing, land & property information

Other resources – Site Planning

- IFRC/HI/CBM (2015) *All Under One Roof: Disability inclusive shelter & settlements in emergencies*
- RedR (2002) *Engineering in Emergencies: a practical guide for relief workers*
- Shelter Centre (2005) *Transitional Settlements: Displaced Populations*
- UNHCR, *Emergency Handbook*
- UNHCR (2005) *Environmental Guidelines*

CCCM Case Studies

- CCCM Case Studies 2016 South Sudan – Expansion of Bentiu PoC Site
- CCCM Case Studies 2021-22 Chapter C.1 Mozambique – Technical site planning capacity-building
- CCCM Case Studies 2021-22 Chapter C.2 Colombia – Adapting camp layout

SITE MAINTENANCE & IMPROVEMENT

"The Site Management Agency should ensure clear responsibilities are in place for the maintenance of sectoral infrastructure to agreed standards, whether by humanitarian service providers, local/municipal authorities, or community self-maintenance e.g. through committees. Ensuring the maintenance of communal site infrastructure such as roads and distribution sites is typically the responsibility of the Site Management Agency. They may undertake the work themselves, or coordinate it with other service providers, depending on factors

including budgets and capacity"[3]. The CCCM Cluster should raise issues with other Clusters that cannot be resolved by CCCM partners at site level, as needed, and support advocacy efforts for resource mobilization.

Site safety must be a priority for the CCCM Cluster and Cluster members, in addition to physical maintenance, with the aim to improve safety and dignity of all individuals living in the site. CCCM actors should facilitate community participation and promote community ownership. The Cluster coordination team should seek to collaborate with other actors (e.g. GBV or Child Protection Sub-Cluster) on initiatives such as Site Safety Audits, and promote strong community participation mechanisms at site level with different groups e.g. women, children, people with disabilities, older persons.

❖ See **Camp Management Toolkit** – Chapter 2. Checklist on Ensuring Maintenance of Camp Infrastructure
❖ See **Minimum Standards for Camp Management** – Standard 3.1 A safe and secure environment and Standard 3.2 An appropriate environment
❖ See **Collective Centre Guidelines** – Chapter 8. Collective Centre Set-up & Chapter 12 Shelter

Resources

- **Global Shelter Cluster & IOM (2016)** *Site Planning Guidance to Reduce the Risk of Gender-Based Violence*
- For example Site Safety Audits see Toolkit Section 9.3 GBV
- See Toolkit Section 9. Age, Gender, Diversity
- ISCG & SMSD Sector Cox's Bazar (2023) *Site Development Catalogue v2.1 April 2023*
- CRS & Caritas (2018) *Lessons Learned Rohingya Emergency Response Community-Based Approach*

CCCM Case Studies

- CCCM Case Studies 2020 Chapter B.4 Bangladesh – sustainable lighting installation
- CCCM Case Studies 2021-22 Chapter C.3 Bangladesh – community ownership of site improvement work
- CCCM Case Studies 2021-22 Chapter C.4 Somalia – site maintenance committees
- CCCM Case Studies 2021-22 Chapter C.5. Sudan – cash for work site safety & preparedness work

DECONGESTION

'Decongestion' is the reconfiguration of a site, or part of a site, to improve living conditions when the standards agreed for space requirements are exceeded – which can contribute to heightened protection risks. Decongestion usually requires some or all IDP families to move (relocation), some or full re-planning of shelters, infrastructure, and services, and might require new site development in the existing site or a new location. Decongestion is a complex exercise, that can be costly, and itself lead to protection risks. Its planning should involve all relevant service providers in the site, local authorities, community members in the area to be decongested and in any relocation area, and site planning / site development specialists as needed.

