



CCCM CLUSTER
SUPPORTING DISPLACED
COMMUNITIES

2017-2021 GLOBAL CCCM CLUSTER STRATEGY

Global Camp Coordination and Camp Management (CCCM) Cluster

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The Global CCCM Cluster 5 year strategy sets out strategic orientations leading the endeavours of the CCCM Cluster globally, while it applies equally, though to a varied extent, to the Cluster support team (a) and the Cluster partners (b) at the global level, as well as to the country operations (c) with activated clusters and cluster-like mechanisms. It builds on achievements, lessons learned, and responds to emerging issues CCCM actors are facing.

The implementation of the strategy will be reviewed on an annual basis to determine ongoing priorities and annual planning for the Global CCCM Cluster, informed by periodic lessons learned exercises and evaluations at country and global levels.

Cluster Vision

All people affected by or at risk of displacement have their rights respected through meaningful participation and equitable access to protection, services and assistance throughout the displacement cycle, with the view of progressively achieving durable solutions tailored to their specific displacement context.

Cluster Mission

Within the overall humanitarian response architecture and in support of the governmental structures and activities, the Global CCCM Cluster will ensure and enhance the predictability, timeliness, quality and effectiveness of management and coordination of camps and camp-like settings, in the context of preparedness for and responses to humanitarian crises.

CCCM identifies and facilitates the best possible protection and assistance environments for displaced people, in accordance with international standards and through multi-sectorial approaches, linked from the start to finding early and durable solutions to their displacement. When needed, and as a last resort, this may include support to and/or management of camps and camp-like settings as a temporary displacement solution: the cluster's core responsibility.

A comprehensive CCCM response aims at improving the quality of life, safety and dignity during displacement through participatory processes, working together with, and advocating on behalf of, internally displaced people, as well as other persons affected by humanitarian crisis.

It may also include management support as a critical contribution to displaced people who remain 'hidden' living scattered or dispersed among host communities, in which case the role of the CCCM Cluster is to ensure that any differential access to, or specific need for, protection and assistance faced by displaced people is recognised and addressed.



“Camp and camp-like setting” is here defined as *communal or concentrated* displacement settings, planned or self-settled and spontaneous, where displaced people reside in *large numbers* and in *close proximity* and where *services are provided and infrastructures used in a communal fashion*: this may include open air settings where temporary shelter is erected for purpose, or collective centers (pre-existing buildings, such as schools, religious edifices, hospitals or other public buildings, occupied by displaced persons). These may be *formal* (i.e. officially recognized and designated by authorities as places for displaced people to reside and receive assistance) or *informal* (not officially recognized or designated by authorities).

Core Values and Principles

With internally displaced people and accountability to them at the centre of its mission, the Global CCCM Cluster delivers collective outcomes through the application of its core values and principles.

Centrality of protection, protection mainstreaming²

Maintaining a protective environment in displacement sites is central. Identification of risks and vulnerabilities of all displaced individuals, including gender based violence, child protection concerns, maintenance of civilian character of displacement locations and setting up of appropriate referral mechanisms, including for the protection from sexual exploitation and abuse (PSEA) is essential³.

Accountability to Affected Populations (AAP)

With active and diverse participation of affected people at the community level as the underpinning, make a commitment at all levels of the humanitarian architecture, and through all phases of the humanitarian programming cycle¹.

Durable solutions and localisation

Local and national ownership of emergency preparedness and response is essential for effectiveness and sustainability. Involvement of local responders is acknowledged and promoted. Interventions, including assistance, should be linked to early recovery and durable solutions strategies from the onset.

Collaborative partnership and multi-sectorial approach

Capitalise on scarce resources, share essential good practice, and coordinate effectively to identify synergies within and across sectors, in order to respond and meet needs and reduce vulnerabilities of affected populations, striving for collective outcomes.

Do no harm

All CCCM interventions strive to do no or minimize the harm they may be inadvertently inflict on the affected population by these very interventions. This includes ensuring that interventions are supportive of recovery and long-term development.

Active and diverse participation

Implement community centred management by working directly and daily with affected populations through elaborate community mobilization, participation, coordination and two-way communication channels.

