CAMP MANAGEMENT STANDARDS

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THE MINIMUM STANDARDS FOR CAMP MANAGEMENT

The need for a set of standards to measure the quality of representation by a site management agency for displaced people is long overdue. These places are often the only locations where internally displaced persons (IDPs) and refugees can be protected and assisted while displaced. In setting out to describe the minimum actions required for a site management agency (SMA) to support meaningful engagement with displaced people and intersectoral, inter-agency planning and coordination, these **Minimum Standards for Camp Management** (CM Standards) aim to clarify the role of any organisation working on a daily basis in displacement settings and to set some minimum level of quality of that work. Although called the Minimum Standards for Camp Management, the CM standards apply to all contexts where displaced people seek shelter, protection and other support, and the term "site" is used unless a specific camp context is meant.

In 2002[1], it was precisely the lack of agreement on common standards and policies, together with the poor quality of protection and assistance that prompted recognition of a need for shared guidelines and tools, resulting in the *Camp Management Toolkit*. Since that time, there has been an overabundance of guidance requiring agencies to take on more responsibilities. Because of their proximity to displaced people and their needs, Site Managers and their teams are an essential and often overlooked element of the response, and should be present throughout a response, to identify gaps, harmonize practices and operational delivery of protection and assistance while advocating for the rights of displaced persons.

As a member of the Humanitarian Standards Partnership (HSP), the CM Standards draws on existing guidance documents, including the *Camp Management Toolkit*, the Global Protection Cluster's *Handbook for the Protection of IDPs* and UNHCR's *Handbook for Emergencies*, as well as core HSP resources, including *The Sphere Handbook*, to guide those working in displacement settings with what to expect from CCCM professionals and to support site managers who may be new to the sector.

The standards are the result of wide consultation in the field, through online surveys, focus group discussions, desk reviews and expert advice from leading operational partners NRC, DRC, ACTED, the RC/RC movement, local government camp managers, the IOM and UNHCR, and displaced persons themselves.

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[1] The CM Project was established in Sierra Leone in late 2002 as a response to inadequate levels of assistance and protection and to a humanitarian scandal in which it was discovered that staff working in camps were engaged in relationships with camp residents - exchanging material assistance for sexual favors. In 2003 the CM Project was globalized and the agencies involved – IRC, DRC, NRC, OCHA and UNHCR – produced the first CM Toolkit in 2004. Late 2005 saw the onset of the Humanitarian Reform process. The established network of agencies and organizations working within the field of Camp Coordination and Camp Management was limited, and there was inadequate understanding and agreement on common standards and policy in camp coordination and management for IDP situations. This was especially apparent in Darfur which experienced enormous humanitarian coordination challenges and received harsh criticism as a result. Premised on this background, the first main objective of the CCCM Cluster was the development of effective common policy framework (policies, guidelines and standards) and tools guiding international partners' delivery of Camp Coordination and Camp Management and capacity building/training for new and protracted complex emergencies.

Together these CM Standards have been widely agreed upon as central to an SMA's role –whether it is a national authority, NGO or other stakeholder.

Who are the CM Standards intended for?

The primary target audience for these CM Standards is site managers and their teams, i.e. personnel who are working in displacement sites on a daily basis.

In addition, these CM standards are intended for use by others working with displaced people in the sites where they live. This includes those working directly and daily with displaced people; planners and policymakers; coordinators; donors, academics; and those working on advocacy, media or communications.

Across the document, the Standards use the term "site management agency" (SMA) to cover a range of organisational contexts:

- Traditional camp management agencies. (CMA) who organizes the governance structures of displaced communities and coordinates the assistance and services provided by humanitarian or other actors (private entities, local authorities, etc.) and

- Mobile camp management agency (MA) relies on the adaptation of CCCM responses to scattered, numerous and less structured locations where the permanent presence of a CMA is not feasible or desirable. The CCCM-MA provides a multi-sectoral response to the needs of displaced people residing in a specific displacement setting by focuses mainly on the management of and coordination between communal sites of different sizes and dispersed locations. If required, it can also target broader populations living within any given area to ensure an area-based coordinated response.

- Site management support (SMS) to a national/state/designed government counterpart, providing day-to-day coordination and monitoring of assistance, activities, and service provision in all sites of intervention/target sites. This includes a comprehensive assistance package of services provided at site-level, including coordination, care and maintenance, community mobilization, and non-food item (NFI) distributions.

The structure of the standards

The CM Standards share a common structure to support the reader in understanding the universal statement (the minimum standard), followed by a series of key actions, key indicators and guidance notes to achieve them.

- The minimum standards are derived from the principle of the rights of displaced people. These are general and qualitative in nature, stating the minimum to be achieved in any crisis.

- Key actions outline practical steps to attain the minimum standard. These are suggestions and may not be applicable in all contexts. The practitioner should select the most relevant for the situation.
- Key indicators serve as signals to measure whether the standard is being attained. They provide a way to capture process and programme results against the standard and over the life of the response. Minimum quantitative requirements are the lowest acceptable level of achievement for indicators and are only included where there is sectoral consensus.
- Guidance notes provide additional information to support the key actions, with cross-references to other standards, guidance and tools.

Working with the key indicators

The key indicators are a way to measure whether a standard is being achieved and should not be confused with the standard itself. The standard is universal, but the key indicators, like the key actions, should be considered in light of both the context and phase of the response. There are three types of indicators:

- Process indicators check whether a minimum requirement has been achieved.
- Progress indicators provide the unit of measurement to monitor achievement of the standard. They should be used to determine baselines, set targets with partners and stakeholders, and monitor changes towards that target.
- Target indicators are specific, quantifiable targets which represent the quantifiable minimum below which the standard is not being met. Those targets should be reached as soon as possible, as falling short of the target will compromise the overall programme.

What is meant by "minimum" and what happens if that cannot be met?

The CM Standards are based on the belief that the rights of all displaced persons must be respected and that their needs met in a way that supports their dignity. In doing this, the CM Standards are **minimum standards** and remain constant[2]. However, the key actions and indicators need to be adapted to be meaningful in the operational setting. The context will also shift and change throughout the site life cycle, so they should be reviewed as to their appropriateness over time.

SMAs should strive to exceed these minimum standards whenever possible and address as many groups and their specific needs as possible. This highlights that it cannot be assumed that assistance is a neutral activity which affects everyone equally. The context and manner in which assistance is delivered impacts whether the human rights and needs of affected persons are being respected and fulfilled. A human rights-based approach, therefore, provides the framework and necessary standards for humanitarian assistance activities.

In cases where the standards are not met, any proposal to reduce the minimum requirements should be considered carefully. SMAs should lead a process to collectively agree to any reductions and to report the

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[2] This was validated time and again in the in-person consultations and in the online survey administered by PHAP in 2019.

shortfall in actual progress against the minimums. In addition, humanitarian organisations must assess the negative impact on the population when not meeting a standard and take steps to minimise any harm. SMAs should use this response gap for advocacy and strive to reach the indicators as soon as possible.

Using the standards in context

Humanitarian responses take place in many different contexts. Several factors will influence how the CM Standards can be applied in the operating environment to support the right to life with dignity. These factors include:

- the setting in which humanitarian response is being delivered;
- the differences across populations and diversity among individuals;
- operational and logistical realities that will affect how and what kind of humanitarian response is delivered; and
- accurate baselines and indicators in different contexts, including defining key terms and setting targets.

Culture, language, the capacity of responders, security, access, environmental conditions and resources will influence the response. It is also important to anticipate any potential negative effects of the response and act to limit these. The CM standards are a voluntary code for quality and accountability, designed to encourage the broadest possible use and ownership of the standards. It is not a "how-to" guide but a description of what must be in place as a minimum for people to recover and rebuild from a crisis with dignity. Conforming to the CM standards does not mean implementing all key actions or meeting all key indicators of all standards. The degree to which an organisation can meet the standards will depend on a range of factors, some of which are beyond their control. Access to the affected population, or political or economic insecurity, may make achieving the standards impossible in some contexts. In cases where the minimum requirements exceed the living conditions of the host community, consider how to reduce potential tensions, such as by offering community-based services. In some situations, national authorities may establish minimum requirements that are higher than the CM Standards.

Links with other standards

The CM Standards do not cover all aspects of humanitarian assistance that support the right to life with dignity. Partner organisations have developed complementary standards in several sectors, based on the same philosophy and commitments as this set of standards. These are available through Sphere, the Humanitarian Standards Partnership and their partner organisations' own websites.

• *The Sphere Handbook; Humanitarian Charter and Minimum Standards in Humanitarian Response*: Sphere Association • *Livestock Emergency Guidelines and Standards (LEGS)*: LEGS Project • *Minimum Standards for Child Protection in Humanitarian Action (CPMS)*: Alliance for Child Protection in Humanitarian Action • *Minimum Standards for Education: Preparedness, Response, Recovery*: Inter-Agency Network for Education in Emergencies (INEE) • *Minimum Economic Recovery Standards (MERS)*: Small Enterprise Education and Promotion (SEEP) Network • *Minimum Standard for Market Analysis (MISMA)*: Cash Learning Partnership

(CaLP) • *Humanitarian Inclusion Standards for Older People and People with Disabilities*: Age and Disability Consortium 2.

INTRODUCTION

What is Site Management?

Site management is the coordination and monitoring of service provision, protection and assistance in locations where people displace to. It is conducted in accordance with the legal protection framework and minimum humanitarian standards through community governance and participatory systems. Camp management is both technical and social in its aims.

The term "site" is increasingly used in the sector and throughout this document to apply to camps and camp-like settings and includes planned camps, self-settled camps, collective centres, reception and transit centres, and evacuation centres. Where differences in typologies impact daily management activities and the standards, these differences have been elaborated in the guidance notes. Sites are locations where services, infrastructures and resources are shared and managed collectively. To achieve this, effective site-level coordination between all stakeholders is a central task of every SMA.

Camps (of every temporary shelter category) should remain the option of last resort and are a temporary solution. Where they are established, agencies and authorities should seek to provide protection and deliver the required range of life-saving services across humanitarian sectors to a minimum standard.

Why is Site Management necessary?

