**Concept Note**

CAMP MANAGEMENT STANDARDS

# Background

New and protracted emergencies are forcing a record number of people to flee from their homes and seek temporary assistance and protection across the world. Camps, understood as planned or self-settled communal settings where services, infrastructures and resources available are to be shared and managed collectively, should remain the last resort. Where temporary locations are established agencies and authorities seek to provide protection and boost up the require range of life-saving services across humanitarian sectors of intervention. While the availability of resources and local infrastructure will vary in each setting, the time spent in a camp is, unfortunately, often longer than initially anticipated.

Where dedicated camp management staff is assigned, a more predictable and coordinated delivery of service can be ensured. Camp managers enhances participation, fostering and accountability between the affected populations, aid providers and the governments, improving protective environment. The structures established by Camp Managers are often instrumental in empowering the affected populations to organise and mobilise their communities, make tangible contributions to the delivery of assistance and to make informed decisions on durable solutions.

Therefore,the CCCM Cluster has agreed upon the need for a standardized set of benchmarks to measure the delivery directly carried out in Camp Management. Agreeing upon set standards will help to improve the role and build appreciation for Camp Management; function as a powerful advocacy tool at the onset of an emergency as well as throughout a response; assist with capacity building; and guide and harmonize camp management practices and operational delivery standards in the various contexts. Together, these benchmarks will be referred to as the **Camp Management Standards** (CM Standards) and will relate directly to the practice of Camp Management.

To draw upon the humanitarian standards and guidance found in the Camp Management Toolkit, Sphere Handbook, UNHCR Emergency Manual the CM Standards will join the Humanitarian Partnership Network by cross linking these guidance materials and cross reference other technical guidance necessary for CCCM professional– The digital version will also provide structural links to localized SOPs and case studies to reflect how a site management agency can be held accountable to uphold dignity through meaningful participation, establishing legitimate camp governance; coordinating services and assistance across sectors to ensure accessibility and minimize and mitigate protection risks.

The specific outcomes we seek to achieve through the implementation of the proposed standards are the following:

1. Camp management interventions are more coordinated and predictable
2. Camp management agencies and coordinators become more accountable for the quality of camp management activities
3. The ability of camp management agencies to provide a standard basic service in emergencies is improved

By achieving the above outcomes, we hope to make the following strategic gains:

a) the quality of camp management operations is improved

b) Enhance the role that Camp management interventions have in improving the overall protective environment

# Proposed Response

Based upon the outcomes of the retreat consultations, field consultations, on-line surveys, desk reviews and expert advisors, IOM and UNCHR together with the Working Group on CM Standards have already developed a working set of five core Commitments which are agreed upon as central to a Camp Management Agency’s role; they are:

1. Representation – site governance / site committees are representative of and accountable to the displaced population
2. Service coordination – services provided through a network of site level agencies meet the needs of the displaced and host populations
3. Site environment – the site environment is safe and physically, socially and culturally appropriate for inhabitants
4. Strategic planning and exit planning – site level strategy, including planning for exit, prioritizes the safety and dignity of the displaced population
5. Site management agencies and personnel - site management agencies and personnel are capacitated and able to fulfil their roles.

In order to meet these Commitments; the CCCM cluster has agreed upon Key Actions to meet these commitments and set Indicators for achievement these through localized guidance notes.

With this project proposal, the CCCM Cluster will take the CM Standards to the next level by finalizing inputs from humanitarian practitioners views and insights and validating the application of the standards with members of the affected population. This concept note covers activities for phase 2 of the CM Standards consultation. Activities in this phase include

1/ Conducting face to face and Online consultations to obtain views and considerations of the final version of the Standards based on feedback from phase 1;

2/ Developing a monitoring and evaluation Toolkit for ensuring that the standards are attained and are able to guide camp management activities based on selected pilot countries;

1. Draft the Monitoring and Evaluation plan for the pilot countries in question and get approval from the GCCCM SAG and acceptance from the cluster in country and other relevant stakeholders for implementation
2. Design survey and interview tools as indicated in the log-frame in Annex 3 of this document (as per the Means of verification of the indicators listed)
3. Roll out the monitoring tools within the operation (in conjunction with the cluster in country)
4. After the pilot phase is completed – conduct the evaluation

3/ Digitizing the standards and tools for training that have been developed by elaborating a practical reference system with other Humanitarian Standards and updating the existing CCCM training materials.

4/ and finally; through Dissemination and publication of the CM Standings including translation and advocacy events.

The first activity is designed to further increase insight in CM Standards by broadening the scope of partners engaged in field work. In 2018, consultations with field colleagues in **face to face consultation**s allowed inputs from over 200 persons working in site management support or Camp Management staff in NGOs, UN agencies, government counterparts. The target for this year would be to match this, while also receiving additional views from the affected population. Face to face consultations are requested specifically for Latin America and Asia which have a unique set of circumstances where short term displacement into evacuation centres and transit sites are reoccurring. By including views of camp representatives and national/local authorities the final document will also provide localized views on the application of standards and uptake of the humanitarian standards partnership among the intersection of localization and humanitarian principles.

