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CCCM Guide to the Guidelines

This linked document provides CCCM Cluster Coordinators with information on the Cluster approach, CCCM Cluster structure and the activities and responsibilities associated with Cluster Coordination.

For each topic in the structure of this document, specific references to existing guidelines or documents have been chosen to take the Cluster Coordinator straight to the most recent (at time of writing) or most comprehensive information on that topic.

Each document is fully referenced and links are provided to a local copy of the document if the Guide is being read as part of a complete, downloaded, folder of resources. External links are also provided to the documents, though these may become outdated over time.

A. Cluster approach

A.01 Background

IASC (2006-11) IASC Guidance Note On Using The Cluster Approach To Strengthen Humanitarian Response 24 November 2006

Section: 1. Introduction (p1) | [Local link](#) | [Ext. link 1](#)

Adoption by the IASC of the cluster approach in 2005.

Section: 2. Aim and scope of the cluster approach (ppp1-2) | [Local link](#) | [Ext. link 1](#)

IASC guidance note on using the cluster approach (2006). Global level: "predictable leadership and accountability in all the main sectors or areas of humanitarian response". Country-level "high standards of predictability, accountability and partnership".

Section: Whole document (pp1-15) | [Local link](#) | [Ext. link 1](#)

Guidance note published Nov. 2006 after consultation with sections on:

Aim and scope of the cluster approach; leadership; responsibilities; contingency planning; activation; partnerships; national authorities; accountability; provider of last resort; rationalizing meetings; role of the HC and Annex: Generic Terms of Reference for Sector/Cluster Leads at the Country Level.

IASC (2009-10) Joint letter from Cluster Lead Agencies to their Directors/Representatives at Country Level

Section: Annex (p3) | [Local link](#) | [Ext. link 1](#)

IASC Working Group clarified definitions of GCLA, CLA (country-level), GCC and CC.

IASC (2010-11) Handbook for RCs and HCs on Emergency Preparedness and Response

Section: Diagram: IASC Humanitarian Coordination Architecture (p3) | [Local link](#) | [Ext. link 1](#)

Diagram showing how the different elements of Humanitarian Coordination interact, including Clusters.

UNOCHA (2012-03) OCHA on Message: The Cluster Approach

Section: Whole document (pp1-2) | [Local link](#) | [Ext. link 1](#)

Brief history of the Cluster Approach.

The Global Nutrition Cluster (2013-01) Nutrition Cluster Handbook: A practical guide to country-level action

Section: Chapter 10: Humanitarian Action and the Nutrition Cluster (pp351-377) | [Local link](#) | [Ext. link 1](#)

Most recent (2013) sector handbook summary on the Cluster. Good overview. Section 10.1: Humanitarian reform process; Section 10.2: understanding the Cluster approach at global level; Section 10.3: key components of the Cluster approach in practice.

A.02 Transformative Agenda

GPPI (2010-04) IASC Cluster Approach Evaluation, Phase 2 : Synthesis Report

Section: 8. Conclusions & 9. Recommendations (pp70-90) | [Local link](#) | [Ext. link 1](#)

"The Cluster Evaluation Phase II assessed the operational effectiveness and the main outcomes of the Cluster Approach in order to propose concrete recommendations for improving the approach..."

Key document feeding into the development of the Transformative Agenda.

IASC (2012-01) IASC Transformative Agenda - 2012

Section: Whole document (pp1-12) | [Local link](#) | [Ext. link 1](#)

Transformative Agenda actions for 2012 - basis for the development of the Transformative Agenda Protocols in late 2012 / early 2013.

IASC (2012-04) TA Protocol 1: Concept Paper on 'Empowered Leadership' (Transformative Agenda)

Section: Whole document (pp1-4) | [Local link](#) | [Ext. link 1](#)

"This paper clarifies what is meant by the concept of 'empowered leadership' during the initial 3-month period following the declaration of a Level 3 (L3) emergency." Mostly related to the decision-making powers of the HC & HCT in situations without consensus or where there are delays and the responsibilities of other agencies to the HC.

