

Consultation event report

# **Operational camp management: An introduction to the Camp Management Standards**

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

This summary report outlines the results of the main section of the survey. Please see the full report for the appendixes, the section-specific survey questions, and the webinar summary, transcript, and follow-up responses.

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

## Key statistics:



**550** event registrations



**225** participants in the live webinar<sup>2</sup>



**178** in the event platform



**26** in the YouTube video livestream



**21** in the audio only livestream



**672** viewers and listeners of recorded event to date<sup>3</sup>



**78** Adobe Connect recording views



**126** YouTube recording views



**468** Audio podcast downloads



**449** pre-event survey respondents

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

<sup>3</sup> Recording statistics compiled on 2 February 2020

## Summary recommendations

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

## Survey results

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

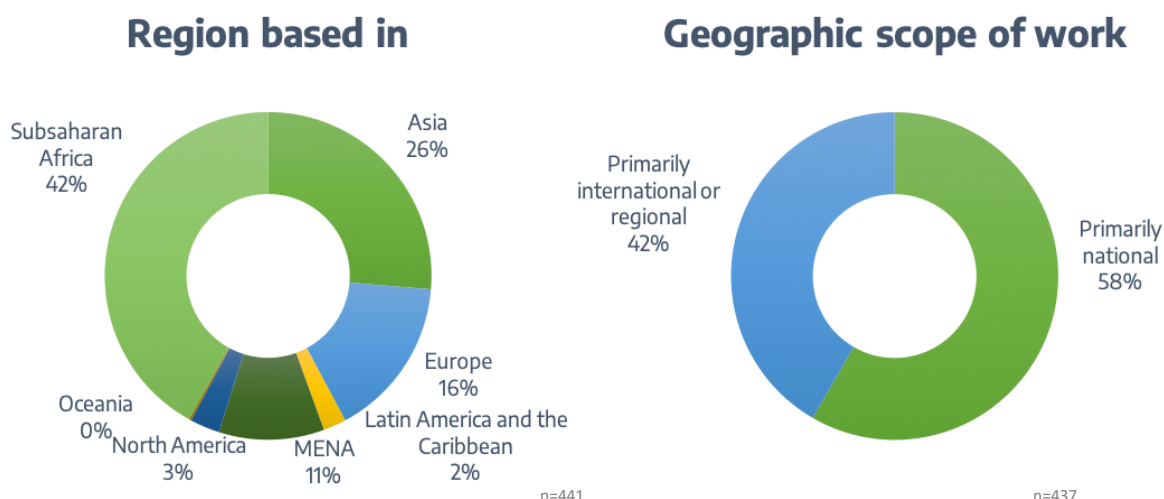
Crosstabs have been carried out for all questions in terms of gender, region based in, geographic scope of work, organization type, and relationship to CCCM and any notable differences in responses are reported. Additional crosstabs have been carried out where relevant. However, as the selection of respondents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