Camps as last resort

Camps should be considered temporary measures when alternatives to camps are not an appropriate or possible option.

Equity and dignity

Equitable and dignified access to protection and assistance across a humanitarian response takes into account the whole affected population, wherever they are located.

Strategic Objectives

The overall strategic goal of the Global CCCM Cluster, mirrored in its 4 objectives, is *to introduce and strengthen camp coordination and camp management in all the relevant contexts, ensure that all the activities related to CCCM are done well, fully supported and enhanced by the Global CCCM Cluster, and adapted to the evolution in the displacement contexts and humanitarian action.*

SO 1



People-centered camp management and coordination

The needs of displaced women, men, girls and boys in camps, camp-like and communal settings are addressed promptly from the onset and throughout their displacement in a comprehensive manner, with active participation of and feedback from the affected populations.

SO 2



Information and feedback-driven quality responses

The activities and interventions of the CCCM cluster(s) are driven by efficient information management systems, based on sound analysis of the population needs, respect of minimum standards, and taking into consideration the findings of continuous monitoring and quality control measures.

SO 3



Strategic and inclusive support and collaboration

The Global CCCM Cluster and its members actively search for synergies and collaboration with other clusters, members of the humanitarian community, governments, civil societies and private sector at the global and country levels and support country clusters in the discharge of their role.

SO 4



Responses fit-for-purpose

The responses to current and evolving situations are efficient, drawing from good practice and lessons learnt, conceived and executed in an innovative manner.

SO1: People-centered camp management and coordination



The needs of displaced women, men, girls and boys in camps, camp-like and communal settings are addressed promptly from the onset and throughout their displacement in a comprehensive manner, with active participation of and feedback from the affected populations.

A. Preparedness and contingency planning

The Global Cluster (GC)¹ supports national preparedness activities and planning ahead for contingencies and the potential need for CCCM interventions, building on existing frameworks, guidance, with a focus on regions and countries at high risk of new or continuous displacement (both sudden and slow onset and including protracted emergencies).

B. Camp management and coordination (incl. in camp-like settings)

The GC considers camp management to be its core activity and provides managers and other relevant stakeholders with the support, tools and guidance required, from the inception of the camp (site planning) throughout its life cycle, culminating in camp closure and responsible disengagement. It also recognizes that key camp management principles and practices are applicable to other camp-like settings and considers its activities in and support to the management of such settings of equal importance. Coordination of the activities of the CCCM Cluster across formal sites and camp-like environments is similarly essential to raising standards, providing technical expertise, mobilizing resources and promoting complementarity partnerships with strong instructional capacity.

C. Professional delivery by well-trained, skilled and experienced individuals

The GC builds technical and functional capacity on CCCM at multiple levels², including on cluster coordination and camp management, using a range of techniques, to ensure that well equipped and motivated professionals (be it members of the cluster, partners and their agencies, displaced populations or national authorities) are improving access to assistance and protection for displaced persons in CCCM operations³.

D. Participation and community engagement

The GC puts displaced communities at the centre of its activities. Building ongoing, permanent relationships with and within the communities and their members leads to the application of collective vision and brings a sustainable change. Participation of marginalized groups and individuals is particularly essential to jointly identify actions and solutions contributing to reducing their dependencies and vulnerabilities. The GC will advocate for and promote meaningful participation of women, men, girls and boys at all relevant levels.

E. Durable solutions and early recovery (humanitarian - development nexus)

In fulfilment of its vision for the displaced persons to progressively achieve durable solutions tailored to their specific displacement context, the GC collaborates and creates links with the relevant state institutions and other stakeholders (including early recovery, stabilisation and development entities) at global and country levels in order to enhance longer-term sustainability of its efforts at ensuring displaced persons can resume their life in safety and dignity.

SO2: Information and feedback-driven quality responses



The activities and interventions of the CCCM cluster(s) are driven by efficient information management systems, based on sound analysis of the population needs, respect of minimum standards, and taking into consideration the findings of continuous monitoring and quality control measures.