IASC (2012-04) Concept Paper on the Inter-Agency Rapid Response Mechanism (IARRM) (document 3 Transformative Agenda)

Section: Whole document (pp1-3) | [Local link](#) | [Ext. link 1](#)

The aim of IARRM is "...to deploy senior qualified OCHA core functions and senior qualified 'L3 capable' coordinators for all clusters and requisite support staff (e.g. information management), where the agencies determine that this capacity is not already in place."

ALNAP (2012-07) The State of the Humanitarian System 2012 Edition

Section: 4.3 - 4.5 on Effectiveness, Connectedness and Efficiency (pp53-78) | [Local link](#) | [Ext. link 1](#)

"This report represents the first attempt by the international humanitarian system to systematically monitor and report on its progress and performance..."

Sections 4.3 - 4.5 on Effectiveness, Connectedness and Efficiency provide a round-up of progress related to the cluster approach between 2010-2012.

UNOCHA (2012-11) The Transformative Agenda: What does it mean for Cluster Coordination?

Section: Whole document (pp1-18) | [Local link](#) | [Ext. link 1](#)

Slide presentation explaining the reason for the Transformative approach.

"There is a need to restate and return to the original purpose of clusters, refocusing them on strategic and operational gaps analysis, planning, assessment and results."

IASC (2012-11) TA Protocol 3: Responding to Level 3 Emergencies: What 'Empowered Leadership' looks like in practice (Transformative Agenda)

Section: Whole document (pp1-2) | [Local link](#) | [Ext. link 1](#)

"Following the adoption of the IASC Transformative Agenda, Humanitarian Coordinators (HC) will be empowered to lead the response to any Level 3 (L3) crisis for an initial period of three months."

IASC (2012-11) TA Protocol 5: Responding to Level 3 Emergencies: The Humanitarian Programme Cycle (Transformative Agenda)

Section: Whole document (pp1-6) | [Local link](#) | [Ext. link 1](#)

"This paper seeks to provide senior managers and decision makers in the field and at Headquarters with a clear overview of the humanitarian programme cycle, its various parts and how they interact."

IASC (2012-12) Key messages on the IASC Transformative Agenda

Section: Whole document (pp1-5) | [Local link](#) | [Ext. link 1](#)

Brief overview of Transformative Agenda asking: What is it?; Why do we need it?; What does it do?; What makes this different?; FAQ.

Three pillars: stronger leadership, more effective coordination structures, and improved accountability.

IASC (2012-12) Presentation on the IASC Transformative Agenda (presentation on the 3 pillars)

Section: Whole document (pp1-16) | [Local link](#) | [Ext. link 1](#)

Slide presentation explaining the three pillars of the Transformative Agenda: Leadership, Coordination and Accountability.

IASC (2013-01) TA Protocols: Transformative Agenda: Letter to colleagues 1 January 2013 (Introduction to Transformative Agenda Protocols)

Section: Whole document (pp1-3) | [Local link](#) | [Ext. link 1](#)

Letter introducing the 5 Transformative Approach protocols (see other documents headed "TA Protocol").

A.03 Lifecycle and scenarios

A.03.02 Activation

IASC (2010-11) Handbook for RCs and HCs on Emergency Preparedness and Response

Section: 3. Establish and lead humanitarian coordination mechanisms (pp34-55) | [Local link](#) | [Ext. link 1](#)

Overview of the set-up of the HCT and Cluster Coordination system from the point of view of RC/HC.

IASC (2012-04) Transformative Agenda: How the system responds to Level 3 (L3) emergencies

Section: Whole document (pp1-5) | [Local link](#) | [Ext. link 1](#)

Breaks down humanitarian response to Level 3 emergencies into following steps:

- HQ level - Step 1: Initial Analysis & Decision
- HQ level - Step 2: System Activation
- Field Level - Step 1: Immediate Response
- HQ level - Step 3: Follow-Up/Support

IASC (2012-04) TA Protocol 2: Humanitarian System-Wide Emergency Activation: definition and procedures (Transformative Agenda)

Section: Whole document (pp1-6) | [Local link](#) | [Ext. link 1](#)

"The IASC Principals have agreed that major sudden-onset humanitarian crises triggered by natural disasters or conflict which require system-wide mobilization (so-called 'Level 3/L3' emergencies) are to be subject to a Humanitarian System-Wide Emergency Activation."

