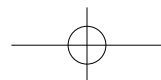
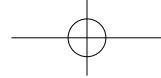


GLOBAL CCCM STRATEGIC FRAMEWORK 2013-2016

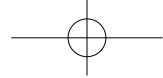
Three year strategic vision: strengthen CCCM coordination at global, regional and national levels to respond effectively to humanitarian needs with predictable leadership, accountability and collaborative partnerships.





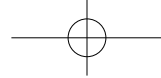
Outcome 1: CCCM Cluster preparedness and response capacity is strengthened and consistently delivers quality programming

Core Initiative: Surge mechanisms and response	Core Initiative: Quality programming	Core Initiative: Partner engagement	
Output A: RRT and roster members with context-appropriate skills are available to support country missions and are deployed in a timely manner	Output B1: CCCM response staff are assessed and continual learning informs programme quality	Output B2: CCCM actors adopt minimum commitments to gender	Output C: CCCM partners play an active role in the cluster and partnership capacities increase
Activities: <ol style="list-style-type: none"> 1. Maintain Rapid Response Team standing capacity 2. Maintain online Training Roster to enhance expertise of surge support staff 3. Maintain the CCCM Expert Roster (CCCMCap) 4. Encourage self-funding and cost-recovery from country missions to further enhance sustainability of country-led CCCM responses and/or the CCCMCap 5. Ensure continued capacity building and mentoring of CCCM Roster staff 6. Ensure appropriate mix of deployable technical, coordination and capacity building profiles within the CCCMCap 	Activities: <ol style="list-style-type: none"> 1. Complete and analyse post-mission deployment reports by experts from the RRT, Training and CCCMCap rosters 2. Review RRT activities to develop lessons learned 3. Develop and adopt a staff assessment methodology for CCCMCap, capacity building staff and RRTs 	Activities: <ol style="list-style-type: none"> 1. Continue global consultations with country missions and relevant stakeholders to identify needs, gaps and best practice relating to CCCM gender-responsive programming 2. Develop capacity building packages to address identified needs and gaps 3. Deliver capacity building packages 	Activities: <ol style="list-style-type: none"> 1. Increase the number of active partnerships 2. Encourage partners to be actively involved in CCCM cluster fora at global and national levels 3. Support all partners in rolling out tools and projects in field operations 4. Engage partners as leads in camp management, as country-level CCCM cluster leads, and as local CCCM Focal Points 5. Engage partners in capacity building initiatives 6. Collaborate with partners to strengthen Communication with Communities 7. Promote stand-by agreements with donors and at operational level with sectoral service providers
Indicators: <ul style="list-style-type: none"> • # deployable Roster members • cost-recovery mechanisms established • % of requesting missions self-funding deployments • % of requesting missions partially bearing deployment costs 	Indicators: <ul style="list-style-type: none"> • post-mission deployment reports completed and lessons learned fed back into subsequent deployments • RRT lessons learned are documented • staff assessment methodology adopted and systematically completed 	Indicators: <ul style="list-style-type: none"> • # countries adopting minimum commitments • needs assessments conducted and documented • # capacity building packages delivered 	Indicators: <ul style="list-style-type: none"> • # new stand-by agreements with donors • # new stand-by agreements with sectoral service providers • # active partnerships • # of partners attending the annual retreat

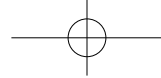


Outcome 2: The CCCM Cluster delivers effective coordination services and tools at global and country levels.

<p>Core Initiative: Inter-cluster collaboration</p>	<p>Core Initiative: CCCM Tools</p>	<p>Core Initiative: Information Management</p>
<p>Output A: Collaboration with cluster partners is systematized</p>	<p>Output B: CCCM Cluster delivers tools and guidance</p>	<p>Output C: The profile of displacement dynamics, data collection and analysis is improved</p>
<p>Activities:</p> <ol style="list-style-type: none"> 1. Continue active participation in IASC working groups and initiatives, as well as in Global Cluster Coordinator activities 2. Encourage participation from Shelter and Protection Cluster representatives to discuss how to better coordinate in shared activities and address overlap 3. Seek and develop opportunities to foster cross-cluster skills transfer 4. Actively engage with other clusters and sectors to identify links with CCCM and share best practices 5. Standardise and disseminate OCHA/CCCM roles related to inter-cluster and inter-sector coordination 6. Produce and disseminate inter-cluster coordination matrixes 7. Conduct CCCM cross-sector mapping exercises in collaboration with other clusters 8. Ensure protection mainstreaming into CCCM cluster activities in collaboration with protection partners 9. Consult and coordinate with relevant stakeholders to advocate for a better system-wide response to outside camp displacement 10. Promote timely activation of CCCM Cluster to HCT 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Support country missions to maintain updated CCCM training materials and receive feedback on tools and guidance developed 2. Ensure appropriate guidance, tools and reference materials are available and easily accessible to field operations. 3. Engage a multi-stakeholder working group to develop outside camp training materials for CCCM practitioners 4. Engage a multi-stakeholder IM working group to continually develop and deliver CCCM related tools and guidance 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Consult with stakeholders to collect and share information on previous and current displacement movements 2. Work with partners to further understanding of displacement dynamics and to support gathering, sharing and analysis of displacement data 3. Produce and maintain maps detailing internal displacement movements in various regional and national crises 4. Establish links with existing networks, information management partners and regional capacities to develop, share and collaborate on regional risk maps and national hazard profiles 5. Develop standards for camp profiles, 3W, needs assessments and population data management tools for cluster responses in conflict environments, in close collaboration with relevant stakeholders 6. Regularly publically disseminate updates from field operations
<p>Indicators:</p> <ul style="list-style-type: none"> • 2 pager on complementarities and delineation of responsibilities of OCHA/CCCM coordination roles • CCCM cross-sector mapping with # clusters • % CCCM Cluster activations at onset of emergency 	<p>Indicators:</p> <ul style="list-style-type: none"> • Outside of camps and urban displacement training materials finalized and piloted in # countries • Tools, guidance and reference materials publicly available to the whole humanitarian community 	<p>Indicators:</p> <ul style="list-style-type: none"> • # publications, tools, resources developed as a result of partnerships • Standards for camp profile, 3W, needs assessments and population data management tools are developed