A. Information management

Promote information management as a foundational element of coordination as well as good programming. Maintain the capacity of the GC to provide support to the field, including to local and national actors in languages, manner and through modalities accessible and available to them, complementary to any existing data and information collection mechanisms and analysis, to inform strategies, advocacy and humanitarian response.

B. Needs assessments and analysis

The GC fully appreciates the importance of both rapid and in-depth needs assessments to gain an understanding of the issues, availability of resources, sources of problems, response to-date and the impact on the affected population, representing the diversity of needs and views among the affected people, including members of vulnerable groups and those of the host population, in camps and where hosted elsewhere. In camps and camp-like settings, the managers offer a unique source of data and information on the state of infrastructures and residents' needs. The GC further aims at fostering inter-sectorial joint analysis of the needs and commits to sharing data, assessment results, and conducting assessments within the cluster in a participatory way.

C. Minimum standards and indicators

The GC advocates for the highest attainable quality of activities which respect at least the established minimum standards. It regularly reviews the selected indicators to monitor and assess conditions, participation, accountability and relevance for ensuring evidence-informed decision making.

D. Monitoring and evaluation

The GC conducts continuous and coordinated review of implementation of the CCCM response to measure whether planned activities deliver the expected outputs, both in terms of quality and helping to address and reduce the needs of the affected population. Impact of its activities on the cross-cutting issues, in particular protection, is included in that review. Periodic stock-taking exercises inform future interventions through lessons learned

SO3: Strategic and inclusive support and collaboration



The Global CCCM Cluster and its members actively search for synergies and collaboration with other clusters, members of the humanitarian community, governments, civil societies and private sector at the global and country levels and support country clusters in the discharge of their role.

A. Resource for country clusters (rosters, capacity building)

High quality GC rapid response mechanisms, to include CCCM cluster coordination, information management and capacity building expertise, are available to ensure appropriate human resources are available to country operations in an efficient and cost-effective manner when needed - the Rapid Response Team is available for fast (within 72 hours), short-term deployments; while a larger pool is available from standby rosters for mid-term postings across the key functions¹.

B. Guide for country clusters (policies, operational guidance)

The GC will ensure that CCCM tools, guidance and best practice are useful and thorough, made easily available and disseminated widely, contributing to enhanced and systematised learning, and that support is available for adaptation to the displacement context in-country. It will also directly assist country clusters in any area as requested.

C. Advocacy and communication (incl. fundraising)

The GC will ensure clear and effective communication and advocacy, including through targeted awareness campaigns, on the role and added value of the cluster at global and country levels, as well as on identified needs and/or critical gaps in CCCM operations at all levels to facilitate greater awareness of particular situation and mobilization of adequate resources or action.

D. Role of the GCCMC in the humanitarian architecture

In order to play its role in the broad humanitarian community, the governance of the GC will be inclusive and transparent, including effective mechanisms for exercising mutual accountability between cluster leads, partners and stakeholders, and supported by a cohesive and committed support team and Global Cluster Coordinators.

E. Inter-cluster coordination and partnerships

The GC will seek stronger commitment to camp management from partners at the global and relevant national levels, including enhanced partnerships with donors, service providers, and the private sector; and will continue to seek improved inter-cluster collaboration at the global level, promoting synergies and information sharing.

F. Cluster performance monitoring

The GC supports systematic assessment and evaluation of capacity in new and ongoing emergencies, as well as systematic evaluations of country level cluster performance at agreed periods, to feed into revision of strategies and resulting activities, provide additional capacity building and support surge deployments where required.

SO4: Responses fit-for-purpose



The responses to current and evolving situations are efficient, drawing from good practice and lessons learnt, conceived and executed in an innovative manner.

A. Non-camp & area based approaches

The GC acknowledges that the majority of today's displaced populations are living in non-camp environments. Taking note of the current trend of implementing area- or settlement-based approaches in such crisis environments, it confirms the applicability of CCCM tools and principles to non-camp settings in particular when adapted to enhance communication with affected population, strengthen community participation, supporting local actors in coordination and meeting the needs of the displaced population in the provision of essential services. The role of the GC in such contexts is in particular linked to coordination of data and information on population movements with that of the availability of services.