Where a dedicated SMA and its staff is present, more predictable and coordinated delivery of services is ensured. **Site managers and their teams enhance participation, foster accountability for the affected people, and facilitate information management updates between sectoral aid providers and governments while improving the protective environment.** The structures fostered by site managers are often instrumental in empowering the affected people to organize and mobilize their communities, create tangible contributions to the delivery of assistance and make informed decisions for themselves and their families.

In the last years, the CCCM sector has marked other trends in providing services to displaced persons. In addition, to general urbanization trends, other drivers account for the occurrence of displaced people finding refuge in alternative collective settings or preferring non-formal camp environments.[3] These include the limited availability of land to legally occupy and use for generating livelihoods, restrictive access to markets, security considerations and coping strategies.

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[3] Host governments are often reluctant to establish formal camps for political reasons, wishing to avoid the visible acknowledgement of a displaced population under their responsibility, or anticipating pull factors by which local people will be drawn to camps in search of assistance and services not available to them elsewhere. Formal, planned camps require intricate preparation, as well as adequate land rights, budget and permission from authorities – all of which are often lacking. Moreover, many displaced people prefer not to live in planned camps due to concerns such as poor access to markets and livelihoods opportunities, as well as the association of camps with a lack of freedom of movement.

Where do these standards apply?

The CM standards apply across the full range of displacement sites, from planned or spontaneous (unplanned) camps to collective centres, reception and transit centres, evacuation centres and in some specific settings to out of camps and so-called area-based approach. There is a common perception that populations living within camps are clearly separated from surrounding areas. However, in reality, camp borders are less rigid, and movement in and out of camps is very fluid. During the 2011 Annual Global CCCM Retreat it was recognized that CCCM actors are already involved in providing assistance outside of camp populations.

The table below describes the main characteristics of these temporary communal locations.

Planned Camps	Self-settled Camps	Collective Centres	Reception and Transit Centres	Emergency Evacuation Centres	Area Based Approach
Planned camps can be located in either urban or rural locations. They are places where displaced populations find accommodation in purposely constructed sites and are provided with a dedicated management team. Service in planned camps can include water supply, food distribution, non-food item distribution, education and health care, from humanitarian agencies or from existing municipal infrastructure. The use of these services is typically exclusively for the	Displaced groups, often family or related groups, may self-settle in urban or rural sites on their own. These types of camps-like settings are typically independent of assistance for some time and may exist without receiving any external or formal humanitarian support. Self-settled camps are often situated on privately owned land. It is characterized by limited or no negotiations with the local population or private owners over use or access. In some cases, a Camp	Displaced people may find accommodation in existing public buildings and community facilities, for example, in schools, factories, barracks, community centres, town halls, gymnasiums, hotels, warehouses, disused factories and unfinished buildings. These were likely not constructed as accommodation. These are often used when displacement occurs in or to an urban setting. Similar to a camp, a collective centre is intended only as a temporary or	Reception and transit centres may be necessary at the beginning of an emergency as temporary accommodation pending transfer to a suitable, safe, longer-term solution, or at the end of an operation as a staging point of return. Reception and transit centres are, therefore, usually either intermediate or short-term installations and they may also host returnees. Transit centres typically have more services provided to the population in them and only indirectly engage	Emergency evacuation centres are established to provide appropriate temporary shelter for persons fleeing a specific and immediate threat, such as natural hazards like cyclones, fires and flooding. Schools, sports arenas and religious or civic buildings are often identified for this purpose. Emergency evacuation centres should be prepared and planned for in advance of disaster events where and when possible. Planning for the number of persons per night,	Area and neighbourhood approaches apply to designated defined geographical areas and can take place within urban settings, or peri-urban or rural locations. Activities are delivered by a mobile team with adaptable skills and profiles. Their work focuses around establishing a centre to deliver site management services to those living in the entire community, including both host and displaced. Accommodation can include rented premises and spontaneous

population of the site.	Management Agency may operate in the vicinity and learn about the displaced persons' needs and attempt to bring them into the management structure in order for them to receive assistance.	transit accommodation. Levels of assistance may vary from full assistance to varying levels of self-reliance, and collective centre management can have a strong role to play here in terms of coordinating services.	in the participation of the centres' community in decision making.	along with the estimated population flow needs to be determined from central authorities.	settlements. It is most frequently employed in dispersed and hard to reach displacement settings. The short lifespan of these programs is attributed to evolving emergency situations.

Humanitarian Charter, Humanitarian Principles and Protection Principles

The Humanitarian Charter, Humanitarian Principles and Protection Principles, all being foundational to humanitarian action, apply to all crises.

The **Humanitarian Charter** provides the ethical and legal backdrop to the Protection Principles, the Core Humanitarian Standard (CHS) and the CM Standards. It is in part a statement of established legal rights and obligations, in part a statement of shared belief. In terms of legal rights and obligations, the Humanitarian Charter summarizes the core legal principles that have the most bearing on the welfare of those affected by disaster or conflict. With regard to shared belief, it attempts to capture a consensus among humanitarian agencies on the principles which should govern the response to disaster or conflict, including the roles and responsibilities of the various actors involved. The Humanitarian Charter forms the basis of a commitment by humanitarian agencies that endorse Sphere and an invitation to all those who engage in humanitarian action to adopt the same principles.

Regardless of whether it is a national or international non-governmental organisation or national authority who takes responsibility for the site management, the **humanitarian principles** of humanity, neutrality, impartiality and operational independence create the ethical foundation for stakeholders carrying out humanitarian work in emergencies. The four principles are defined as follows:

Humanitarian Principles			
Humanity	**Neutrality**	**Impartiality**	**Operational Independence**
Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings.	Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature.	Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinction on the basis of nationality, race, gender, religious belief, class or political opinions.	Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

While adherence to these humanitarian principles is the cornerstone of humanitarian response, the SMA must also demonstrate accountability in their activities which, by definition, exercise influence and power over the lives of affected persons and communities.

SMAs, like all humanitarian actors, must abide by **Protection Principles[4]** which support the rights set out in the Humanitarian Charter and are underlain by the Do No Harm Principle. The Principles articulate that the roles of humanitarian actors are separate from those of the state, who holds legal responsibility for the welfare of people within their territory or control. ⊗ R*efer to The Sphere Handbook, pp 33-48 for guidance notes and further reading.*

Site managers for their part, contribute to protection by daily taking steps to avoid or minimize any adverse effects of their intervention, in particular the risk of exposing people to increased danger or abuse of their rights. They do this when they talk with the different groups of the site population to assess the positive and possible negative consequences of the response in general (⊗ *Refer to CM Standard 2*) and adapt the ways in which services and assistance are provided, to minimize the risk of looting and/or violence (⊗ *Refer to CM Standard 3*). As part of a Site Planning committee, SMAs ensure that sites are built or improved in areas away from conflict (⊗ *Refer to CM Standard 4*) and ensure safe and equal access to assistance and services for all groups in the camp, exist for as long as necessary (⊗ *Refer to CM Standard 5*). The UNHCR *Handbook for the Protection of Internally Displaced Persons* (2010) specifically mentions the protection value of the coordination and management of collective sites stating "if undertaken with a protection perspective and in close partnership with protection actors, camp management and coordination can ensure that displaced individuals enjoy their human rights as well as their fair and unhindered access to available humanitarian services." ⊗ *Read more in the UNHCR Handbook for the Protection of Internally Displaced Persons (2019) part V.6 (page 385)*.

Camps as a Last Resort

Residence in a camp or any temporary collective site is never considered a durable solution. Rather, it is always a temporary response to a situation of displacement. For IDPs and refugees, the achievement of a durable solution is the key to ending displacement and must be taken into consideration from the beginning of the response. There are three types of durable solutions: repatriation/return, local integration, or resettlement:

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[4] Protection as defined by the Inter Agency Standing Committee (IASC) is concerned with the safety, dignity and rights of the people affected by disaster or armed conflict. It is defined as "... all activities aimed at obtaining full respect for the rights of individuals in accordance with the letter and the spirit of the relevant bodies of law (i.e. international human rights law, international humanitarian law, international refugee law)."

Durable solutions	
Refugees	**IDPs**
Repatriation to the country of origin	Sustainable reintegration at the place of origin (also referred to as return)
Integration in the country of asylum	Sustainable local integration in areas where IDPs take refuge (also referred as to local integration)
Resettlement in a third country	Sustainable integration in another part of the country (also referred to as settlement)

The Guiding Principles on Internal Displacement further outline the rights of IDPs relating to return, resettlement and integration (IASC 2004). Status as a refugee ends once an individual re-establishes a protective state-citizen bond through one of the three durable solutions. There is no legal consensus as to when the condition of being an IDP ceases because identification as an IDP does not confer special status under international law. However, a person can be considered no longer being displaced when s/he no longer has protection and assistance needs directly related to her/his experience of displacement.

Because residence in a camp is only a temporary solution to displacement, the SMA has an active role to play in contributing to the analysis of whether a durable solution has been achieved. Achievement of durable solutions is intrinsically linked to site closure. In certain circumstances, the closure of a site does not mean a durable solution is attained. It is the role of the SMA to coordinate with all stakeholders, including donors and national authorities, to advocate for the conditions for an appropriate voluntary return, integration, or resettlement process, and to inform members of the site population of their rights.

Provider of last resort (POLR)

In IDP settings where the Cluster approach is initiated, the Cluster Lead Agencies (CLA) are charged with being the "provider of last resort" to ensure predictability of response.

Where necessary and depending on access, security and availability of funding, the cluster lead, as POLR, must be ready to ensure the provision of services required to fulfil crucial gaps identified by the cluster and reflected in the Humanitarian Coordinator (HC)-led Humanitarian Country Team's Humanitarian Response Plan.

Depends on access, security and availability of funding

If the Cluster lead has no funding to be able to fill the gap/implement the required activities as POLR, the CLA cannot be expected to implement these activities **but should continue to work with the HC and donors to mobilize the necessary resources.**

References and Further Reading

- CCCM Cluster. https://cccmcluster.org/about

- Sphere Association, 2018. The Humanitarian Charter, Protection Principles and the Code of Conduct in *The Sphere Handbook (4th Edition).*
- OCHA, 2004. *Guiding Principles on Internal Displacement.*
- IASC, 2016. *Policy on Protection in Humanitarian Action*.