Outcome 3: National capacity to prepare for and respond to internal displacement is improved	
<p>Core Initiative: National preparedness planning and capacity building</p>	<p>Core Initiative: Refinement of tools and guidance for national actors</p>
<p>Output A: National actors are trained in CCCM through targeted, context-appropriate capacity building initiatives</p>	<p>Output B: National actors are equipped with CCCM tools and guidance adapted to the displacement context in-country</p>
<p>Activities:</p> <ol style="list-style-type: none"> 1. In collaboration with the Global Cluster, country missions set up and maintain appropriate national level coordination platforms 2. In collaboration with the Global Cluster, country missions establish national level CCCM capacities and an online training platform 3. Provide trainings to improve collaboration between humanitarian partners, camp managers and national authorities 4. Conduct disaster response simulation exercises for national actors and cluster partners in natural disaster contexts 5. Hold consultative workshop with national authorities and cluster partners 6. Conduct joint deployments of national authorities/partners and CCCM experts where appropriate 	<p>Activities:</p> <ol style="list-style-type: none"> 1. National roll-outs of CCCM Cluster capacity development, tools, and projects at country level 2. Pilot the MEND Guide 3. In collaboration with the Global Cluster, country missions pilot new training materials for capacity building of national authorities 4. Revise and adapt tools to be applicable to outside of camp and urban displacement (UDOC) scenarios 5. Pilot of outside camp methodologies, including Centres for Communication and Community Management, and Displacement Focal Points
<p>Indicators:</p> <ul style="list-style-type: none"> • # national-level coordination platforms • % participants of trainings who report improved collaboration between humanitarian partners and camp managers • reports on outcomes of simulation exercises, workshops and joint deployments 	<p>Indicators:</p> <ul style="list-style-type: none"> • Outside of camps and urban displacement tools revised and adapted • # MEND pilot countries • # UDOC pilot countries



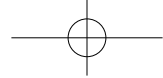
Outcome 4: CCCM Cluster accountability to affected populations is increased

<p>Core Initiative: Evaluation & lessons learned</p>	<p>Core Initiative: Accountability to Affected Populations is mainstreamed</p>
<p>Output A: Lessons learned and evaluations are captured and inform future CCCM programming</p>	<p>Output B: System wide efforts to establish accountability mechanisms before, during and after all crises.</p>
<p>Activities:</p> <ol style="list-style-type: none"> 1. Support real time evaluations, CCCM self-assessments, and/or OCHA Cluster Performance Tracking 2. Assess benefits and disadvantages of the current cluster co-leadership structure 3. Global Cluster and country missions collaborate to document good practices and lessons learned, including the publication of CCCM Case Studies 4. Develop and implement a knowledge management strategy in accordance with the strategic vision and the external communication strategy 5. Conduct an external evaluation of all Level 3 cluster-based emergency responses in which the CCCM Cluster has been activated 6. Monitor and evaluate the impact of CCCM capacity building projects for national authorities and partners 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Global Cluster supports country missions to ensure the presence of an appropriate complaints mechanism for the management of displacement sites in all operations 2. Global Cluster supports country missions to ensure appropriate and effective two-way communication mechanisms for communal settings operations 3. Global Cluster and country missions collaborate to further develop accountability mechanisms for beneficiaries in spontaneous sites and areas with limited humanitarian access 4. Further develop capacity building initiatives for national authorities and local actors, through CCCM trainings and ToTs, with an emphasis on AAP 5. Prioritize exit strategies and durable solutions for residents of camps and camp-like settings in order to limit exposure to vulnerability
<p>Indicators:</p> <ul style="list-style-type: none"> • % of CCCM Cluster responses conducting RTEs, CCCM self-assessments and/or OCHA Cluster Performance Monitoring • % of Level 3 cluster-based responses conducting evaluations • Next volume of CCCM Case Studies published • A documented M&E approach that is able to evaluate past and future capacity building projects. 	<p>Indicators:</p> <ul style="list-style-type: none"> • % of site-level responses in given country with 2 way communication mechanisms in place • % of site-level responses in given country with appropriate complaints mechanisms in place