❖ See **Camp Management Toolkit** – Chapter 7. Camp Setup and Closure
❖ See site planning guidance for living space standards in a camp or site

Related Resources:

- Example – Decongestion & camp reorganization guidance note – Nigeria, 2018
- Example – Decongestion & land requirement calculations – Nigeria, 2019
- Example – Decongestion guidance note – Somalia 2020
- Example – Decongestion SOP – CCCM-Shelter – Somalia 2020

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[3] Camp Management Toolkit, 2015

- **Global Shelter Cluster & IOM (2016)** *Site Planning GBV Guidance*, **2016** Section C. Expansions

CCCM Case Studies

- [CCCM Case Studies 2016](#) South Sudan – Expansion of Bentiu PoC Site [LINK]

RELOCATION

Relocation of families might be required within a site or between sites, for example due to closure of a site, environmental risks such as flooding, or to allow for site decongestion. Relocations are complex, often present protection risks, can undermine existing community structures and capacities, and should only be undertaken if there are no alternatives. A relocation might be planned over a long period of time or might take place rapidly following an emergency. Planning must be done in consultation with all stakeholders, including the community that will move and any community in the destination location.

A Protection Risk Analysis should be conducted by the CCCM partner/Cluster with Protection partners/Cluster as part of the planning process.

Relocations should be voluntary, safe, informed, and dignified, allow individual families to make their own decisions about how and where to move, and take into account different capacities of individuals providing support for older persons and people with disabilities.

- ❖ See **Camp Management Toolkit** – Checklist for a Camp Management Agency
- ❖ See **Minimum Standards for Camp Management** Standard 5.2: Planned closure and Standard 5.3 Unplanned closure (partial or whole)

Related Resources

- Example – Relocation checklist – Iraq, 2014
- Example – Relocation SOP – Cox's Bazar, 2018
- Example – Relocation SOP – Somalia, 2020
- Example – Relocation, return, eviction Movement Severity Scale – CCCM-Protection-Shelter Iraq 2020
- Exemple – SOP plan de relocation – RCA, 2021
- Example – Guidelines for IDP Hosting Sites – Yemen 2020 Chapter 8 Relocation in **Toolkit Section 8.1 Types of CCCM**
- Template – Protection Risk Analysis **Toolkit Section 9.1 Protection Mainstreaming**

CCCM Case Studies

- [CCCM Case Studies 2020](#) Chapter C.1 Chad – Relocation of IDPs due to insecurity
- [CCCM Case Studies 2020](#) Chapter C.2 Somalia – Barwaaqo relocation project

DEPARTURES

Displaced families' departure from a site might be spontaneous (families voluntarily return home or resettle elsewhere); assisted (financial or logistical support is provided to families to return or resettle), or forced.

Depending on the context, guidance and standardised processes that the CCCM Cluster might need to put in place to support CCCM response could include: un-enrolment procedures, information materials to support families' decision-making on when to leave the displacement site and where to move to (in collaboration with other actors, including Protection), and information management systems to track and report on number of families departing and where they will move to.

Related Resources

- Example – Departures Messages 'Know Before You Go' – Iraq 2018
- Example – Departures Exit & Follow-Up Survey, Iraq 2021
- See **Toolkit Section 8.8 Durable Solutions**

EVICTION

Displaced families living in displacement sites without formal rights or formal agreement on land use can often be at risk of eviction. Those settled spontaneously, whether on private or public land, are often particularly vulnerable to threat of eviction by landlords or authorities.

If eviction threats are a risk for IDP families living in displacement sites, the CCCM Cluster should collaborate closely with the Protection Cluster and any HLP Working Group on the appropriate response, as well as with other clusters on operational response in case evictions are carried out. Guidance should contain guiding principles and considerations, if relevant, regarding relocations.

Resources on evictions and relocation from the HLP Area of Responsibility of the Global Protection Cluster are available at: https://www.globalprotectioncluster.org/AoR/HLP/Evictions-and-relocations

Necessary work can include:

- Advocacy
- Operational guidance for CCCM, Protection & other sector partners as necessary on actions to be taken:
  - o At site level responding to eviction threats
  - o At site level responding to evictions being carried out
  - o In transit and on arrival in destination areas (return or secondary displacement)
- Tracking eviction threats & evictions, sharing this information as part of advocacy efforts and to inform operational response

See:

- Toolkit Section 7.1 Advocacy
- Toolkit Section 8.9 HLP

Response at Cluster level, and guidance developed by the Cluster coordination team with partners can include:

- **Eviction tracking** – eviction cases, verbal threats and formal notices reported by CCCM partners to the CCCM Cluster coordination team, for example through an eviction tracking matrix**.** Data is compiled by the Cluster team and shared with key stakeholders (e.g. inter-cluster coordination group, Cluster Lead Agency, donors) for escalation as necessary.