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

## Survey respondent demographics

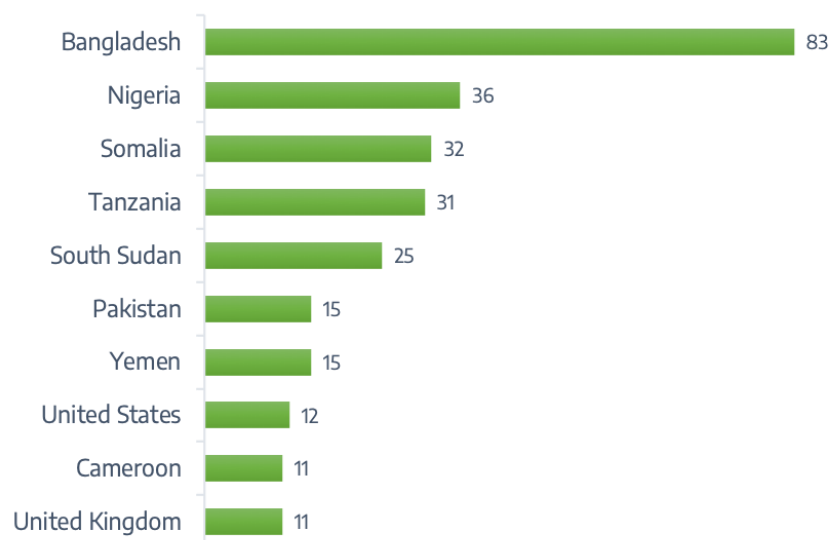
### Basic demographics

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

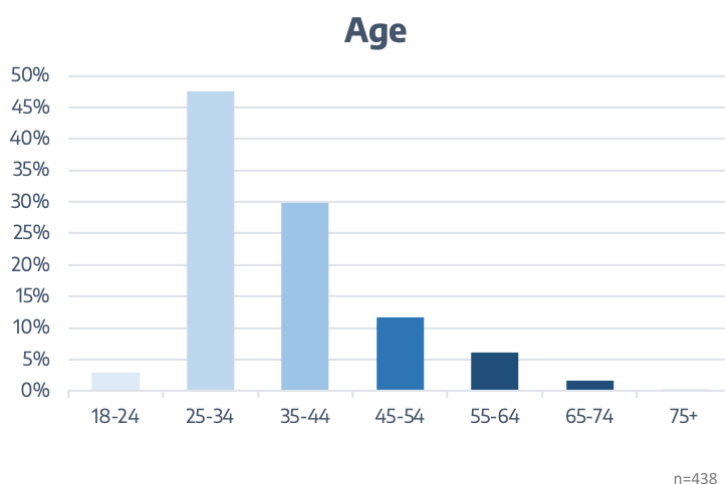
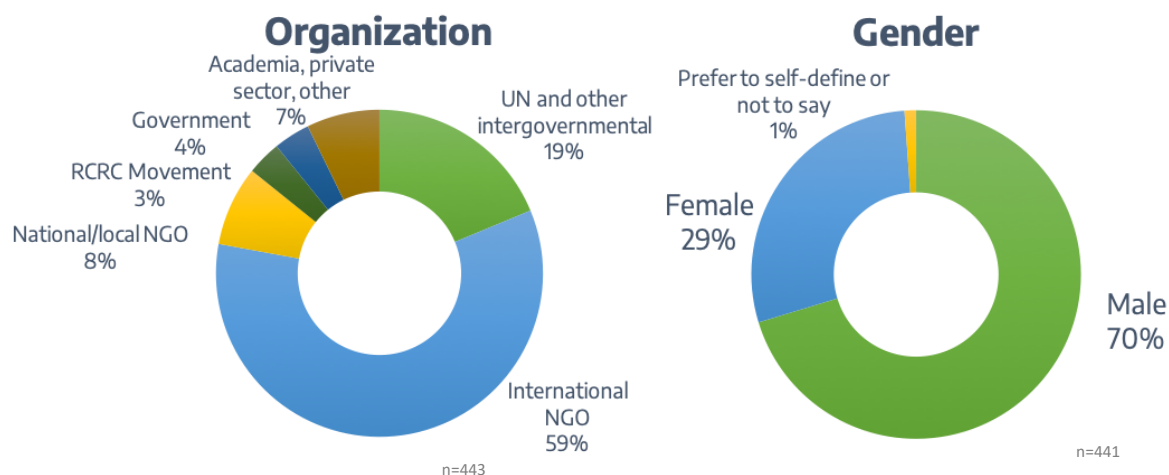


<sup>4</sup> Of the 449 responses, 275 were complete responses and 174 were incomplete but responded to the demographic questions and at least one of the substantive questions. The large number of incomplete but useful responses can largely be attributed to the length of the survey.