IASC (2012-08) TA protocol 4: Cluster Coordination Reference Module (Transformative Agenda)

Section: 1. Cluster Activation (pp4-5) | [Local link](#) | [Ext. link 1](#)

Section covers:

- Criteria for cluster activation
- Activation procedures
- Addressing issues which cut across clusters

A.03.03 De-activation

IASC (2012-08) TA protocol 4: Cluster Coordination Reference Module (Transformative Agenda)

Section: Cluster de-activation (pp6-8) | [Local link](#) | [Ext. link 1](#)

Section covers:

- The basics of cluster de-activation
- Importance of analyzing the context when deciding on de-activation
- Additional considerations
- Transitional arrangements
- Separating de-activation from funding and participation
- Periodic review of clusters' status

A.04 Funding

A.04.01 CAP

UNOCHA (2011-09) Guidance: role of Cluster Coordinators in the consolidated appeal process

Section: Whole document (pp1-10) | [Local link](#) | [Ext. link 1](#)

The CC guides cluster needs assessment, analysis, planning, and monitoring ... The CAP depends on assessed needs, is the platform for joint planning, and is the reference point for resource allocation and monitoring.

UNOCHA (2013-12) The Humanitarian Planning Process (image)

Section: Image (p1) | [Local link](#) | [Ext. link 1](#)

Graphic illustrating the Humanitarian Planning Process with regard to CAP/CHAP

UNOCHA (2013-12) Consolidated Appeals Process - About the Process (webpage)

Section: Webpage (pp1-4) | [Local link](#) | [Ext. link 1](#)

Brief overview by OCHA of CAP/CHAP and link page for resource on guidelines for CC role in CAP.

B. CCCM Cluster

B.01 CCCM uniqueness

B.01.02 What is Camp Management?

NRC (2008-05) Camp Management Toolkit

Section: 1. What is Camp Management? (pp21-40) | [Local link](#) | [Ext. link 1](#)

"Camp management ... is a vital form of humanitarian assistance because it coordinates protection and assistance programming and takes a holistic approach to upholding basic human rights and meeting the needs of the camp population."

B.03 Structure - roles and responsibilities

B.03.01 CCCM Cluster Team

Shepherd-Baron, J. (2011-05) What do Cluster Coordinators do? Graphic: Members of a Coordination Team (Clusterwise)

Section: Members of a Coordination Team (p4) | [Local link](#) | [Ext. link 1](#)

Graphic illustrating organigram of Cluster Coordination team.

Shepherd-Baron, J. (2011-05) What do Cluster Coordinators do? (Clusterwise)

Section: Members of a Coordination Team (pp3-4) | [Local link](#) | [Ext. link 1](#)

List of team members and team structure for a Cluster Coordination team.

B.03.02 Camp Manager identification

NRC (2008-05) Camp Management Toolkit

Section: 2. Roles and Responsibilities (pp41-74) | [Local link](#) | [Ext. link 1](#)

"The Camp Management Toolkit highlights essential issues of protection and service provision in camps and camp-like settings and provides practical advice for camp management staff on how best to ensure the overall coordination and management of a camp and uphold the rights of displaced persons."

B.03.06 SAG, TWIG, Hubs

ClusterCoordination.org (2008-04) Coordination Management

Section: Whole document (pp1-3) | [Local link](#) | [Ext. link 1](#)

Overview of Strategic Advisory Group (SAG); Technical Working Groups' (TWiGs) and Information Management Working Group' (IMWiG)

B.03.07 National Authorities

IASC (2011-07) Operational Guidance for Cluster Lead Agencies on working with National Authorities

Section: Coordinating the response (pp3-4) | [Local link](#) | [Ext. link 1](#)

Overview of activities to undertake in partnership with National Authorities.

Section: Coordination mechanisms (pp2-3) | [Local link](#) | [Ext. link 1](#)

Guidance note identifies 3 scenarios:

- 1) National authorities are able to lead or contribute
- 2) National authorities' ability to lead or contribute is compromised
- 3) National authorities are unwilling to lead or contribute, and/or humanitarian principles are not respected

C. CC tasks and responsibilities

C.01 Terms of Reference

NRC (2008-05) Camp Management Toolkit

Section: 4. Coordination (pp107-136) | [Local link](#) | [Ext. link 1](#)

"Within Camp Coordination and Camp Management (CCCM) cluster structures, the Camp Management Agency needs to contribute to formulation of a sound CCCM terms of reference. Such a ToR is key to a strategy that reflects the needs on the ground and establishes and maintains links with other clusters."