- **Identifying and collaborating with key stakeholders** to respond to eviction threats. For example, collaboration with OCHA and the Protection Cluster (with support of the Protection Cluster Lead Agency) for them to engage in **negotiations with authorities** and landowners, and to mobilize a response as necessary. Particularly close collaboration is usually needed at sub-national level, if a sub-national coordination structure is in place, as negotiations are most likely to be started at the local level.

- Encouraging close **collaboration between CCCM and Protection teams at site level**, to engage with community members following eviction threats or notifications. This can include engaging with community leaders in nominating focal points that can be contacted for tracking the communities' movement and providing timely assistance to the most vulnerable in the location(s) where they settle, in the case that evictions take place before appropriate actions are made.

- In the case of self-settled sites, permission to remain on the land may be informal. It is therefore important to understand who has the right to use the land and what arrangements have been put in place, to inform any efforts to negotiate and advocate with landowners and authorities on behalf of IDP families.

  ❖ See **Collective Centre Guidelines** – Chapter 17.1 Collective Centre Closure - Evictions
  ❖ See **Minimum Standards for Camp Management** – Standard 5.3 Unplanned closure (partial or whole)

Related Resources

- Example – Evictions operational guidance – CCCM-Protection Clusters Iraq 2020
- Example – Evictions inter-cluster response guidelines – ICCG Iraq 2020
- Example – Eviction response process – Yemen 2020
- Example – Eviction response guidance note – Yemen 2020
- Example – Eviction response responsibilities – Yemen 2020
- Example – Relocation, return, eviction Movement Severity Scale – CCCM-Protection-Shelter Iraq 2020
- Example – Departures Exit & Follow-Up Survey, Iraq 2021
- Global Protection Cluster, *Guidelines for Dignified Departure Following Evictions*, 2020
- See Global Protection Cluster's HLP AoR Evictions and Relocations webpage

CCCM Case Studies

- CCCM Case Studies 2021-2022 Chapter A.3 Iraq – managing eviction threats in informal sites
- CCCM Case Studies 2021-2022 Chapter A.4 Iraq – response to site evictions and sudden camp closures

HANDOVER OF SITE MANAGEMENT

Handover/Transition to a new site management agency: The site management agency hands over its responsibility to another agency, organization, or other local entity. The site management agency's main role here is to ensure that site populations continue to receive appropriate and timely support and service provision during the period.

Handover is usually done over a period of time, with a clear handover plan agreed by all stakeholders including clear goals, measurable criteria, timelines, and consultation with the site community.

  ❖ See **Camp Management Toolkit** – Chapter 7 Camp Setup and Closure
  ❖ See **Minimum Standards for Camp Management** Standard 5.2: Planned Closure

CONSOLIDATION, CLOSURE & DECOMMISSIONING

Camps are designed to be depopulated and closed down. Usually, there is a process which also involves a phase of consolidation – a planned process of gradually becoming smaller in both population and geographic area, whereby all remaining parts of the camp come closer together. At the end frequently the most vulnerable families are left - those with no other options. Environmental recovery of the camp location can take years, and needs to be planned from the start of the camp's existence.[4]

SITE CLOSURE typical scenarios are[5]:

- **Planned closure:** The site management agency can close the site in consultation and collaboration with those affected, in an orderly manner and according to plans. Intention of site residents with regard to

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[4] Global Shelter Cluster & IOM, *Site Planning GBV Guidance*, 2016
[5] Minimum Standards for Camp Management, 2021

durable solution options are well captured and considered. Assistance is provided for repatriation/reintegration to place of origin, (local) integration or resettlement/integration elsewhere. The Site Management Agency's main role is to ensure that site closure takes place in a planned and consultative manner, and its impact on any residual site populations is mitigated.