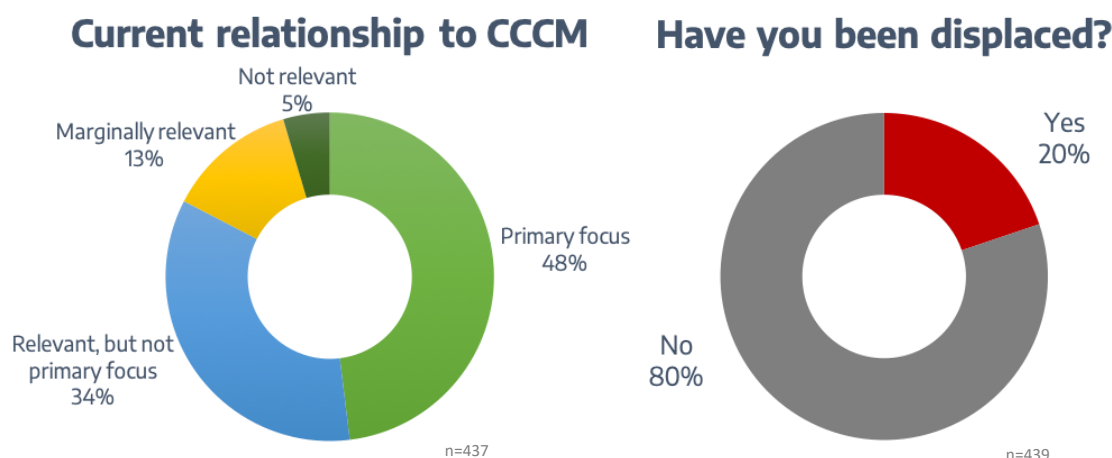
## Top 10 countries based in



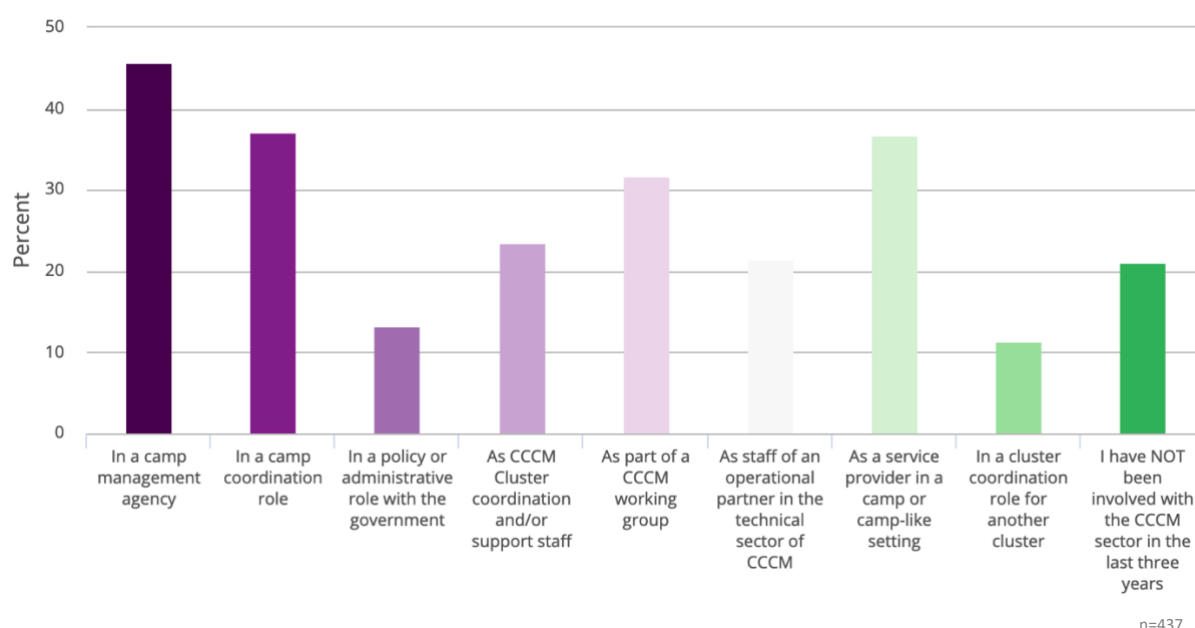
The respondents included respondents from **all organization types**, but with a particularly strong turnout among **international NGOs**, who made out a majority. The **gender balance** saw a strong majority of male respondents (this is unusual among PHAP surveys, which in most cases have a more even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