Building upon the clear results from the first **online consultations** that the CM standards are needed, the next phase of the online consultation will focus on receiving specific feedback from partners in remote locations by translating the new version and allowing comments directly in the document draft elaborating areas that need further clarification. The online consultations will continue to be managed by PHAP and utilize the CCCM cluster mailing list of 1,700 persons providing a method of transparently sharing insights in a timebound and accessible platform.

The final step in this activity will be a **peer review process** with other Humanitarian Standards Partners and different technical sectors to further refine the document and where necessary provide clarification on the CM standards in recognition of the cross-cutting nature of CCCM. This phase was again emphasized in the 2019 retreat where involvement with other Clusters was expected to show the complimentary of CCCM as a technical sector

Upon completion of the above, **validation, digitization and endorsement** will be sought through a cross referencing of the CM Standards to the CM Toolkit, 2018 Sphere Handbook and other HSP technical sectors The CM Toolkit remains a valuable collection of best practice. An index of cross referring will link old guidance with new consolidated views and serve as an explanation of the evolution of sector over time. The digitization of the CM Standards will harmonize the guidance utilizing the apps

Upon completion of the CM Standards document, in early 2020, **a capacity building module for both e-learning and face to face training**  will be added to the existing CCCM training materials. . This will require the revision of several online learning platforms which the CCCM cluster has including the UNHCR CCCM e-learning course, hosted by the UNJLC available online via the UNHCR i learning and training platform accessible to all partners and government authorities (Learn & Connect); the Latin American, Norwegian Refugee Council pilot e-learning course hosted on the IFRC platform and available to Spanish speakers and the 2016, CCCM e-learning course, hosted on an independent platform.

Updating the online courses will take approximately 3 months of dedicated staff time, while the development of a face to face training package would be more straightforward process, capitalizing the Global Clusters new pool of newly graduated trained trainers from the spring of 2019. The e-learning course will continue to be self-directed targeting CCCM field practitioners, at no cost to participants.

Validating the work at the end of this process; with r**eal time reviews of selected operations a and an evaluation report (applying the proposed M and E framework that shall be designed under this phase of the development of the standards) will**  demonstrate whether the standards have achieved the aims they were designed to achieve; namely,

1. If the standards have made the operations more coordinated and predictable
2. If the CCCM agencies have become more accountable for the quality of camp management activities
3. If the protective environment had been improved as a result of the implementation of the standards

To achieve a representative consultation process, validate the CM Standards with an index of the CM standards, develop capacity building and monitoring and evaluations framework materials, and provide translation of the final resources both staff support and program activity costs are requested. The total estimated cost for this action is **1,114,000 USD**. Please see annex 2 below with a breakdown of costs.

# Capacity to Address the Issues Identified

As Global CCCM Cluster co-leads, IOM and UNHCR are dedicated to setting standards at a global level while providing operational support. As such, developing inter-agency CM Standard framework that can provide agreed minimum standards for camp management operations fits within the responsibilities of the Cluster. The Global CCCM Cluster has a concentration of expertise in the core camp management activities that will be distilled into standards, as well as the capability to consult with field missions and partners.

# Partners

The Global CCCM Cluster is co-led by IOM and UNHCR. A working group on CM Standards, co-chaired by IOM and the Danish Refugee Council (DRC) will provide an independent secretariat for the CM Standards project. Each agency will commit to providing a dedicated focal point to share in the work associated with field consultations, consolidating technical input, reviewing and drafting revisions, collate feedback from field colleagues. UNHCR will also take the lead on field consultations in specific countries. Drafting and development of capacity building materials will be undertaken by IOM and UNHCR, while DRC will lead the monitoring and evaluation tasks. A consolidated roles and responsibilities matrix will be agreed upon after the signing of the project agreement.

Members of the CCCM Strategic Advisory Group (SAG) will be kept informed of the developments throughout the project. The SAG are represented by the Agency for Technical Cooperation and Development (ACTED), Danish Refugee Council (DRC) and the Norwegian Refugee Council (NRC.

The International Professional Association for Humanitarian Assistance and Protection (PHAP) will be partnered with for the online consultation phase. PHAP has successfully led in the online consultation phases of the Sphere Handbook, the Child Protection Minimum Standards and other humanitarian consultations.

A representative of Sphere has joined the working group and will serve in an advisory function in helping to link the CM Standards to the larger Humanitarian Partnership Standards.

Cooperation will be also sought with national CCCM field operations including working groups and other coordination mechanisms in order to gain input and feedback on the proposed draft, leading into a consultation process as the standards are finalized. There are currently 21 countries with CCCM coordination mechanisms (11 Clusters, 6 merged with Shelter/NFI/CCCM) and 10 sector working groups.