IASC (2009-10) Joint letter from Cluster Lead Agencies to their Directors/Representatives at Country Level

Section: Main letter (p1) | [Local link](#) | [Ext. link 1](#)

Clarifies role of CCs and Country-level Cluster Lead Agency Representatives (CLAR):

Country-level CLARs: have dual responsibility to their agency and Cluster and "are ultimately accountable to the Resident/Humanitarian Coordinator"

CCs are neutral representatives of Cluster and need clear job descriptions specifying whether they have dual responsibilities.

IASC (2010-09) Generic Terms of Reference for Cluster Coordinators at the country level

Section: Whole document (pp1-4) | [Local link](#) | [Ext. link 1](#)

Provides sample TOR with tasks and responsibilities under headings:

1. Establishment and maintenance of effective coordination mechanisms
2. Preparedness and capacity-development (including, where possible, in the pre-emergency and post-emergency phase)
3. Needs assessment, analysis, prioritization and planning
4. Transition planning
5. Integration of cross-cutting issues
6. Application of standards, guidelines and good practice
7. Information management, monitoring, evaluation and reporting
8. Advocacy
9. Resource Mobilisation

Shepherd-Baron, J. (2011-05) What do Cluster Coordinators do? (Clusterwise)

Section: Core Competencies of a Cluster Coordinator (pp1-2) | [Local link](#) | [Ext. link 1](#)

Overview and detailed annotation of main responsibilities of a Cluster Coordinator - a broad ToR. "The perceived credibility of the ClusterCoordinator does not so much depend on his or her technical qualifications related to the sector concerned – important though some form of qualification is – but on how he or she demonstrates application of the correct management skills."

C.02 Accountability and indicators

Oxfam (2007-02) Impact Measurement and Accountability in Emergencies: The Good Enough Guide

Section: Whole document (pp1-72) | [Local link](#) | [Ext. link 1](#)

Reference book. Provides tools and checklists to help put together mechanisms for measuring impact and ensuring accountability.

IASC (2010-11) Handbook for RCs and HCs on Emergency Preparedness and Response

Section: 8. Lead and coordinate inter-cluster monitoring and evaluation (pp78-81) | [Local link](#) | [Ext. link 1](#)

Overview of Cluster monitoring and evaluation from the perspective of the RC/HC. Includes Inter-Agency Real-Time Evaluation (IARTE) and Inter-Agency Joint Evaluations.

IASC (2012-11) TA Protocol 3: Responding to Level 3 Emergencies: What 'Empowered Leadership' looks like in practice (Transformative Agenda)

Section: Whole document (pp1-2) | [Local link](#) | [Ext. link 1](#)

"Following the adoption of the IASC Transformative Agenda, Humanitarian Coordinators (HC) will be empowered to lead the response to any Level 3 (L3) crisis for an initial period of three months."

C.03 Preparedness and capacity development

IASC (2011-07) Operational Guidance for Cluster Lead Agencies on working with National Authorities

Section: Strengthening national response capacities (p4) | [Local link](#) | [Ext. link 1](#)

Importance of budgeting for capacity-building activities for National Authorities and other partners.

G-CCCM-C (2014-01) Global CCCM Cluster website: Training Overview

Section: Website (p1) | [Local link](#) | [Ext. link 1](#)

NOTE: See website for latest update. "The aim of the CCCM training is to bring together partners in the CCCM sector to develop shared understanding of roles and responsibilities of the Camp Management Agency, Camp Coordination Agency and Camp Authorities in camps and collective centers."

C.04 Needs Assessment and gap identification

IASC (2010-11) Handbook for RCs and HCs on Emergency Preparedness and Response

Section: 4. Lead and coordinate multi-cluster needs assessments (pp46-49) | [Local link](#) | [Ext. link 1](#)

Overview of assessment requirements from Clusters from the point of view of RC/HC.