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



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



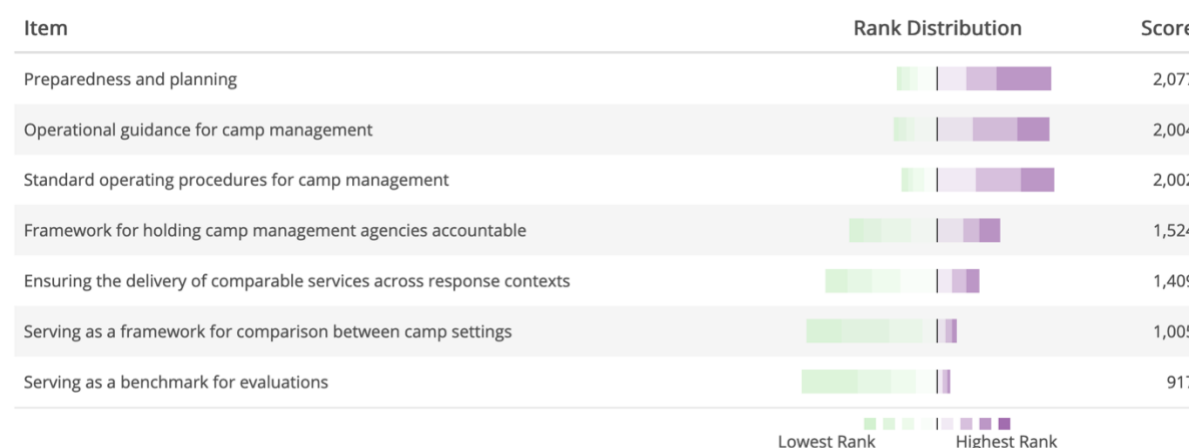
## Overall purpose of the standards

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

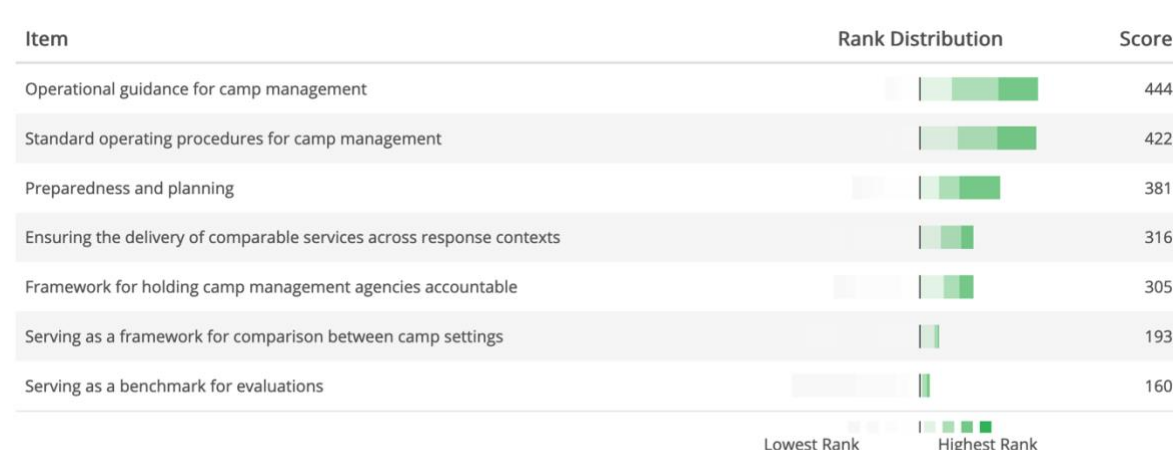
A difference worth highlighting is that respondents in UN and other intergovernmental agencies found both the functions of preparedness and planning and holding agencies accountable as relatively less prioritized.