# Annex 1. Work Plan

| *Activity* | *Timeframe (Months)* | | | | | | | | | | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *2019* | | | | | | | | | | | *2020* | | | | | | | |
| In person consultations. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| On line consultations conducted by Phap. |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Peer Review |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Toolkit, HPS digitization and cross referencing (indexing) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Drafting and revision |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Strategic presentations (CCCM Cluster retreat, launch) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| National disseminations (x6) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Translation (online consultation, final version, capacity building materials). |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| On line and face to face training materials |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Monitoring and evaluation (real time cluster reviews x3) |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# Annex 2. Budget

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Item Description** | | **Unit type** | **Number** | **Unit** | **Currency** | **Unit cost** | **From other budgets** | **Total cost** |
|  | **STAFFING** | | | | | | | |
| **IOM staff for CM Consultations (previous)** | |  |  |  |  |  | 94,000 |  |
| **IOM and DRC Standards seconded expert CCCM staff** | | Month @ 30% | 12 | 2 | USD | 9000 |  | 72,000 |
| **CCCM field specialist (in person consultations, Evaluations)** | | Month | 6 | 2 | USD | 6500 |  | 78,000 |
| **Editor, proof reader** | | Lump sum | 1 |  | USD |  |  | 40,000 |
|  | **ACTIVITIES** | | | | | | | |
| **Publication translation and printing** | | Lump sum | 1 | 6000 | USD |  |  | 60,000 |
| **Phap online consultation (see separate proposal annexed)** | | Subcontracted |  |  | USD |  |  | 41000 |
| **Field travel** | | Lumpsum |  |  | USD |  |  | 30,000 |
| **Sub-total** | |  |  |  |  |  |  |  |
| **HQ %** | |  |  |  |  |  |  |  |
| **TOTAL BUDGET** | | | | | | |  |  |

# Annex 3. Logical framework

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|  | Objectives | Indicators | Means of verification | Assumption |
| Strategic objective 1 | The quality of Camp management operations is improved | 1. Beneficiaries in pre-existing camps that implement the CM standards report improved Camp management services provided by the camp management agency | 1. Key informant interviews with camp governance members 2. Beneficiary satisfaction surveys / Focus group discussions |  |
| Strategic Objective 2 | Enhance the contribution of Camp Management interventions in improving the overall protective environment for beneficiaries | 1. Stakeholders report improvement of delivery of Camp management responsibilities/duties that tie in directly with protection concerns and safety and security 2. Beneficiaries report improved services from camp management in relation to those responsibilities/duties that tie in directly with protection concerns and safety and security | 1. Evaluation by key stakeholders – (mainly protection cluster, protection actors, and if applicable, government agencies) 2. Beneficiary satisfaction surveys / focus group discussions | * Improving the quality of camp governance and representation, of gender balances in representation, of data protection policies, and other components of the standards that have a direct bearing on protection, safety and security will improve the overall protective environment |
| Outcome 1 | Camp management interventions are more coordinated and predictable | 1. Existing monitoring mechanisms of Cluster mechanisms (RTEs, Stakeholder surveys, peer-reviews) show reports of improvement in camp level coordination and predictability of services of CCM interventions | * Reports from existing monitoring mechanisms | * The monitoring mechanisms are in place and functional * Alternate coordination and communication structures to the IASC guided clusters are not prevalent in the operation |
| Outcome 2 | Camp management agencies and coordinators become more accountable for the quality of camp management activities | 1. Beneficiaries are aware of the camp management standards and appraised of complaints mechanisms within the camps 2. Inter-cluster coordination bodies and cluster mechanisms for sectors other than Camp management are aware of the standards applicable for camp management agencies 3. Donor and government actors in the operation are aware of the standards for camp management 4. CCCM clusters and working groups monitor for the application of the standards and report to the cluster and inter-cluster working groups on the achievement of the standards | 1. Beneficiary survey to identify knowledge of the standards and complaints mechanisms 2. Survey of members of mechanisms 3. Survey of Donor and government actors knowledge of the standards 4. CCCM cluster meeting minutes, Inter-cluster meeting minutes and peer-review reports between clusters | * Humanitarian coordination mechanisms and humanitarian donors enforce compliance; or at least strongly encourage compliance to the standards * The minutes and reports specified in MoV (d) show if the CM partners have achieved the standards set or not, describe justifications for deviations or lack of performance and are regularly used in the planning and coordination of camp management interventions |
| Outcome 3 | The ability of camp management agencies to provide a standard basic service in emergencies is improved | 1. Staff in camp management agencies are aware of the standards they are expected to achieve 2. Camp management agencies adhere to the standards when designing and implementing their programmes (or provide justifications when they cannot) | 1. Survey of Camp management Staff 2. Programme/project monitoring and evaluation | * That other factors of capacity to respond (e.g., Camp management structure, financial and staff management…etc) are not direct obstacles to achieving the standards |
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