Outcome 5: Greater engagement of stakeholders is the achievement of global strategic outcomes

<p>Core Initiative: Strategy Development and Implementation</p>	<p>Core Initiative: External Communications</p>
<p>Output A: Cluster partners and stakeholders contribute to the global strategy, it is reviewed and progress is tracked</p>	<p>Output B: The CCCM Cluster effectively communicates its vision and strategic objective through a communications strategy</p>
<p>Activities:</p> <ol style="list-style-type: none"> 1. Conduct a yearly review of strategy achievements 2. Collect the results and discussion topics from the annual Global CCCM Retreats to guide annual strategic planning 3. Encourage the cluster’s global, field, and partner practitioners to participate in all Global Retreats, and to actively engage in both the cluster’s review of the 2013-2016 Strategic Plan, as well as the development of subsequent strategic plans 4. Establish an internal CCCM Cluster monitoring matrix, with indicators to measure progress towards achieving strategy goals at global and country level 	<p>Activities:</p> <ol style="list-style-type: none"> 1. Elaborate and implement a Global CCCM Communication Strategy 2. Expand applications, accessibility, and increase visibility of Global CCCM Website and associated information management tools 3. Continue to create and promote the use of communication tools for sharin information with the Cluster’s target audiences. 4. Offer support to field operations in creating relevant messaging, strategies and communication tools.
<p>Indicators:</p> <ul style="list-style-type: none"> • Tracking of strategy, annual revisions and updates documented • Inputs and priorities are gathered from cluster partners and reflected in strategic reviews and plans 	<p>Indicators:</p> <ul style="list-style-type: none"> • Global communications strategy endorsed and implemented • Global website is maintained with easy access to information for the general public and additional applications are developed as needed • Global CCCM Cluster Newsletter is regularly published



Updates on achievements and ongoing initiatives

Intercluster coordination and collaboration: ONGOING. The CCCM Cluster has identified four priority areas of engagement with other clusters – Shelter, WASH, Health, and Protection (in particular the Gender-Based Violence Area of Responsibility). While regular exchanges with the Shelter Cluster have been established to improve coordination at the operational level, the CCCM Cluster is working to define critical points of engagement and information exchange with these clusters in order to better meet the protection and assistance needs of displaced populations living in camp and camp-like settings. Once completed with these four priority areas, this process can be expanded to other clusters, including Food Security and Early Recovery.

CCCM Tools and Information Management: COMPLETED – TO BE EXPANDED AND CONTINUED. CCCM training and Training of Trainers (ToT) materials have been updated and finalized, as have the Camp Closure Guidelines, CCCM Cluster Coordinator Guidelines, and CCCM Case Studies (Vol. 1). In addition, through the Global CCCM website, tools and guidance are available for CCCM practitioners, and updates on CCCM activities around the world are shared with country missions, cluster partners, donors and the general public. Work on information management will be on going. The Website will be updated and integrated with other cluster-wide information management products such as Humanitarian Response and Relief Web. The revised Camp Management Toolkit (CMT) is finalized and the offline CMT database has been launched.

Urban and Outside of Camps Displacement (UDOC): ONGOING PILOT. The desk review of current humanitarian operation initiatives to support displaced populations outside of camps and in urban environments has been completed, including case studies identifying best practices and lessons learned. The review recognizes that CCCM tools and methodologies could play an important role in system-wide efforts to better support populations displaced outside of camps and camp-like settings. In light of this, the UDOC training materials are being developed and will be finalized, along with the adaptation of other relevant tools, and selected countries will support the piloting of potential CCCM approaches to urban and outside of camp displacement.

CCCM Capacity Building: COMPLETED – TO BE EXPANDED AND CONTINUED. The training package for CCCM capacity building programmes for national authorities have been revised and consolidated, and the complementary guidance for country offices has been finalized. During 2013, three regional CCCM Training of Trainers (ToT) events for national authorities were held, in Indonesia, Colombia and Senegal. In addition, a national ToT was held in Nigeria and a Global CMC ToT was held in 2014 in Jordan. Further CCCM trainings were conducted in DR Congo, Yemen, Myanmar, Burundi, Chad and Iraq.
HALTED. Review and revise standard CORE training modules into CCCM-CORE training initiatives, and provide CCCM-CORE trainings to improve collaboration between partners and camp managers involved in humanitarian response. Develop CCCM-CORE centralized support functions and automated online registration, evaluation, and certification tools. Translate materials and mentor trainers.

The Comprehensive Guide for Planning Mass Evacuations in Natural Disasters (MEND Guide). ONGOING PILOT. The pilot version of the MEND Guide is being distributed, and selected countries will be engaged in piloting the guide as consultative workshops with stakeholders, including the MEND Steering Committee, cluster partners, national actors, academics and other relevant actors contribute to refining the guidance and the final version of the MEND Guide is published.