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

#### All respondents



#### UN and other intergovernmental agencies



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



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

### Which type of standard is needed?

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



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

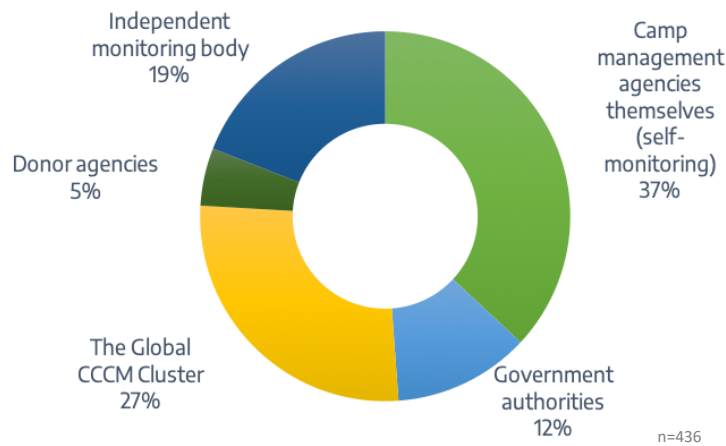
n=210

## Monitoring the standards

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

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

### Who should be primarily responsible for monitoring the standards?

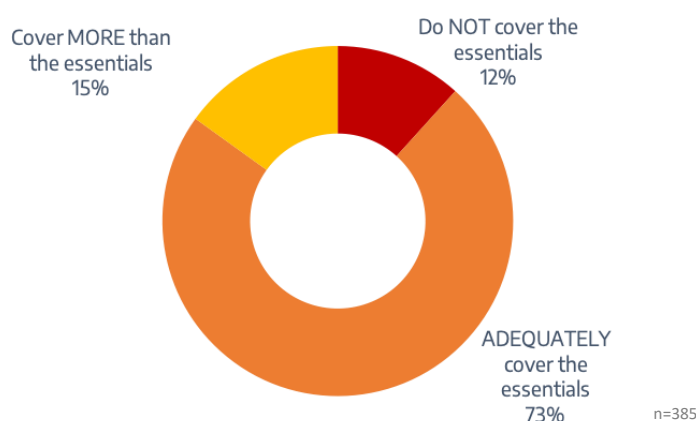


## Cover and essential standards

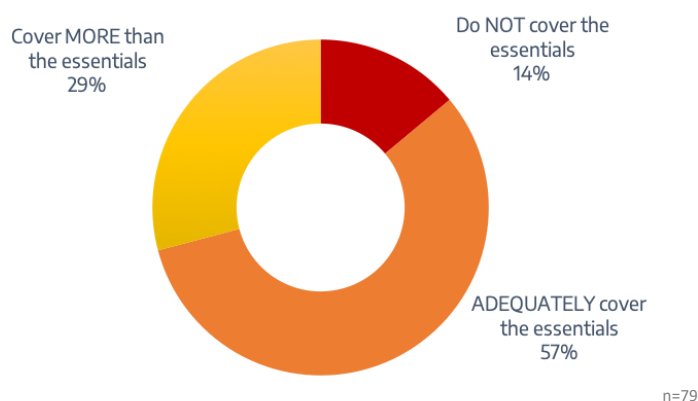
### Adequate cover

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

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



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



### Missing standards

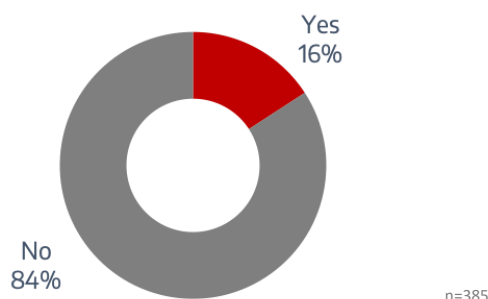
In line with relatively few thinking that the standards did not already cover the essentials, only 16% would add a top-level standard. The suggestions for additional top level standards among these respondents were primarily in the following categories:

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

## 5. Inclusion (3 suggestions)

The suggestions are presented in *Appendix 1.1*.

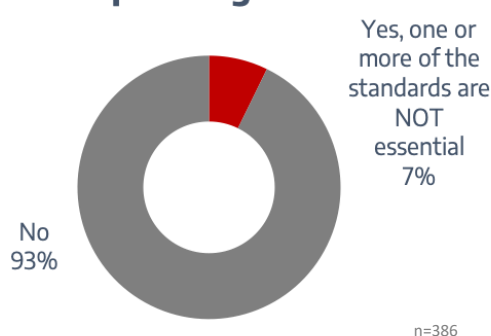
### Would you add any top-level standard?



### Non-essential standards

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

### Is any standard not essential for all camp management?



### Non-essential standards



## Applicability of the standards

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

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

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

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

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

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

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

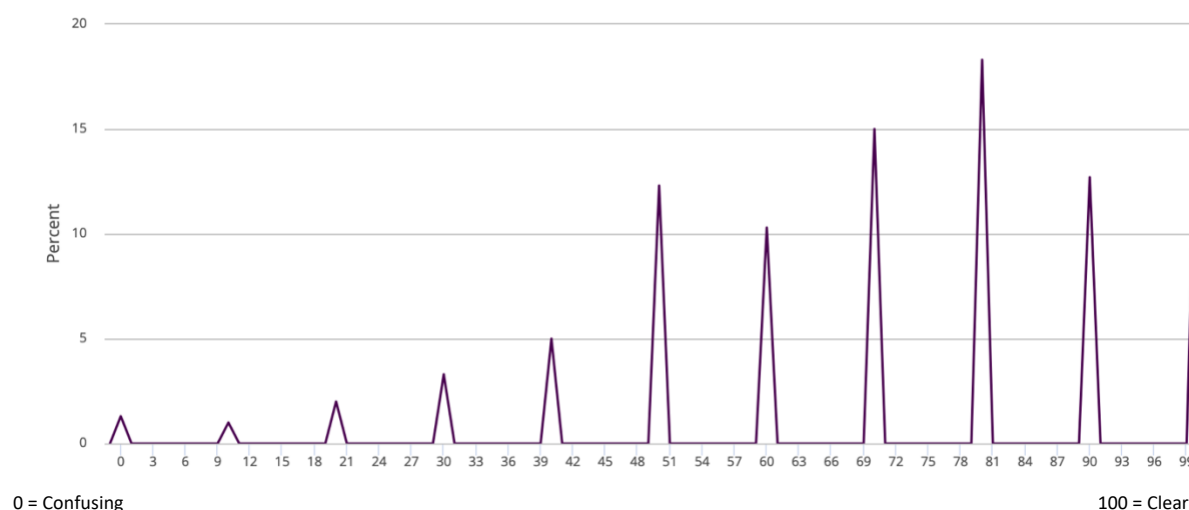
For self-settled informal settlements and neighborhood approach or defined geographical area, respondents highlighted the lack of control or a management structure for camp managers to be able to apply the standards. Several also pointed out that the standards did not sufficiently deal with host communities.