The CM Standards

1. Site management policies and capacity	2. Community participation and representation	3. Site environment	4. Site service coordination and monitoring	5. Site closure and exit planning
• 1.1 Mandate, policies and presence • 1.2 Site lifecycle planning • 1.3 SMA and site management team capacity • 1.4 Data protection	• 2.1 Governance mechanisms and structures • 2.2 Community participation • 2.3 Information sharing with communities • 2.4 Feedback and complaints	• 3.1 A safe and secure environment • 3.2 An appropriate environment	• 4.1 Site coordination • 4.2 Site service assessment, monitoring and reporting • 4.3 Referral pathways	• 5.1 Transition to a new SMS • 5.2 Planned closure • 5.3 Unplanned closure (partial or whole) • 5.4 Rehabilitation and decommissioning

1. SITE MANAGEMENT POLICIES AND CAPACITIES

Site managers have an essential role in enhancing participation, fostering accountability for the affected people, and facilitating information management updates between sectoral aid providers, and governments while improving the protective environment. For managers and other staff at sites to be able to do this, the organisations for whom they work need to have mandates, policies, strategies and action plans grounded in humanitarian and protection principles. Site managers and staff need to also be equipped to carry out their work by being provided with supervision, training (both on the job and targeted training, mentoring (working in pairs or with experienced staff), regular team meetings, regular feedback sessions, periodic performance appraisals, written reports and equipment or logistics support.

Site management may be carried out by humanitarian organisations (national, international or voluntary) or may be led by government authorities or local, national. In settings, where appropriate or circumstances require it, the community governance structures may take the lead in site management and should be supported by organisations and authorities in this role. Provision of security, maintenance of law and order and guaranteeing the civilian character of a camp or any temporary site are the responsibilities of the national authorities.

The site management team is responsible for the day to day activities which includes coordination and monitoring of assistance at site level and building effective partnerships with a diversity of stakeholders – from the local government to the service providing agencies (⊗ R*efer in particular to CM Standards 2.1, 2.2 and 4.1*). Establishing inclusive and transparent partnerships will help to build legitimacy inside and outside of the site.

While sites are often established with the expectation that they will be short-term, planning should always anticipate the need for longer-term assistance, expansion and unexpected eventualities. In addition, the needs of the host community should be considered in relation to the services, infrastructure and assets established. Services and infrastructure such as schools, community halls, roads, electricity cables or water points, may also benefit local communities.

The key actions and indicators described against these four standards may apply not just at the site level, but to organisations, coordination platforms and to a humanitarian response overall.

Standard 1.1: Mandate, policies and presence
Affected populations have equitable access to protection and assistance through a mandated site management agency for as long as necessary.

Key Actions:	• An SMA is appointed by an overall response authority (government, cluster or other) to be present to carry out management activities when an influx of displacement requires specialized site management services (see guidance notes).

	• The SMA has humanitarian policies and strategies as well as leadership and organisational systems that guide and encourage site management teams to work in principled ways.
	• The SMA establishes a site management team, comprising enough people with required capacities and adequate resources.
	  ○ The site management team may cover more than one physical location, depending on the context.
	  ○ Site management teams may be stationary or mobile or some combination.

Key Indicators:	• 1 site management team per 15 000 displaced persons (see guidance notes) • % of site population who are satisfied with overall levels of service

Guidance notes:

The need for a site management team to be present at a location will be **triggered** by a significant number of displaced people, the capacity of local authorities or organisations to meet their needs without external support and according to humanitarian principles, and the likely duration of displacement.

The site management team serve not only the site population but also the service providing organisations working in the site due to the coordination, information management and feedback role that they play. In addition, the site management team establishes an entry point for accountability that enables other agencies to ensure a participatory approach in their work.

The ratio of one site management team per 15 000 displaced individuals needs to be **contextualised** taking into account community capacities, the relationships between displaced and host communities, the capacities of service providing organisations, and the type of sites, especially in evacuation centres and transit sites.

For informal sites scattered in urban, peri-urban or rural areas, the SMA could cluster sites based on the number of sites, the distance between them, the needs at the sites and the number of displaced people living in them, and support the cluster of sites with one mobile team.[5] Site visits by mobile site management teams should be regular and predictable to the population (geographical area).

The site management team may have a base at site level offices, centralized or municipal offices or community resource centres.

Pressure from media, donors and governments can be overwhelming at the start of a response. This can push site management agencies and teams into making promises and commitments that they may not

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[5] https://cccmcluster.org/resources/management-and-coordination-collective-settings-through-mobile-approach-working-paper

be able to keep. These CM standards aim to support site management teams to avoid this through appropriate prioritisation and sequencing of activities.

Standard 1.2: Site lifecycle planning

Appropriate and inclusive planning ensures adequate provision of protection and assistance throughout the site lifecycle, from set-up to closure.

Key Actions:	• At site set-up, with key members of the site population and other stakeholders, develop an action plan based on the needs of the people affected by the crisis. Plans should include key benchmarks for site set-up, development and potential closure, with specific timelines, objectives and detailed deliverables.
	o Determine and clearly state the context objectives of the action plan.
	o Include both men and women in the project team and as key informants from the population and host community.
	o Ensure community consultation is in appropriate language(s) and format(s) for the stakeholders engaged.
	o Ensure all required financial, material and HR resources, including sectorial considerations and the safety of the population, are included in action plans.
	• Consider specific actions for vulnerable persons and those with specific needs
	o Ensure protection assessment findings are reflected in site-level action plans.
	• Share a summary of the action plan with the host community and representatives of the local authorities.
	• At site set-up or as soon as possible after the site has been established, develop contingency plans for spontaneous arrivals, unplanned (forced returns) closure and possible events that will affect the site, e.g. floods, fire.
	o At a minimum, the contingency plans should include HR, financial and equipment needs.
	o Ensure service providers are informed of the development of the plans and are engaged in developing them.
	o Ensure that contingency plans account for the needs of vulnerable individuals and that they are not at increased risk.

	• Regularly review contingency plans according to the evolution of the situation and planning scenarios.
	○ Monitor the situation in and around the camp by carrying out risk assessments to identify threats.
	○ Ensure new service providers are incorporated into contingency plans and evacuation procedures.
	○ Practice emergency procedures
	○ Ensure the population is informed of their role in contingency planning (Bangladesh case study).
Key Indicators:	• All field staff are informed about their roles and responsibilities • Contingency plans are shared and updated as required

Guidance notes:

From day one, the site management team's job is one of constant motion and requires a high degree of flexibility, quick thinking and prioritisation, innovation and careful planning. Informing, consulting, involving and reporting to the key stakeholders (authorities, host community members, services providers and those affected by the emergency) will include transparently sharing the intentions of the site management team and consultation aimed at building effective partnerships. Establishing clear benchmarks and developing criteria for monitoring implementation of the action plan based on the profile of the population is critical.

Consider the timing of consultations with displaced people about closure – as early as feasible but without causing additional stress to displaced people.

States are fully responsible for the protection of all persons within their territories regardless of their status, whether as refugees, displaced persons (IDPs) or members of host communities, and for ensuring public order and security from threats. Human rights and humanitarian actors must advocate that the national authorities assume their responsibilities to help reduce exposure to threats and mitigate any devastating effects, of the initial cause of displacement.

⊗ *Site lifecycle planning should be done in conjunction with CM Standards 3.2 Appropriate Environment, 4.1 Site Coordination and 5.4 Planned Closure.*

⊗ *Read more about contingency planning in the* **CM Toolkit Chapter 2 and** *safety and security in* **Chapter 12.**

Standard 1.3: SMA and site management team capacity

Site management teams have the operational and technical capacity to manage the site.

Key Actions:	• Ensure the site management team is staffed in a similar representation of the site population.
	    o Balance the proportion of female and male personnel to reflect communities and their needs.
	    o Ensure the presence on staff of other key minority groups in the displaced population, including religious or ethnic minority groups.
	 • Ensure site management team staff have adequate training in CCCM principles and practices.
	 • Ensure site management team staff are aware of the humanitarian principles and the Code of Conduct, have undergone training in it, understand the reporting significance and signed a Code of Conduct in an appropriate language.
	    o Ensure all SMA staff members have undergone PSEA training.
	 • Ensure the site management team have enough of the appropriate equipment for the context and for the job.

Key Indicators:	• ratio of staff (female:male) is proportional to that of the site population. • % of site reports that are timely and accurate.

Guidance notes:

The size and composition of a site management team is highly contextual and depends on a range of factors including, but not limited to, local government and community capacities, language and other communication needs, site typology, site topography, service provision needs and service provider capacity, and security conditions. In some contexts, it might be favourable to have an over-representation of female staff, since generally female staff are more able to speak with men in the population than male staff are with women.

A dedicated site management team needs to be present in the site from the first days and equipped with the necessary resources to carry out the tasks of representing the people affected by the crisis. Adjustments to the core team should be made over time according to the activities required and the conditions at the site.

Site management team need to be supported by organisations with humanitarian policies and strategies in place as well as leadership and organisational systems, such as finance and HR, that guide and encourage site management teams to work in principled ways.

Local NGOs have shown to be successful as site managers. Where country operations have adopted the IASC cluster approach, Cluster lead agencies are increasingly finding that where access to the population, and of the overall acceptance of the camp population is grated, this is a favourable option.

In cluster settings, the SMA will be **allocated sites** by the Cluster Coordinator or CLA. In refugee settings, this allocation process will be coordinated by UNHCR. In other settings, the government will play a key role. This should happen in close cooperation with local authorities while verifying their capacities and resources.

In circumstances where field staff are not trained on core humanitarian standards nor on-site management roles and responsibilities, it will be the duty of the Cluster or sector-lead to appoint an NGO/UN agency to support them in implementing the core CM Standards. This support could also be used for **remote site management capacity building**.