B. Localisation and contextualisation, engagement and role of national and local actors

The GC will ensure that CCCM tools, guidance and best practice are useful and thorough, made easily available and disseminated widely, contributing to enhanced and systematised learning, and that support is available for adaptation to the displacement context in-country. It will also directly assist country clusters in any area as requested.

C. Remote and/or mobile management

The GC supports country clusters intervening in complex security environments that don't allow direct access to displacement locations as well as providing guidance in crisis characterized by a volatile nature where the sites with displaced populations require alternative management approaches, implementing strategies through self-governance community structures and local actors, remotely or through mobile teams.

D. Modalities of assistance delivery (e.g. cash)

The GC highlights the importance to address people's needs through a modality which is tailored, provides the best dividends, is adapted to the environment and the special needs of the individuals and preserves or reinforces dignity. In camps and other displacement context, this might include monetary acquisition or provision of services and assistance, multi-purpose cash grants or community-based cash provisions, which has direct implications for camp managers and the protection of displaced populations.

E. Transitioning and disengagement strategies

The GC encourages the leadership of government authorities and national structures in their responsibility to administer camps and camp-like settings on the national territory. It also recognizes the intended temporary nature of the humanitarian coordination structures, which should lead to building of the operational environment through legal frameworks to ensure equitable services and protection for displaced persons, as well as empowerment and capacity building of the national authorities to take over the leadership. Strategies for prevention of further displacement and disengagement from operational delivery as well responsible hand over processes should be included in the country cluster strategies from early on.

Implementation of the Strategy

The Global CCCM Cluster, co-led by IOM and UNHCR, sets global standards and policies, builds preparedness and response capacity, and provides operational support to country level CCCM coordination platforms to enable them to fulfil their core functions¹.

Country clusters work in support of or in some cases are part of national authorities to ensure internally displaced people enjoy equitable access to protection and assistance, through delivery, for CCCM, of the six core cluster functions: supporting service delivery, informing strategic decision making of the HC/HCT for the humanitarian response (including needs assessment and gap identification), planning and strategy development, advocacy, monitoring and reporting, and contingency planning/preparedness/capacity building².

The Global CCCM cluster partner agencies will respond in all major emergencies when called upon to do so by the Emergency Response Coordinator, and where the scale of the emergency is beyond the capacity of national authorities to respond.

The nature of support provided will depend on the expressed needs of individual country level cluster agencies, global priorities and availability of resources. To enable predictable, well-coordinated and comprehensive response to humanitarian crises, the global cluster effort and individual country coordination platforms will be active in establishing partnerships, collating and sharing information, developing appeals, and supporting crisis mitigation, preparedness and contingency planning. This includes collaboration across refugee and IDP responses, and in situations of mixed migration flows, where relevant.

Capacity development and on-going technical support will be provided to country-level clusters and CCCM authorities in emergencies where the cluster approach has been instituted. Where existing CCCM sector or disaster management coordination mechanisms are active, support will focus on ensuring sufficient capacity and functionality of these institutions and structures.



Annexes

- A1: The cluster approach & CCCM cluster
- A2: Environmental & situational analysis
- A3: Endnotes



Annex 1 | Background to the Cluster Approach and CCCM Cluster

The Cluster Approach

Following the 2005 Humanitarian Response Review commissioned by the Emergency Relief Coordinator, the Inter-Agency Standing Committee (IASC) initiated a **humanitarian reform process to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability and partnership.**

The Global Camp Coordination and Camp Management Cluster was one of the clusters established in 2005, co-led at global level by UNHCR (for conflict situations) and IOM (for natural disasters).

The cluster approach is one of the key developments resulting from the humanitarian reform. It **strengthens system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring that there is predictable leadership and accountability** in all the main areas of humanitarian response. It was designed as a way of addressing gaps and strengthening effectiveness of humanitarian action. By clarifying the division of labor, and better defining organizations' roles and responsibilities, the cluster approach helps ensure predictability and accountability.