## Structure and clarity

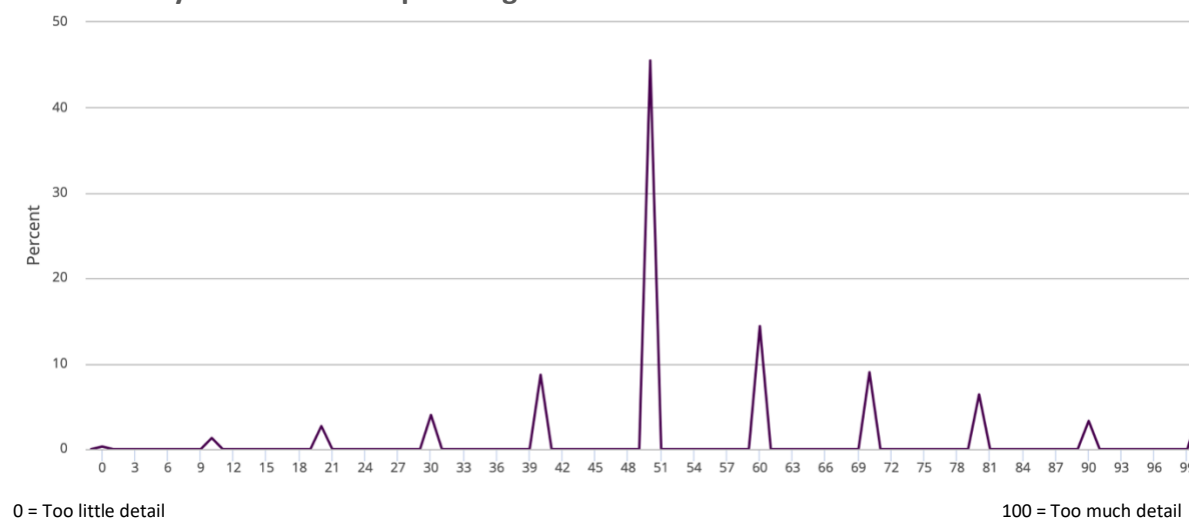
Respondents were asked to rate the current form of standards in terms of clarity and the amount of detail. There was overall a relatively strong support for the amount of detail in the standards, with close to half of respondents responding that it was well balanced. Of the remaining respondents, more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

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

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



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



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

## Other guidance and standards

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

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



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

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

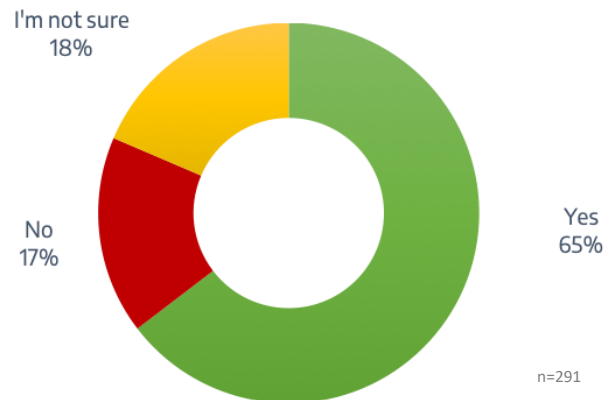
	No overlap	Little overlap	Some overlap	Almost complete overlap
Sphere Handbook: To what degree do you think that there is overlap between the guidance and standards you regularly refer to and the draft Camp Management Standards? Count Row %	57 35.0%	33 20.2%	56 34.4%	17 10.4%
Core Humanitarian Standard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



## Need for Camp Management Standards

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

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



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