Multi-Cluster (2013-11) Multi-Cluster/Sector Initial Rapid Assessment (MIRA) - Philippines, Typhoon Haiyan

Section: Whole document (pp1-38) | [Local link](#) | [Ext. link 1](#)

Example assessment:

"To better understand the impact of Typhoon Haiyan on affected population, more than 40 agencies conducted a multi-cluster initial rapid assessment (MIRA) in 9 provinces covering 92 municipalities and 283 barangays."

C.05 Strategic planning

Philippines Humanitarian Country Team (2013-12) Typhoon Haiyan (Ylanda) Strategic Response Plan - The Philippines, 2013-2014

Section: Cluster Plans: Camp Coordination and Camp Management (CCCM) (pp20-25) | [Local link](#) | [Ext. link 1](#)

CCCM Cluster Plan for Philippines. Includes connection to Strategic Objectives; Cluster-specific objectives; indicators and outcomes; activities.

Section: Summary & Strategy (pp1-16) | [Local link](#) | [Ext. link 1](#)

Example of strategic plan. Includes plan for sustainable livelihoods and summary of cross-cutting issues.

"This Strategic Response Plan covers 12 months from the date of the disaster and is designed to complement the government's YRRP, and fill gaps as identified by government and inter-agency assessments."

C.07 Cross cutting and other sectors

C.07.02 Gender

GBV-AoR (2010-07) Handbook for Coordinating Gender-based Violence Interventions in Humanitarian Settings

Section: Section 6 - Annexes (p206) | [Local link](#) | [Ext. link 1](#)

Camp Coordination/Camp Management – Gender Checklist

C.07.05 Protection

CPWG (2010-01) Child Protection in Emergencies Coordinator's Handbook

Section: Child Protection Mechanisms: The Role of Participants (p45) | [Local link](#) | [Ext. link 1](#)
Expectations of participants in the child protection coordination mechanisms.

Section: Mainstreaming child protection in other humanitarian sectors: Shelter and Camps (p84) | [Local link](#) | [Ext. link 1](#)
Key Child Protection actions for Shelter and Camp Managers.

CPWG (2012-10) Minimum standards for child protection in humanitarian action

Section: Standards (pp37-43) | [Local link](#) | [Ext. link 1](#)
Child Protection Standard 1 on coordination.

C.07.08 Education

INEE (2010-06) INEE Minimum Standards for Education: Preparedness, Response, Recovery

Section: Analysis Standard 1: 6. Collaboration within the education sector and with other sectors (p39) | [Local link](#) | [Ext. link 1](#)
Example of Education Cluster's work with the shelter and camp management sectors.

C.08 Standards, guidelines, best practice

INEE (2010-06) INEE Minimum Standards for Education: Preparedness, Response, Recovery

Section: Access and Learning Environment Standard 3: Facilities and Services (p68) | [Local link](#) | [Ext. link 1](#)
Standard and guidance notes that impact on camp management e.g. school location.

C.09 Information Management

IASC (2008-12) Operational Guidance On Responsibilities of Cluster/Sector Leads & OCHA in Information Management

Section: Whole document (pp1-4) | [Local link](#) | [Ext. link 1](#)
This document helps to "ensure that relevant information related to a humanitarian emergency is provided to the right person at the right time in a usable form to facilitate situational understanding and decision-making."

C.11 Resource mobilisation

C.11.01 Consolidated Appeals Process (CAP)

Shepherd-Baron, J. (2011-05) Clusterwise2 - Resource Mobilisation

Section: Whole document (pp1-4) | [Local link](#) | [Ext. link 1](#)
Brief overview of CERF, CAP and Flash Appeal

UNOCHA (2011-09) Guidance: role of Cluster Coordinators in the consolidated appeal process

Section: Whole document (pp1-10) | [Local link](#) | [Ext. link 1](#)
"How to ensure an optimal cluster response plan, well-allocated funding, and action on priorities."
Includes step-by-step example of activities that the CC needs to carry out in contributing to a CAP.

UNOCHA (2013-12) Consolidated Appeals Process - About the Process (webpage)

Section: Webpage (pp1-4) | [Local link](#) | [Ext. link 1](#)
General overview of the CAP process.