Core **CCCM training** for all site management staff comprises at a minimum the following topics:

- Roles and Responsibilities;

- Participation;

- Providing Information and Listening Back (Accountability);

- Humanitarian Principles and Protection Principles;

- Coordination;

- Site Improvement and Planning;

- Site Closure (with reference to Technical Standards including Sphere or local building codes where appropriate)

Beyond training in CCCM, staff should also be trained in the SMA's **Code of Conduct and PSEA**. For almost all agencies, the reporting of sexual exploitation or abuse (SEA) is mandatory and aimed at ensuring standards for accountability for all. Preventing SEA (PSEA) is a shared and mandated responsibility by the entire humanitarian community, including local, national, regional and international partners. To combat it, the UN has taken measures to prevent, report, investigate and impose sanctions against perpetrators of SEA. One such measure was the development of In-Country Networks. These networks act as the primary body for coordination and oversight on prevention and response to sexual exploitation and abuse in the country in which it occurs. Gender equality training is increasingly recognized as complementary to PSEA training.

In area-based **settings**, CCCM mobile teams ability to visit selected communal displacement settings at regular intervals and, as soon as possible, agree on a schedule of such visit, which, from the perspective of the displaced persons as well as the humanitarian actors, adds to predictability of the humanitarian intervention and contact in an otherwise highly fluid environment. It also allows reach into displaced populations living in hard-to-reach contexts, such as unplanned urban, peri-urban5 or rural collective

accommodations and settlements, often overlooked in the early stages of emergencies when the focus is on larger and accessible locations.

⊗ For collective centres, refer to the Collective Centre Management Model described in the *CM Toolkit Chapter 2.*

⊗ *Read more about potential staff profiles and proficiencies in the* **CM Toolkit Chapter 2 and Collective Centre Guidelines, UNHCR/IOM 2011.**

⊗ **Stop sexual exploitation and abuse by our own staff CM Toolkit page 33.**

Standard 1.4: Data Protection

All personal information collected from site populations is appropriately gathered, stored and used.

Key Actions:	• At site set-up and with stakeholders, develop a site-level agreed data sharing and protection protocol, including defining consent and information sharing.
	o Determine what data needs to be collected and entered into a storage system, by whom and how.
	o Determine how long the data will be kept and where.
	o Determine who will have access to what data, and for what purpose.
	o Establish the dissemination of information or reports prepared from data minimises risk to the site population.
	o Determine what information must remain restricted.
	• Ensure that proper mechanisms are in place to secure the data, including safe and locked rooms, electronic backups, passwords and access restrictions to sensitive data. Confidential documents should be clearly marked. Where necessary, personal information should be removed or replaced with a code to protect anonymity. Clear procedures should be in place for information to be protected or destroyed in the event of evacuation or withdrawal.
	• Ensure stakeholder agency enumerators are trained in the agreed sharing and protection rules.
	• Monitor and maintain oversight of the way data is used and shared
	• Ensure a single master list of site residents

Key Indicators:	• A specific consent and confidentiality protocol is agreed and in place across all stakeholders operating at the site
	• Information sharing practices are agreed and in place across all stakeholders operating at the site

Guidance notes:

Increased interest and demand among both humanitarian organizations and governments for the application of more advanced methods of data science in humanitarian work highlights the need for SMAs and their site management teams to better understand the challenges of introducing new technology or data retention methods in the CCCM sector.

If biometrics and other systems are used beneficiaries must understand what their biometric information will be used for and who the data will be shared with, how long it will be kept and whether they have an alternative to biometrics collection.

Gathering information on individuals by site management teams is necessary to better target protection and assistance responses. However, irresponsible processing of information about individuals can put them at serious risk as well as invade their privacy. Finding the right balance between collecting and sharing information for the benefit of site residents while protecting individuals against misuse of information requires consideration of the following principles:

- o In determining what data needs to be collected, carefully assess why the information is needed. Only information that serves a specific protection purpose, and that neither harms the informant nor others, should be collected.
- o Identify data that can be especially sensitive to make sure the collection and sharing are subject to specific protection measures.
- o The way data is collected may jeopardise the security and privacy of individuals and should be conducted in a manner sensitive to protection concerns.
- o Agree with humanitarian actors how the information is shared and define why it needs to be shared. Only information relevant to a determined protection purpose should be shared.
- o Individual information should, in principle, only be shared with the informed consent of the individual concerned. This should be explained to the person at the time of data collection.
- o Undertake a risk analysis: the level of risk associated with different kinds of information will vary, and the site management team should work with other operational agencies to consider the risk levels and design information management systems accordingly.

⊗ *Read more about data protection and information management in the* **CM Toolkit Chapter 5**.

References and Further Reading

- Sphere Association, 2018. The Humanitarian Charter, Protection Principles and the Code of Conduct in *The Sphere Handbook (4th Edition).*

2. COMMUNITY PARTICIPATION AND REPRESENTATION

Ensuring meaningful participation of all groups of the population in decision-making and in camp governance structures is an essential pillar of good camp management. Participation is central to upholding the basic rights of displaced populations in all types of temporary settlements during humanitarian crises, and to their health, psychosocial well-being and safety. It is a key step towards making sure that different needs, capacities and expectations of all groups within the displaced community are represented and addressed, thus contributing to improving humanitarian response and accountability toward affected populations. Well-functioning sites depend on the active participation of the site population. Supporting this will require training, coaching and encouragement of community representatives to be responsive leaders.
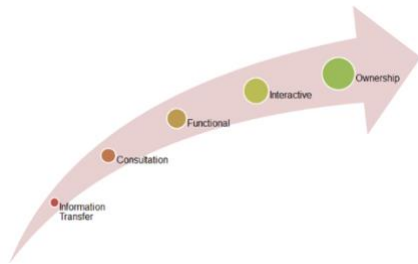
Participation in a long term process, which requires an in-depth understanding of the local context. The aim of participation in camp settings in not just to give a voice to the different groups among the displaced communities, but to go further and ensure that residents are heard and take part in decisions affecting their lives. Often, at the start of a rapid-onset emergency, site populations may not have the time or energy to prioritise more of their time in participation. Information transfer methods, consultation processes, feedback mechanisms, and governance structures need to be established with this in mind.

Barriers to participation depend on the context and will be different for distinct groups within the site population and will vary over time. Barriers can also be social or related to the physical environment. There may also be existing barriers from rules or policies that disadvantage certain population groups.

Understanding the power dynamics already existing in the community, both displaced and host, as well as the barriers that different groups face to participate in decision-making, is a crucial step to define the best way to work towards increasing the participation of all groups.

⊗ **Links to CHS Commitments 3, 4, 5 and 8**

Standard 2.1: Governance mechanisms and structures	
Inclusive and representative governance structures are accountable to and have the capacity to meet the needs of the site population.	

Key Actions:	• At site set-up and with the site population:
	○ Assess and understand existing participation structures and power dynamics.

	o Consult with key informants in the community and other stakeholders about the structure of and selection to site governance groups or committees.
	o Consider integration with, the adaptation of or support to existing governance structures or community leadership.
	o Assess the role of the host communities and ensure they have a voice in governance mechanisms and structures, especially in resolving disputes.
	o Develop terms of reference, including a code of conduct, for different site management groups or committees. This includes committees at the neighbourhood, block and/or site level, how disputes within committees will be resolved, and how the different groups will interact with each other and other stakeholders.
	o Undertake an agreed participatory selection process for the groups or committees.
	• Ensure these participatory structures play a significant role in decision-making processes related to the provision of assistance and protection within the site.
	• Ensure roles and responsibilities of groups or committees are transparently communicated to the entire camp population, including the host community.
	• Ensure that governance mechanisms are structured and supported in such a way to ensure that women, young people, and often under-represented people are included and have a meaningful role to play. Systematically consider ethical ways of engaging with these individuals and groups to respect dignity and avoid any increased stigma.
	• Ensure that all external stakeholders (service providers, (local) government and the host community) are aware of the agreed governance structure, the role and responsibilities of the groups or committees, and how to work with them.
	• Undertake regular capacity assessments and targeted training of people in the site governance committees or groups.
	• Monitor the performance of site governance committees and groups against their terms of reference, and work with the committees and groups to ensure their accountability to the site population.
Key Indicators:	• % of the site population who feel they are represented by and through the site governance structure

Guidance notes:

Generating a **representative site governance** structure that includes women, children, and minority groups will be different in each operational context. A good indicator would be to aim for at least the same ratio as the displaced population, noting that in most scenarios, this will be a demanding task.

Due consideration should be paid to the barriers (cultural, physical, or socio-economic) that could impede certain groups from participating meaningfully in governance structures, and measures taken to mitigate these.

In some contexts – particularly outside of camps - community representation/governance structures or leadership may already exist. As such, it is crucially important that a thorough analysis is done to understand how these groups work, their role, and the extent to which they are adequately able to represent the entire community (see above). Depending on the outcome of this analysis, it may or may not be necessary to create new structures; instead, it may be more appropriate to widen existing structures, or simply to increase their support and capacity building to enable them to play a role in coordination and management of humanitarian assistance and protection.

Participatory models for short term collective centres (including transit sites and evacuation centres) typically focus on improving data collection or distribution, designing appropriate humanitarian services, providing forums for information dissemination and/or conflict resolution. Models for these frequently take the form of steering committees, community notice boards or sub-sector technical groups. Long-term collective centres can hold similar objectives but take different forums such as national associations, link up with civil society or have advocacy goals.

Ensuring that consultations happen with community members to prioritize their specific **cultural practices and traditions** in the immediate aftermath of a hazard event can be very valuable to building back social cohesion. At the same time, some cultural practices may harm elements of the community, and site managers need to balance tradition with respect for human rights. Therefore, not only, men, women, children and vulnerable groups should be represented in a governance structure, but also cultural leaders and representatives.

Consider informing or consulting with **local market actors** as a stakeholder group, linking livelihoods to early recovery, even in remote sites.

Community mapping exercises can be the most useful tool for SMAs. Over time and in every context (not just in long term protracted situations) this tool can make it more apparent what are the views of key stakeholders about critical issues, as well as the needs of people and their way of interacting.

 The CRPD definition of persons with disabilities helps SMA to expand the understanding of PWSN to include persons who have long term sensory, physical, psychological, intellectual or other impairments that in interaction with various barriers, prevent them from participating in or having access to humanitarian programs, services or protection. Humanitarian actors should strive to recognize the

capacities of persons with disabilities to contribute to the humanitarian response as well as the multiple forms of discrimination face.

⊗ *Read more about setting up representatives and governance structures in the **CM Toolkit Chapter 3 and in the CCCM Cluster Collective Centre Guidelines Chapter 4.***

Standard 2.2: Community participation

The site population is able to participate meaningfully in decision making related to the management of the site.