The CCCM Cluster at Global and Country Level

The Global CCCM Cluster is a very diverse and broad network of humanitarian operational agencies, research and academic institutions, donors, civil society organizations, service providers and other stakeholders, encompassing a wide range of disciplines and expertise, with links to the private sector and civil protection agencies - all with the shared objective of strengthening the CCCM response to humanitarian crises.

From its establishment, the Global CCCM Cluster operated with a light, informal and flexible leadership structure, primarily involving three key partners: IOM, UNHCR and NRC. Increasing recognition came in late 2015 that adjustments were required to enhance inclusion and participation, reflecting a positive renewed interest from cluster partners in engagement with the cluster at all levels.

The formal Strategic Advisory Group (SAG) of the Global cluster was established at the annual retreat in September 2016 to enhance the governance of the cluster and its ability to meet its global responsibilities (membership including LWF, Acted, DRC, NRC, IOM and UNHCR).

As of October 2016 there are formally activated CCCM clusters in 10 countries: Central African Republic, Chad, Colombia, Iraq, South Sudan, Yemen, Whole of Syria (from Gaziantep, Turkey), Myanmar, Pakistan and the Philippines, while cluster-like coordination mechanisms (sectors) are operating in Ecuador, DRC, Fiji, Haiti and Nigeria.

Either UNHCR or IOM are UN cluster lead in most cases at country level, depending on the nature of the crisis, and agency capacities on the ground. INGOs play critical roles in coordination teams in many countries, in co-chair, co-lead or sub-national coordination roles.

Annex 2 | Environmental & Situational Awareness

Trends in displacement

Internal displacement is a growing phenomenon. During 2015, there were 27.8 million new displacements associated with conflict, violence and disasters in 127 countries¹. In both rural and urban settings, statistics suggest around 30% live in communal settings, and around 70% of IDPs currently live dispersed among host communities. In many cases, mixed migration flows present additional complexities. Camps will continue to be a reality in many displacement contexts as the only option available to people when they are first displaced, and the only possible way to deliver assistance safely and equitably in comes contexts: in these cases, as well as where displaced people are dispersed among host communities, effective management is critical.

Conflict and violence driven displacement have been on an upward trend since 2003, with a total displaced of 40.8 million in 2015 - the highest number ever recorded. 8.6 million of these were new displacements. This reflects the increasingly protracted nature of conflict displacement, requiring clear approaches. It is also twice the number of refugees in the world.

Natural disaster drove 19.2 million into displacement in 2015. An average 25.4 million a year have been displaced by natural disaster over the last eight years. Climate change will play a role in intensifying this: global warming is expected to increase the regularity and severity of natural disasters. This calls for increased focus on preparedness in disaster prone countries, especially those that are lower income or fragile.

Internal displacement will also continue to be driven by other, hitherto under-recognised factors, including generalized criminal violence associated with drug trafficking and gang activity; drought-related displacement; and internal displacement driven by large-scale development projects, such as dams². At the same time, migration in search of socio-economic opportunity is not likely to slow down, and views on migrants in many receiving countries continue to harden.

Global demographic trends will generate shifts in the nature, scale and impact of humanitarian crises: the world's population will continue to increase, and urbanize. By 2050, 70% of the world's anticipated 9 billion people are expected to be living in urban areas. Already, over the past 40 years, the urban population in lower income and fragile states is estimated to have increased by 326%³. Urbanization - often rapid and unplanned - can exacerbate the impacts of a range of natural and man-made disasters. Cities are also sanctuaries, and in them, displaced people live scattered among citizens⁴. These shifts demand different approaches to response, including working closely with municipal authorities.



Annex 2 | Environmental & Situational Awareness

Trends in the humanitarian operating environment

Balancing humanitarian imperative with risk to staff will continue to be a critical challenge. Response is becoming more risky: this is not likely to abate. The erosion of respect for civilians, and for humanitarian locations and assets in conflict settings, has extended to attacks on camps of internally displaced persons, including two suicide bomb attacks on camps in North-East Nigeria in late 2015 and early 2016, and breaches of protection of civilians (PoC) sites in UN bases in South Sudan, most recently in Malakal in early 2016.