- **Unplanned closure:** forced returns or evictions of site residents and/or spontaneous closure and return/integration of site residents in places of origin or outside of the displacement site. The Site Management Agency's main role is to mitigate any negative impact for those affected to the extent possible. With proactive exit plans in place from the early onset of the site life cycle, the scenario of unplanned closure can be managed by the SMA as an anticipated event.

Although site closure is the final component of the site life cycle, ending operations requires **early planning.** It is important to note that site closure does not necessarily mean an end to service provision, as some service providers may continue their activities according to the needs of the host community and the residual population in the site.[6] If closure of one site means that the displaced population moves to another planned or spontaneous site, service provision and cluster activities may continue in the new location. Depending on the form of closure and the presence or absence of durable solutions, closure also does not necessarily mean the end of displacement, nor the end of the need for humanitarian assistance.

In some cases, while assistance and service provision phase out, the site itself does not close, in terms of the removal of its infrastructure or its function as a community location. It may itself become a viable permanent settlement, town or site of economic or social activity. It may also simply return to its previous function.

Buildings which have been degraded due to their temporary use as collective centres can have a negative impact on the local community. Eventual decommissioning, or rehabilitation and handover, should be defined and agreed with involved stakeholders from the start, or as close as possible to it.

Whatever the circumstances, careful planning and **extensive coordination** is crucial and should be carried out in collaboration with national authorities and other key stakeholders, including the legal owners of the land. Together they should ensure that site and host populations participate fully in the process.

When families are departing from displacement sites, whether voluntarily or forced, the CCCM Cluster should liaise closely with the Protection Cluster, inter-cluster coordination group, and any durable solutions actors or durable solutions coordination mechanism on information-sharing. Particularly if departures are forced, the monitoring of departures, transit, and arrival to destination locations are important to identify, address, and advocate on any protection concerns arising and needs of families. Partial or total unplanned closures that involve forced departures / return require strategic and proactive management mechanisms to be put in place to guarantee the protection of the affected people. See ***Evictions***, above.

CONSOLIDATION might take place within a site, or between two or more sites – where the population size has decreased to the point where it is no longer efficient to continue providing assistance in multiple locations. This involves families moving into the location(s) that will remain open, and closure of other sites / sections of a site.

The processes of consolidation and closure should be transparent. Participatory consultation processes must be held with all community members in the site, allowing all individuals to input and to access information and ask questions about the process.

Under all the above circumstances, CCCM Cluster coordination teams should develop with their partners context specific guidance and tools for adequate monitoring and planning.

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[6] Global CCCM Cluster, *Camp Closure Guidelines*, 2014 - Planning Camp Closure

DECOMMISSIONING is the *process of dismantling and managing obsolete, inoperative, or hazardous structures. The decommissioning process includes reaching agreement between humanitarian partners, government, land owners and the surrounding community on the future use of the site. Roles and responsibilities must be agreed on by all relevant stakeholders; in most cases, the Site Management Agency identifies partners willing to assume responsibility for sectoral decommissioning for a specific camp.*[7] Support from the CCCM Cluster may be needed to standardize guidance across camps, and to support resource mobilization advocacy if necessary.

See **Camp Closure Guidelines 3.4.2 Infrastructural Elements (Camp Closure Action Plan)** for a list of key actions that should be taken.

- ❖ See **Camp Management Toolkit** – Chapter 7 Camp Setup and Closure & Chapter 6 Environment
- ❖ See **Minimum Standards for Camp Management** Standard 5.2: Planned closure and Standard 5.3 Unplanned closure (partial or whole)
- ❖ See **Collective Centre Guidelines** – Chapter 17 Collective Centre Closure

Toolkit Resources:

- **Global CCCM Cluster (2014)** *Camp Closure Guidelines*
- **Global Shelter Cluster & IOM (2016)** *Site Planning GBV Guidance* C. Consolidation & Closing Down
- Site Closure Checklist, from *Introduction to CCCM Training*, Global CCCM Cluster, 2023
- ProAct Network, *Environmental Considerations for Camp Closure*, 2010
- Example – Minimum Standards for Camp Consolidation & Closure, CCCM Cluster Iraq, 2019
- Example – Camp Closure Checklist & Timeline, CCCM Cluster Iraq, 2019
- Example – Guidelines for IDP Hosting Sites – Yemen 2020 Chapter 16 IDP hosting site closure in Toolkit Section 8.1 Types of CCCM
- Example – Decommissioning Guidelines, WASH Cluster Iraq 2019

CCCM Case Studies

- CCCM Case Studies 2014 Case 3. Haiti – Beneficiary communication for camp closure programs
- CCCM Case Studies 2014 Case 11. Uganda – Camp closure

RESOURCES

Related Resources

Title	Type	Language	Date
Camp Closure Guidelines, Global CCCM Cluster	Guidance	English	2014
Site Planning Checklist, Global CCCM Cluster	Guidance	English	2013
Site Planning: Guidance to Reduce the Risk of Gender-Based Violence, IOM & Global Shelter Cluster	Guidance	English	2018
Example – Site selection assessment tool, Ethiopia	Example	English	2022
Example ToR – IDP Site Taskforce, CCCM & Shelter Clusters, NW Syria	Example	English	2020
Example – Site Selection Checklist, Nigeria	Example	English	2017
CCCM Guidance on Eviction Response – Practicalities of Implementation	Guidance	English	2021
Example – Site Planning Resource Mobilization Tracker, Ethiopia	Example	English	2022
Example – Site Planning (Camp Construction) Technical Guidance CCCM-Shelter-WASH, Iraq	Example	English	2016
Example – Site planning Inter-Sector Guidance, CXB	Example	English	2018
Example – Decongestion & Camp Reorganization Guidance – Nigeria	Example	English	2018

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[7] Global CCCM Cluster, *Camp Closure Guidelines*, 2014

Example – Decongestion & Land Requirement Calculations – Nigeria	Example	English	2019
Example – Decongestion Guidance Note – Somalia	Example	English	2020
Example – Decongestion SOP – CCCM-Shelter – Somalia	Example	English	2020
Example – Relocation Guidance Note – Ethiopia	Example	English	2022
Example – Relocation Checklist – Iraq	Example	English	2014
Example – Relocation SOP – Cox's Bazar	Example	English	2018
Example - Relocation SOP – Somalia, 2020	Example	English	2020
Exemple – Relocation SOP – RCA	Example	French	2021
Example – Departures Messaging 'Know Before You Go' – Iraq	Example	English	2018
Example – Departures Messaging Guidance – Iraq	Example	English	2018
Example - Departures Exit & Follow-Up Survey – Iraq	Example	English	2021
Global Protection Cluster, Guidelines for Dignified Departure Following Evictions	Guidance	English Arabic	2020
Example – Operational Guidance on Sudden Camp Closure & Eviction – CCCM & Protection Clusters Iraq	Example	English	2020
Example – Evictions (sudden camp closures & consolidations) inter-cluster rapid response guidelines & standards – ICCG Iraq	Example	English	2020
Example – Relocation, return & evictions – Movement Severity Scale – CCCM-Protection-Shelter Clusters Iraq	Example	English	2019
CCCM Guidance on Eviction Response	Guidance	English	2021
Example – Eviction Response Process – Yemen	Example	English	2020
Example – Eviction Response Guidance Note – Yemen	Example	English	2021
Example – Eviction Response Responsibilities – Yemen	Example	English	2021
Site Closure Checklist, Intro to CCCM Training, Global CCCM Cluster	Checklist	English	2023
ProAct Network, *Environmental Considerations for Camp Closure*	Guidance	English	2010
Example – Minimum Standards for Camp Consolidation & Closure, CCCM Cluster Iraq	Example	English Arabic	2019
Example – Camp Closure Checklist & Timeline, CCCM Cluster Iraq	Example	English Arabic	2019
Example – Decommissioning Guidelines, WASH Cluster Iraq	Example	English	2019