Key Actions:	• Ensure the time and resources needed for developing effective participation as part of site management is planned and budgeted for. • Ensure that participation and involvement of the site population are planned and agreed at each stage of the project cycle – assessment, planning, implementation, monitoring and evaluation, with the different stakeholders working in the site. • Ensure that site staff are trained and supported in using participation methodologies to facilitate, train and support various participation structures. • Work with service providers in the site to employ participatory methodologies and encouraged them to train men and women from both local and displaced communities. • Monitor and manage the potential abuse of participation and power through corruption, nepotism, peer pressure and the pursuit of self-interest. • Consider the balance between direct community participation and indirect representation by elected representatives through the various stages of response.
Key Indicators:	• % of the site population who are satisfied with the opportunities they have to influence site decisions • % of site population who report that the site governance mechanisms are inclusive, effective and are reaching the displaced population • % of female committee members who feel their views are considered during decision-making processes • % of inter-agency coordination meetings involving community representatives

Guidance notes:

There is often an assumption that **women's participation** requires a separate mechanism. This may be a useful way to engage with women in certain restrictive cultural environments but may not be necessary or desirable in most displacement contexts. Setting up separate mechanisms can result in only women working on 'women's issues' while the general committees are comprised primarily of men having a bigger influence.

Participation in decision-making can be formal or informal, engaging different stakeholders, such as service providers. While it will be useful to utilise different participatory approaches and strategies, employing a mix of differing organisational policies, internal experiences, support (indirectly through staffing or directly through funding) may confuse and create tensions within the site population. The SMA should initiate a dialogue with all relevant stakeholders to **promote transparency in the approaches used** with the site population and initiate forums for sharing best practices and lessons learnt.

SMAs will also need to consider **host communities**, how displacement affects them and their access to resources, to avoid creating tensions, and incorporate ways they can participate in the decisions that also affect them.

In **non-camp settings,** the community structure is trained to identify priorities and solve collective problems in much the same way as traditional planned and informal sites. The contrast of participatory techniques in these two CCCM approaches will be more in **who** the engagement is targeted on with the focused primarily on NGOs in camp settings, versus engagement with a larger audience including local government or authorities and service provider in area-based CCCM programs.

⊗ *Read more about modes of participation and challenges to it in the **CM Toolkit Chapter 3**.*

⊗ *Read more about https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html*

⊗ *Watch how to use the coaching technique to build the participation of camp committees in both traditional typologies and out of camp approaches on*
https://www.youtube.com/watch?v=cExBGw9g3aM

⊗ Read more about non-camp settings in *Management and-coordination-collective-settings-through-mobile-approach-working-paper.*

Standard 2.3: Information sharing with communities

Regular communication with the displaced community, host community and all other stakeholders is appropriate and relevant.

Key Actions:	• Develop information dissemination mechanisms in appropriate language(s) and format(s) for the stakeholders engaged.
	
	   ○ Ensure initial and ongoing assessments include questions on preferred communication languages, formats and channels.
	
	• Create and regularly update agreed standardized key messaged or FAQs to be used by all agencies.
	
	   ○ During disease outbreaks, seek comprehensive guidance about community messaging from health actors, including national Ministries of Health.
	
	• Develop minimum standards or guidelines for information sharing and encourage all service providers to use.
	
	• Regularly disseminate to the site population information about service provision, including organisational roles and mandates, details of the service and contact information.
	
	   ○ Ensure this is updated as service provision changes, e.g. changing food rations.
	
	• Follow up with site populations to ensure messages and information has been received and understood.

Key Indicators:	• % of the site population able to name service providers (an organisation or staff name) • % of the site population able to recall a recent key message

Guidance Notes:

The key actions for both camp and non-camp settings emphasize the creation and sharing of site-level information campaigns for displaced communities and host communities. The main difference for out of camp settings would be the different kinds of modalities needed – as it is much harder to spread information outside of planned sites (all typologies) into out of camp neighbourhoods as people are dispersed and isolated. In out of camp settings, there is also a need to build on existing mechanisms for information sharing while considering the wider variety of population needs within the area. Camp settings are more likely to have a relatively more homogeneous site profile with similar levels of vulnerability.

Site populations are likely to have **varying levels of literacy**, and possibly in more than one language. They are also likely to rely on different information sources, e.g. youth and older people often rely on quite different modes of information; children's literacy is different to youth literacy.

⊗ *Read more about disseminating information in the **CM Toolkit Chapter 2**.*

Standard 2.4: Feedback and complaints:

Site populations, both displaced and host, have access to safe and responsive mechanisms to handle feedback to service providers or complaints

Key Actions:	• At site set-up and with the site population and service providers, establish harmonised feedback and complaints mechanisms, including response.
	o As necessary, coordinate or consolidate different mechanisms from service providers.
	o Consider a set of different formats for submission of feedback and complaint, i.e. verbal, written, electronic, paper-based, comments boxes, help desks, hotlines, etc.
	o Ensure that mechanism(s) is able to maintain confidentiality.
	o Ensure the mechanism includes agreed and realistic response timeframes.
	o Establish a feedback and complaint tracking system.
	o Update SOPs as required, e.g. changed service levels.
	• Ensure that information about feedback and complaints mechanisms is available in appropriate language(s), and format(s) to account for different levels of literacy and technology use and are accessible for people with specific needs (PwSN).

	• Ensure that training on confidentiality is included in staff training.
	
	    o Work with service providers to have a shared understanding for all staff across the site.
	
	• Ensure that a response plan to track and address feedback and complaints is in place and operational.
	
	• Ensure a PSEA reporting channel(s) and follow-up mechanism is in place.
	
	    o Ensure the site population, both displaced and host, are aware of PSEA and how to report incidents.
	
	• Monitor that the feedback and complaints mechanism(s) is functioning. If necessary, follow up directly with service providers if the site population fails to get a response from an individual agency mechanism.

Key Indicators:	• % of site population aware of feedback and complaints mechanisms and know how to access them. • % of site population who consider the complaints response mechanisms accessible, effective, confidential • % of complaints or feedback investigated, resolved and results fed back to the complainant within the agreed time frame. • # of member groups of site governance structure with PSEA policies in place • % of SMA staff who know the process for complaints against the SMA, including PSEA. • *Seeking a Qualitative indicator*

Guidance notes:

Receiving feedback in camp settings is usually associated with receiving and resolving feedback, which is negative. People who have missed out on assistance have a right to complain, and while all complaints may not receive a resolution, all complaints do need to **receive a response**. The language of the displaced community should be the preferred language of complaints and feedback as this can be different than the local language. SOPs for complaints procedures should be established and accompanied by training for staff and community leaders.

The views and needs of **all members** of the displaced community, including those living in the host community know about and can submit feedback and complaints in multiple formats. All stakeholders need to be heard in a site and able to submit feedback and complaints with their opinions acted upon.

Examples of **communication tools** used for feedback include complaint committees, grievance committees, suggestion boxes, radio with call-in service, letters addressed to the Camp Management Agency or humanitarian community, hotlines, and SMS messaging or house to house visits with a standardized monitoring form filled by staff of the SMA during predefined hours. Feedback mechanisms may also be used to address fraud, misappropriation or abuse. It is important to develop specific procedures ensuring anonymity and confidentiality when doing so. Follow-up and referral procedures of sensitive issues such as sexual exploitation and abuse, human rights violations, etc. should preferably be the responsibility of one agency that acts as the protection focal point/the relevant sector agency.

The **approaches** used must address the specific context and will depend on the way feedback is handled. A mixture of informal and formal mechanisms is often used. Ideally, the complaint and feedback mechanisms should be designed with modalities and tools commonly used, preferred and understood by the actors of any specific context. The literacy rate of the camp population; the safe access to use the mechanism by all, including vulnerable groups; the confidentiality of communication support and the available resources to roll out the process are elements to consider when putting in place an appropriate complaint and feedback mechanism.

As much as possible, the SMA should **coordinate and harmonize** the different formal and informal feedback mechanisms avoiding duplications and promoting their establishment when none exists. Above all, the SMA should advocate for all agencies to be involved.

Gathering of protection data must only take place, when response capacity is in place and when an explanation can be given to site residents as to how this information will be used. The lead protection agency should build capacity on agencies requiring more support on ensuring confidentiality, setting up the referral of cases for specialized protection agencies and adequate case management systems.

⊗ *Read more about feedback and complaints mechanisms in the **CM Toolkit Chapter 3**.*

For more other resources for designing a complaints mechanism see ⊗ **Sphere Standards page 66 – 70** which are part of the ⊗ **Core Humanitarian Standards – Commitment 5**.

References and Further Reading

- HSP, 2018. Key Inclusion standards 4, 5 and 6 in the *Humanitarian inclusion standards for older people and people with disabilities*.

- ALNAP, 2009. *Participation Handbook for Humanitarian Field Workers*.

- OXFAM GB, 2007. *Impact Measurement and Accountability in Emergencies: The Good Enough Guide*.

- NRC, 2020 (2020). *Community Coordination Toolbox.*

- British Red Cross. *Community Engagement Hub* – https://communityengagementhub.org/.

- Women in Displacement. https://womenindisplacement.org/

- CCCM Cluster, April 2019. *Management and Coordination of Collective Settings Through Mobile / Area Based Approach: Working Paper (*https://cccmcluster.org/resources/management-and-coordination-collective-settings-through-mobile-approach-working-paper).

- UN, 2006. *Convention of the Rights of Persons with Disabilities*.

- Global Protection Cluster, 2010. *Handbook for the Protection of IDPs*.

3. SITE ENVIRONMENT

The location of a site and how or even whether it is planned have a critical impact on the health, well-being and protection of the displaced population, as well as on the ability to manage daily activities, ensure participation and develop relations 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.

While sites are often established with the expectation that they will be short-term, planning should always aim for longer-term needs, expansion and unexpected eventualities. In addition, the needs of the host community should be considered in relation to the services, infrastructure and assets established Services and infrastructure such as schools, community halls, roads, electricity cables or water points, may also benefit local communities. Conversely, buildings which have been degraded due to their temporary use as collective centres can have a negative impact on the local community. The eventual handover of such assets during site closure should be defined and agreed with involved stakeholders from the outset. The planning of site set-up/improvement and site closure are interrelated from the beginning.