Information technology continues to develop apace, presenting new opportunities for real time data collection, and access to information for displaced people, that can be exploited by humanitarian actors.



Trends in the humanitarian field: assistance and coordination

At global level, the May 2016 World Humanitarian Summit sought to galvanise action to improve the humanitarian system. The Grand Bargain, to which agencies and donors have signed up, articulated ten main commitments. One of these reflects a major shift that is underway in terms of response modalities: a commitment to increase use of cash-based transfers (in place of traditional in-kind assistance), to maximise dignity and the indirect benefits of humanitarian assistance. There is also a continued focus on promoting a stronger role for local responders, and strengthened alignment across the humanitarian-development nexus.

In terms of humanitarian funding, the Grand Bargain commits major donors (and recipients) to increased transparency, to creating more funding tools for national and local responders, to multi-year planning, and reduction in earmarking. However, overall, humanitarians are likely to be operating in a scenario of increasing scale of emergency, with fewer resources available for response, particularly as OECD countries trend towards governments that may be likely to reign in or redirect spending on aid. More diverse donors and partnerships, including with the private sector, have been emerging in recent years, and are likely to become increasingly important.

On humanitarian coordination, better joint needs assessments are given emphasis in the Grand Bargain, reflecting a wider recognition of the need for improved inter-sector response analysis and operational coordination. Many of the issues that the cluster system and humanitarian reform sought to address from 2005 have indeed seen major improvement. The challenge for the clusters is to better contextualise coordination models, improve inter-cluster coordination, and effectively and consistently deliver the core cluster functions.

Annex 3 | Endnotes

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- Page 4**
- ¹ IASC EDG Preliminary Guidance Note on Protection and AAP in the Humanitarian Programme Cycle, 2016
 - ² IASC, Statement on the Centrality of Protection in Humanitarian Action, endorsed by the Inter-Agency Standing Committee Principals, 17 December 2013
 - ³ The cluster uses bilateral channels for sharing of protection-sensitive information in adherence with data protection principles, best practices for ethical data use and do not harm principles.
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- Page 6**
- ¹ While reference is made to the Global CCCM Cluster, it also includes its members at the global level and/or country clusters, as applicable
 - ² Including policy and funding; operational delivery; and operational contribution (other stakeholders, for example displaced and host communities)
 - ³ Refer to the Capacity Building strategic framework June - December 2016 and the 2017 CB strategy (drafting stage).
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- Page 8**
- ¹ Displacement contexts indicate an increasing need for short-term gap filling through surge capacity, providing technical CCCM staff to field operations and further development of longer-term support to local operational capacity. With emergencies in both the natural disaster and conflict settings that overwhelm the existing operational capacity, support through surge capacity remains central in order to bridge the gap during the sudden onset of emergencies to ensure the delivery of a reliable and high standard CCCM response
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- Page 10**
- ¹ Following IASC Guidance on the role of Global Clusters. Country clusters are specified, but the Global Cluster may support other types of coordination platforms that exist at country level as appropriate
 - ² IASC Reference Module for Cluster Coordination at the Country Level
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- Page 13**
- ¹ IDMC, The GRID 2016: <http://www.internal-displacement.org/globalreport2016/>. This data is the best available, but large data gaps exist. To ensure adequate responses at global and country level, more resources and capacities are needed at country level to collect displacement data and keep it up to date. Sovereign states have primary responsibility for collecting and sharing data on internal displacement, which should include regular disaggregated data on new displacement, and those who have achieved durable solutions. However, as noted by IDMC, ‘at present, displacement data in several countries is already outdated, and it is at risk of becoming outdated in others, including countries with large IDP populations such as Afghanistan. In order to avoid this, more resources and capacities are needed at country level to collect displacement data and keep it up to date.’
 - ² IDMC, The GRID 2016; also referenced in April 2016 Report of the Special Rapporteur on the Human Rights of Internally Displaced Persons
 - ³ <http://unhabitat.org/global-alliance-for-urban-crises/>
 - ⁴ The Charter of the Global Alliance for Urban Crises, established at the WHS, promotes urban resilience as a framework to align human rights, humanitarian and development goals, prioritizing local municipal leadership
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