Although national authorities are ultimately responsible for site set-up/improvement, the SMA, with the support of the Cluster/Sector Lead Agencies if they exist, must ensure all actions taken during the lifecycle of the site are comprehensive, inclusive, well-coordinated and uphold the rights of the displaced population. It is important to note that in some contexts, especially during natural disaster-related displacement, the site management and coordination roles are more and more being carried out by national authorities.

⊗ **Links with CHS Commitment 1**

Standard 3.1: A safe and secure environment	
All site residents and service providers live in a dignified environment that is safe and secure from harm or violence	

Key Actions:	• With governance structures and service providers, develop a site-based safety plan at site set-up. Update this plan regularly.
	o Ensure SMA has adequate capacity in safety and security assessment and response.
	o Use a risk-based approach to evaluate external and internal threats and appropriate measures to respond to them.
	o Ensure the site is regularly assessed for risks and contingency plans are in place and updated according to emerging risks.
	o If necessary, develop relocation plans.

	• Undertake regular safety audits of the site, evaluating both physical infrastructure and community behaviour. Develop a response plan to address "red flags" found during safety audits.
	
	   ○ Monitor population densities within and across the site and ensure that they do not pose health or safety risks.
	
	   ○ Ensure that safety audits specifically consider gender-based violence (GBV) and other protection risks, and that specific measures are in place, based on needs, to mitigate risks from and to respond to these risks.
	
	   ○ If necessary, implement relocation plans for households or services located in unsafe areas.
	
	• Addressing specific threats and relevant to the local context, e.g. fire, establish safety committees at the relevant levels to address these threats.
	
	• Ensure that information channels to communicate risks to site managers or administrators are in place
	
	• Ensure that information channels to communicate risks to the site population are in place
	
	• Ensure SMA staff are adequately trained in safety and security, and that appropriate security measures are in place.

Key Indicators:	• # of recommended mitigation actions from safety audit directly integrated into site maintenance and improvement plans (OR addressed with site maintenance activities)

Guidance notes:

Safety audits are a tool designed to give SMAs and service providers insight into how all groups (including those at risk such as adolescents, older people, those with specific concerns) feel about their safety and security when using site facilities during both day and night. Depending on the context, safety audits should be done together with a protection specialist or with specially trained focal persons. The results of the safety audits, observational monitoring and mapping of the results, can be used to then work with site planners (where available) to develop appropriate interventions to address any concerns. These interventions may include the installation of additional key facilities where needed, expanding or reducing parts of the camp area as needed, and re-directing traffic and livelihoods in order to re-achieve a balance between over-densified and less-densified parts of the camp.

Relocating households to different parts of the camp is an extremely complex undertaking, with many protection risks, which may undermine existing community structures. Such moves should only be taken

if there are no other alternatives, and through full consultation with all actors. More lighting could be considered, but SMAs should be aware of the potential unintended consequences of potential interventions.

The problem of **high population densities** in different parts of a site (e.g. around markets, water points, etc.) can be a key factor contributing to a heightened risk of GBV or other forms of protection risk.

Consultation: Noting that it is not sufficient to only consult women and children about safety or dignity, as in many cultures, men control what women and children are allowed to do. Be aware of social hierarchies, power dynamics, and actively engage with decision-makers to reinforce the rights of women and children to safely access facilities in the site.

Safety committees is a broad term which could include all forms of security in a site but is usually related to voluntary actions for fire prevention, search or rescuer, first aid, etc.

Standard 3.2: An appropriate environment

All site residents have an environment that is physically, socially and culturally appropriate

Key Actions:	• At site set-up, working with community leadership structures and national or local authorities, **coordinate** all service and infrastructure providers to assess site population needs and capacities, and to **develop** the site plan.
	
	   o Represent the needs of the population, as ascertained through participatory methods and assessment.
	
	   o Ascertain site population expectations of the appropriate use of facilities, noting this may not be homogenous.
	
	   o Assess changed site population needs and capacities from the pre-crisis context, identify immediate needs and capacities for both the displaced and non-displaced populations, and consider any specific needs of at-risk groups.
	
	   o Ensure the needs of those most vulnerable are taken into account.
	
	   o Ensure thematic standards are applied to all communal or shared infrastructure and spaces (e.g. Sphere, INEE, MERS, etc.).
	
	   o Ensure the technical needs of services can be met.

	• Plan the use of land to provide sufficient space for all functions, accessibility to all shelters and services, and adequate safety measures throughout the settlement.
	
	   o Include planning for shared resources like water and sanitation facilities, communal cooking facilities, child-friendly spaces, gathering areas, religious needs and food distribution points.
	
	   o Ensure that the placement of essential services within settlements follows standards for safety, protection and dignity.
	
	• With community leadership structures, national or local authorities and service providers, ensure the site is set up according to the plan.
	
	   o Ensure the affected population has access to essential services and facilities, including education and livelihoods opportunities.
	
	   o Ensure problems encountered during site improvement are addressed and resolved.
	
	   o Work with service providers to establish an acceptable distance and safe travel (or transport) to essential services and facilities.
	
	   o Coordinate with service providers to prioritise and deliver essential services and livelihoods opportunities where these do not already exist.
	
	• Prioritise among competing technical requirements and sequence appropriately.
	
	• Ensure that facilities for mourning and burying the deceased reflect cultural norms, noting that these may not be homogenous.
	
	• Ensure space and appropriate locations for cultural facilities for religious practices and rituals, for performing arts, for cultural events and festivity, etc.
	
	• With community representatives, ensure that any community-managed facilities are maintained, and that decommissioning is considered.

Key Indicators:	• There is an agreed site plan. • % of safety audits indicating significant threats to site population and service provider safety (target 0%). • % of the site population, including host communities, indicating that the site reflects their needs, safety and priorities.

Guidance notes:

It is rarely possible to plan the perfect site and at the same time to over plan sites.

In area-based or mobile camp management operations, as well as **locations where people have already self-settled**, site improvements will need to be done gradually, as people initially will naturally have feelings of ownership which could make re-planning more difficult without extensive consultations.

Priorities in **urban displacement contexts**, where precarious land tenure agreements and lack of space make it almost impossible to undertake heavy improvements and maintenance works, the SMA could opt for low tech site improvement, coupled with HLP due diligence process and land advocacy with competent local authorities. Likewise, in certain urban contexts, site management could advocate for communal facilities such as schools, community centres, and primary health care posts to be built in locations that can be accessed by the population living in more than one displacement sites and host communities.

Area-based approaches offer an emerging way to provide assistance defined by geography with a combination of social analysis and service delivery with camp management servicing districts, neighbourhoods, or targeted communities over individuals or households. In the immediate aftermath of a disaster, the phasing of demolition and rubble removal will need to be considered, alongside the immediate needs of providing temporary shelter to those affected. As not all demolition or rubble removal can be done at once, this will mean a clear prioritization discussion must take place as to which areas or buildings, must be cleared first, and which in turn, can be utilized for temporary sheltering options.

Additionally, due to legal regulations, the need for post-disaster criminal investigations, preservation of historical building sites, and priorities of business' and state-owned properties must be taken into account. This can be one of the key delays or barriers to eventual reconstruction and finding temporary sheltering options.

Site planning and temporary shelter in urban areas should also take into consideration the need for **multiple or sequential disasters**: for example, an earthquake, then heavy snow, then after-shocks. These strategies for how to explain and negotiate for evacuations or rotation of sites to the remaining affected population, when there is no good choice available are closely interconnected with communication with the affected population.

Camp managers managing evacuation centres in urban environments must **advocate** being connected to the network of re-opened/restored roads, to all public services (schools in one direction, the town hall in another, etc.) as the effects of aftershocks or other subsequent disaster events may have a significant negative impact upon the continued use of mass shelter options like sports halls

Universal design or adapted design: Service providers should be encouraged to develop technical options that respect the rights of all people, including persons with disabilities and of all ages, to safely access facilities. However, specific or adapted construction may need to be brought for children, older

persons, those with mobility challenges. In areas where there is overlap, SMAs should coordinate partners to meet. Referral pathways should be regularly updated and tested.

Use spatial planning and the thematic indicators in Sphere to determine the right ratio of the **number of communal facilities** for each section of the site.

Impact on community behaviours: Site planning and establishment play a crucial role in ensuring that a community can continue specific practices, traditions and transmission of knowledge and skills in the immediate aftermath of a hazard event. Therefore, not only, men, women and vulnerable groups should be represented in a governance structure, but also cultural leaders and representatives, as well as voices of marginalised or stigmatized groups.

How people use the spaces within the site on a daily basis will vary in each context based on the cultural aspects of the inhabitants, the phase of the emergency, time of the day or year, and will likely change over time. Understanding the everyday practices of the site residents can reflect the needs of the population and become a key factor in ensuring safety across the site.

Mobile site management teams can still be involved in site improvement. The mobile teams can facilitate essential site maintenance activities wherever people find themselves and coordinate (or directly organize) shelter improvements to support minimum living standards and protection. Mobile teams may:

- provide household level internal partitions or window and door repairs;
- mitigate site hazards such as debris removal, or simple sanitation network repair; or
- facilitate forms of tenure security for displaced communities living in informal sites (e.g. rental agreements, right to occupancy agreements, etc.).

⊗ *See Sphere's Shelter and Settlement Standard 2; Location and Settlement Planning.*

⊗ *For more information on site improvements in collective centres and other out of camp settings, see the CCCM Cluster's Management and Coordination of Collective Settings Through Mobile / Area Based Approach: Working Paper*

References and Further Reading

- CCCM Cluster, April 2019. *Management and Coordination of Collective Settings Through Mobile / Area Based Approach: Working Paper (*https://cccmcluster.org/resources/management-and-coordination-collective-settings-through-mobile-approach-working-paper).

- Sphere Association, 2018. The Humanitarian Charter, Protection Principles and the Code of Conduct in *The Sphere Handbook (4th Edition).*

- IASC / Global Protection Cluster, 2015. *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery.*

- NRC, 2017. *Sustainable Settlements: Maximising the social, environmental and economic gains in humanitarian displacement setting.*

- The Alliance for Child Protection in Humanitarian Action, 2019. Standards 7 and 28 in the *Minimum Standards for Child Protection in Humanitarian Action*.

4. SITE SERVICE COORDINATION AND MONITORING

Coordination is a process of sharing information and planning together in pursuit of mutual and agreed-upon goals. Site coordination involves bringing together relevant humanitarian actors to ensure activities are complementary and support site populations in realizing their basic rights. Coordination aims to ensure efficiency and accountability in the provision of assistance and protection to the site population. Standards of living in the camp must be maintained, as well as full and equal access to basic human rights for the site population.
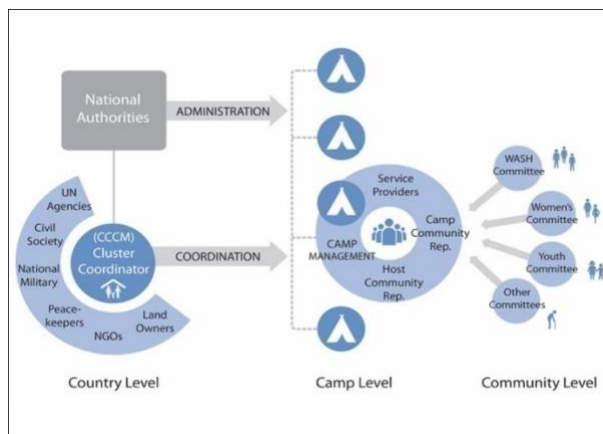
SMAs will operate in a broader coordination setting. Coordination also takes place between camps, at regional and at national levels. The primary role of the SMA is coordination within the site rather than between sites, except in cases of scattered settlements where they may also play a role across multiple sites. The SMA will also need to report to national coordination mechanisms on the condition of the site.

Service providers at site level will likely also be operating in a broader coordination setting, likely at the national level and possibly at a sub-national level, e.g. clusters or a thematic coordination platform. They will need to report their operations to this platform, although the level of follow-up may not be as rigorous as at site level.

The success of the coordination process is underpinned by developing and maintaining transparent and effective partnerships with a diversity of stakeholders, including national authorities, the CCCM Cluster/Sector Lead, service providers, the camp population and the host community.

⊗ Links to CHS Commitment 1, 4 and 6.

Standard 4.1: Site Coordination	
Services are coordinated to meet the needs of the displaced and host populations.	
Key Actions:	• Act as a focal point for all activities and issues taking place across the site.
	• Map all stakeholders (Who/What/Where) and facilitate a clear and agreed division of tasks between them.
	• Maintain open communication and coordination channels with the relevant national authorities.

	• Ensure good relations with host populations and their inclusion in work and activities across the site. • Regularly bring together site-level stakeholders to share information, gather concerns and update organisations. o Consider different ways of sharing information other than meetings. • Ensure strategic planning, implementation and monitoring of protection and assistance, throughout the site life cycle. • Ensure all actions undertaken with and for the site population reflect the search for durable solutions. • Ensure basic maintenance of site infrastructure, either through advocacy to service providers or through direct action. o Ensure a budget line for basic maintenance. • Ensure the inclusion of site representatives/governance structures in coordination mechanisms.
Key Indicators:	• % of stakeholders or stakeholder groups who are actively engaged in coordination meetings • # of coordination meetings that include representatives of the displaced and/or host community • # of agenda items that are developed jointly with the representatives of the displaced/host community

Guidance notes:

Coordination doesn't mean meetings, although they can be a useful venue for decision making. In this case, decision-makers should attend meetings so that problems are addressed and resolved quickly. Separate level meetings are time-consuming, and the aim of coordination is not to delay decision making or make assistance ineffective. It is not necessary to duplicate coordination structures at all levels.

For sensitive issues, other forms of coordination may be useful and appropriate, e.g. bilateral meetings with partners. An awareness of which issues should be handled with discretion is critical.

In **non-camp settings,** the exchange of information will be between a broader range of stakeholders and including local authorities. In these circumstances, the role of the SMA team will be to support site/area level coordination by convening and connecting various stakeholders, including community members

(both displaced and host communities), and to strengthen/establish communication and coordination mechanism(s).

⊗ Read more about out of camps on the CCCM website and work of the ABA working group. https://cccmcluster.org/resources/management-and-coordination-collective-settings-through-mobile-approach-working-paper) and part 1 of the NRC paper on women's coordination which touches on community in coordination where the recommendation focus on women, but the recommendations can also be applied to men or other vulnerable groups. https://www.nrc.no/globalassets/pdf/reports/improving-participation-and-protection-of-displaced-women-and-girls-through-camp-management-approaches/improving-participation-and-protection-of-displaced-women-and-girls-through-camp-management-approaches.pdf

⊗ *Read more about coordination tools and challenges in the **CM Toolkit Chapter 4**.*

⊗ *Watch how does a camp manager coordinate on*
https://www.youtube.com/watch?v=7xlp6vmo_L0&feature=emb_logo

Standard 4.2: Site service assessment, monitoring and reporting:
Systems are established to monitor and update site population needs.

Key Actions:	• Ensure service-providing agencies are aware of the role of the SMA in monitoring gaps and needs.
	• Provide regular updates on work plans, the ability to meet minimum standards and responding to changes in the site.
	o Sectoral minimum quality standards should be established with service providers and the site population.
	• Establish and maintain communication channels between the site governance structure and service providing agencies.
	• Collect data and manage information on service needs across the site.
	o Ensure that gaps and duplications in the delivery of assistance and services are identified and responded to.
	o Ensure confidentiality and agency data protection policies are applied to individual and family information.
	o Ensure sectoral minimum quality standards are respected.
	• Support data sharing agreements where possible between service providers in the camp to avoid duplication of work.

	• Establish or develop an agreed harmonized assessment tool for site profiles.
	
	• Undertake joint, multi-sector assessments to understand needs following significant changes in the population or site conditions.
	
	    o Ensure the involvement of the site population in the monitoring of services.
	
	• Ensure that site residents have regular and timely access to accurate information to guide their individual and family decisions to return, integrate or resettle. Ensure the information is in an appropriate language(s) and format(s).
	
	    o Share with site populations the results from any assessments in potential areas of return, integration or resettlement to independently determine the safety of the options.
	
	    o With service providers, develop key messages for identified vulnerable individuals to be informed about continuing access to services throughout the process.
	
	    o Information should relate at minimum to legal (Protection), health, education, water supply and energy services, livelihood opportunities, markets and religious and cultural institutions.
	
	    o Conduct regular intention surveys and other forms of consultation at the household level to evaluate how households are making decisions and if there are barriers to their preferred option.
	
	    o Understand and address rumours quickly.
	
	    o Through community participation mechanisms, monitor community-level trends in solution choice, including the timing and conditions of any move.
	
	• Feedback site-based information to national coordination mechanisms.

Key Indicators:	• # of site indicator agreed with partners and updated regularly • % of stakeholders satisfied with site monitoring reports from SMA • % of site population who are able to express their informed desire for return, integration or resettlement • % of site population aware of where to access information on options for durable solutions.

Guidance notes:

SMAs need to have a leading role in what information is being collected in the site in order to be informed and highlight the gaps and needs among the population. Reporting outputs expected from an SMA will be different in each context. At a minimum, an SMA needs to know who is in their camp, the needs of their population and the agencies who are providing it. Sex and age disaggregated data (SADD), at a minimum, allows program managers and decision-makers to examine service-delivery, treatment, and service outcomes in-depth and further disaggregation may be necessary depending on the context. SMAs also need to know how the differences between the sexes, age groups, and key populations are affected in their settings.

The SMA is also responsible for producing a report to stakeholders on activities and prioritised gaps. This is particularly true for informal sites or in mobile approaches which may not be as frequently monitored by service providers.

If information is being collected and documented by another stakeholder, depending on the sensitivity of that data, SMA staff should join in the data collection team. Prior agreements on what information is being gathered by who is crucial as this protects the camp community from data collection fatigue and prevents the duplication of similar information. Refer to the CM Standard 1.4 for more information.

Care should be taken in sharing information with site populations about returns, integration or resettlement not to raise unrealistic expectations. Gathering information on any development programming in those locations will be useful. Understanding the desires for solutions and addressing rumours will be a sensitive task.

If regular service monitoring is conducted, multi-sectorial assessments should only be needed following a significant change in the population. Camp management agency staff should be involved in the planning for any large assessments undertaken by agencies, including OCHA and individual agencies.

For non-camp settings, the above also applies. However, more time would be required agreeing with stakeholders on what information to collect, why and how.

⊗ *Read more about service monitoring in the **CM Toolkit Chapter 4**.*

⊗ *See also CM Standards 2.2 Community participation.*

Standard 4.3: Referral Pathways:

Those in need are referred to specialised service providers.

Key Actions:	• Ensure the site population and all organisations working in the site are aware of critical referral pathways for health services, GBV, Child Protection and other Protection services.

	• Ensure overlap between service providers is minimised. • Ensure SMA staff are aware of critical referral pathways and know how to appropriately and ethically advise people how to access them. • Monitor that follow-up procedures on referrals are in place. • Ensure that any updated case management protocols (e.g. child protection and GBV) are shared with all partners as needed. • Advocate for specialist services or for an increase in specific services as conditions change. • Ensure community governance structures/representatives are able to play a key role in referrals (subject to appropriate training). • Ensure mechanisms are in place for self-referral, and that these are known by the population.
Key Indicators:	• Functioning referral pathways are in place to ensure that people with specific or specialised needs receive the assistance and protection required.

Guidance note:

While referral pathways are developed by specialized agencies, an SMA has an essential role through their constant (or regular) presence in the site, to provide timely information dissemination to communities about specialised services. Referral pathways may be essential for key technical services including health, security, GBV, Protection, Child Protection, Child survivors of GBV and missing persons.

A comprehensive understanding of the risk factors faced by vulnerable groups, particularly women and girls, and the causes of these risks is essential for effective prevention interventions. SMAs are responsible and accountable for working at the site level, together with the relevant authorities and protection actors to ensure the protection of all people living in the site.

A survivor of GBV should be fully informed of his/her choices, the services available and the potential positive and negative consequences of accessing those services. Awareness of service providers about existing referral pathways is sometimes more challenging where there is limited capacity in field locations. Organization and critical services should be encouraged to have services in place by sharing resources, where there is actual capacity to be supported and respond and not just mark an agency mandate.

⊗ *See also Sphere Protection Principle 3.*

References and further reading:

- ICRC protections standards on data protection

- MERS Assessment and Analysis Standards

- CaLP's Minimum Standards for Market Analysis

- Global Protection Cluster, 2010. *Handbook for the Protection of IDPs*.

5. EXIT AND TRANSITION

Site closure, like site setup and planning, is a context-specific process. It can take place for a variety of reasons, and in a diverse number of ways or stages, ranging from planned and orderly closure influenced by organised, voluntary return movements or dwindling donor support, to abrupt and disorderly closure due to natural disaster, security threats or government coercion. It may sometimes be the case that 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.

Whatever the circumstances, careful planning and extensive coordination is crucial and should be carried out by the site management team in collaboration with national authorities and other key stakeholders, including the legal owners of the land. Together they should ensure substantive participation of the camp and host populations in the process.

Buildings which have been degraded due to their temporary use as collective centres can have a negative impact on the local community. The eventual handover of such assets during site closure should be defined and agreed with involved stakeholders from the outset, or as early as possible to it. The planning of site set-up/improvement and closure are interrelated from the beginning.

SMAs and CCCM Cluster Coordinators are in a unique position to monitor if secondary displacement is occurring. A secondary displacement may take place when conditions in the area of origin are not conducive for a safe and dignified return. Reasons could relate to security, housing and livelihood opportunities, basic services, social retaliation, etc. Where this occurs and an SMA has successfully monitored the situation, advocacy on the challenges faced by those displaced should be done with local or appropriate authorities.

An example of best practice came recently in Iraq 2017, where the Protection and CCCM clusters jointly questioned and provided follow-up calls with departing IDPs to understand their motivations and challenges.

Standard 5.1: Transition to a new SMA and site management team	
Site populations continue to receive appropriate and timely support and service provision during site management transition periods.	

Key Actions:	• With the new SMA, develop a transition or handover plan.
	○ At a minimum, this plan should ensure ongoing service provision in the site. Ensure existing service providers are included in this process.
	○ Ensure infrastructure and equipment handover includes details of key resources, tasks and specific technical considerations.

	• Ensure that handover or transitions plans include rehabilitation and decommissioning needs.
	
	• Work with the SMA to establish a caseload action plan to specifically address the needs of vulnerable individuals, that does not place them at increased risk due to site handover and ensures their uninterrupted access to services.
	
	    o Ensure that vulnerable individuals and their carers are appropriately informed about a new SMA and their ongoing access to services.
	
	• Ensure existing camp representation structures are included in this handover process.
	
	• Work with the new SMA to ensure its capacity and expertise is adequate.
	
	    o Capacity-building should include all areas but in particular issues of land tenure, infrastructure maintenance and protection and humanitarian principles.
	
	• Work closely with the new SMA, for example, through partner or shared roles, mentoring, or shadowing.

Key Indicators:	• % of site population who are satisfied with service provision during transition periods.

Guidance Notes:

Incoming SMAs may be humanitarian organisations, government authorities (local or national) or community groups. Capacity building, providing time for technical support and overlap between senior staff and new agency staff coming in for completion of activities and consultation is critical. In areas where it is possible, the new SMA should be encouraged to retain original staff, rehired to provide both experience and institutional memory to ensure continuity for the population. For planned handovers, capacity and expertise of the incoming SMA can be assured, and capacity plans and activities put in place if necessary. For more rapid handovers, the CCCM Cluster Coordinator and the CLA may have a role in ensuring capacity plans are rolled out in incoming SMAs.

⊗ *See also CM Standards 1.3 SMA and site management team capacity.*

Standard 5.2: Planned closure

Site closure takes place in a planned and consultative manner, and its impact on any residual site populations is mitigated.

Key Actions:	• Revisit site closure plans and adapt to the current context. o Results from consultative meetings, focus group discussions, or intentions surveys must inform any action. • If appropriate and feasible, set up go-and-see visits to return, integration or resettlement locations. • Ensure transportation is appropriately arranged for site residents who require it to relocate. • Ensure site governance and leadership is informed of closure plans and utilized as a part of the planning process. • Develop contingency plans to consider how vulnerable individuals will be absorbed into the national social safety net should site services suddenly be reduced or withdrawn. • Monitor site closure against the plan and ascertain community perceptions of the process. • Ensure feedback and complaints mechanism remains available to the affected population. • Ensure that measures are in place for the residual population, who may need to access special services while residing or remaining on-site, including receiving access to appropriate levels of assistance.
Key Indicators:	• % of service-providing organisations that adopt and provide input to closure plans (target 100%) • % protection and security issues related to closure that are reported and referred

Guidance notes:

As with site set up, each site closure will be a highly contextual process, and community engagement is a key element in a smooth closure process.

While the closure of formal camps is a government responsibility, national exit strategies are not the responsibility of a single agency or authority and require the engagement of multiple stakeholders across different levels of government, community or agency.

The closure of sites hosting IDPs must align with any the government plans for IDP movement, the restitution of the land and any other administrative issues.

The closure of sites hosting refugees will involve national governments signing legal MOUs with countries of return or resettlement. These are organized by UNHCR, the government of refuge and intended country of return or resettlement.

⊗ *See also CM Standards 2.2 Community participation, 2.3 Information sharing and 2.4 Feedback and complaints.*

⊗ *Read more about site closure in the CM Toolkit Chapter 7.*

⊗ *Read more about site closure in the CCCM Cluster's camp Closure Guidelines.*

Standard 5.3: Unplanned closure (partial or whole)
Spontaneous and unplanned (forced returns) closure is anticipated and its impact on site populations managed and mitigated

Key Actions:	- As much as possible, ensure site residents have access to basic services. - Liaise with service providers to relocate or re-provision of services. - Work with local and national authorities as well as other stakeholders to find alternative accommodation solutions for those site residents affected by the closure. - Support movement of belongings and infrastructure. - Ensure transportation is appropriately arranged for site residents who require it to relocate. - Accommodation for PwSN should, as much as possible, be adapted to meet those needs.

	• Use or adapt existing information-sharing mechanisms to ensure that the site population and service providers are informed about what is happening and why. • Ensure feedback and complaints mechanism remains available to the affected population. • Use or adapt existing participatory approaches and tools to ascertain and document community perceptions on site closure and relocation.
Key Indicators:	• % of the site population who are able to access basic services during site closure or relocation.

Guidance notes:

Situations resulting from conflict and natural disaster are often unpredictable. People remain encamped far longer than initially planned. Future eventualities and different scenarios need to be anticipated from the very beginning of an operation. Effective management of the site, infrastructure and assets must be based on assessments including the timing of exit. Careful planning should aim to keep the welfare of the site population safeguarded.

Forced site closure and forced return of IDPs to their area of origin should not be encouraged at any circumstances. Site closure must be linked with a durable solution framework for both IDPs and refugees.

⊗ *See also CM Standards 2.1 Governance mechanisms, 2.2 Community participation, 2.3 Information sharing and 2.4 Feedback and complaints.*

⊗ *Read more about site closure in the* ***CM Toolkit Chapter 7****.*

⊗ *Read more about site closure in the* ***CCCM Cluster's camp Closure Guidelines****.*

Standard 5.4: Rehabilitation and decommissioning

Rehabilitation of the sites meets the needs of residual populations and host communities while considering local regulations and environmental needs.

Key Actions:	• Consult with all service providers, community representation and other stakeholders to develop a rehabilitation and decommissioning plan, that details equipment, infrastructure and guidance on land and infrastructure rehabilitation. o Consultation should take place at site set-up, as infrastructure and land management options evolve, and during site closure periods.

	o Ensure that burial grounds used by the site population are clearly marked and included in plans. o Ensure any hazardous waste sites, such as may be at health facilities, chemical storage sites or abattoirs, are identified, and that specific decommissioning protocols are in place and understood by service providers. o Ensure decommissioning plans exist for all toilets and sludge management facilities. • Ensure that any negative environmental impacts are managed through mitigation. • Ensure all sources of potential misunderstanding are understood by senior managers of the SMA.
Key Indicators:	• The site is returned according to agreed-upon terms • Environmental concerns are addressed.

Guidance notes:

Site closure will produce large amounts of waste of different kinds. Shelter materials, left-behind belongings, damaged items of various kinds. Waste such as chemicals, batteries, expired items or health waste will need to be properly disposed of. Preparing for site closure includes cleaning whether removal or on-site burial or incineration. Risk of contaminating soil and water sources should be taken seriously.

Environmental rehabilitation does not necessarily mean returning the site to its former status; even if feasible, it will be costly and time-consuming. What may be more appropriate is to determine what the host community would like to see happen to the site once the sites have been closed and made safe by pointing out what different income-generating options which span short term benefits.

⊗ *Read more about environmental considerations in the* **CM Toolkit Chapter 6**.

⊗ *Site lifecycle planning should be done in conjunction with CM Standards 3.2 Appropriate Environment, 4.1 Site Coordination and 5.4 Planned Closure.*

⊗ *See also the technical chapters of Sphere for more detail on decommissioning and rehabilitation of WASH and Health infrastructure.*

References and further reading

• Global CCCM Cluster, 2014. *Camp Closure Guidelines.*

- Sphere Association, 2018. The Humanitarian Charter, Protection Principles and the Code of Conduct in *The Sphere Handbook (4th Edition).*

ANNEX 1 – PSEA?

ACRONYMS & ABBREVIATIONS

CHS	Core Humanitarian Standards
CLA	Cluster Lead Agency
CMA	(traditional) camp management agency
DRC	Danish Refugee Council
HC	Humanitarian Coordinator
IASC	Inter-Agency Standing Committee
IOM	International Organization for Migration
MA	mobile camp management agency
NFI	non-food item
NGO	non-government organisation
POLR	(cluster) provider of last resort
PSEA	preventing sexual exploitation and abuse
PwSN	persons with specific needs
GBV	gender-based violence
SEA	sexual exploitation and abuse
SMA	site management agency
SMS	site management support
SOP	standard operating procedure
UNHCR	United Nations High Commissioner for Refugees
WASH	Water, sanitation and hygiene (sector)