## CONTENTS

**Page 3**  
**FOREWORD**  
Cluster Co-chairs

**Page 4**  
**INTRODUCTION**  
Humanitarian reform  
The Global CCCM Cluster

**Page 5**  
**THE ROLE OF THE CCCM CLUSTER**  
Camp Administration  
Camp Management  
Camp Coordination

**Page 6**  
**CCCM HIGHLIGHTS 2010-2011**  
Global CCCM Highlights  
- Technical Advice and Guidance  
- Tools Development and Dissemination  
- Missions and Deployments  
Global CCCM Partners’ Highlights  
Country Highlights  
- Yemen  
- Pakistan  
- Ivory Coast  
- Haiti  
- Namibia  
- Timor Leste

**Page 10**  
**TRAINING STATISTICS**

**Page 10**  
**CROSS-CUTTING ISSUES**  
Age, Gender, Environment, HIV/AIDS, Mental Health

**Page 11**  
**MAIN CHALLENGES FACING THE CLUSTER**  
Limited Awareness of CCCM Concepts  
Security  
Funding

**Page 12**  
**EVENTS**

**Page 12**  
**GLOBAL CCCM CLUSTER CONTACTS**
FOREWORD

Cluster Co-chairs

Dear colleagues,

It is with great pleasure that we present the inaugural edition of the Global CCCM Cluster Newsletter. We hope that this will be the beginning of a series of constructive and fruitful exchanges that will bring CCCM stakeholders closer together and be a forum to share information, ideas, good practices and concerns on issues relating to the coordination and management of camps and camp-like settings.

Camp coordination and camp management agencies act as a link between displaced populations and the greater humanitarian response; they identify and follow up on the needs of IDPs, in and out of camps. While the roles of CCCM are becoming more widely accepted and known to implementing partners around the world, we are continuing to evolve and identify areas in need of support and attention. Issues such as urbanization and IDPs outside camps challenge conventional CCCM response models and will be at the forefront of discussions and strategies as we move forward as a cluster.

In preparing this first edition of the CCCM Newsletter and some of our other ongoing projects like the Tool Validation Survey it is very apparent that implementing partners around the world need trainings in camp management and coordination for staff. This is both a blessing and a challenge in that camp management agencies are recognizing the value of training their operations staff in order to better meet the needs of the displaced population, but that the demand is very great and, in conjunction with new and more complex emergencies all over the world, will be difficult to meet in the short term.

As we head into our annual Global CCCM Cluster Retreat in October ‘11, we are looking forward to having a number of staff from the field in attendance and hearing, first hand, about their operations and in having their input in preparing a Global CCCM Cluster work plan for next year. We want to continue this effort of connecting directly with field based colleagues in the newsletter and it is our intention to reach out and seek input from those working with IDPs in camps, camp-like settings and communal settlements. It is our vision to link this Newsletter to an interactive forum where colleagues can ask questions and have discussions with the entire CCCM community.

We hope you enjoy your reading and please let us know what you think.

Kimberly Roberson  
Cluster Co-Chair UNHCR

Nuno Nunes  
Cluster Co-Chair IOM
INTRODUCTION

Humanitarian Reform

Since its roll-out in 2005, the Humanitarian Reform has resulted in the creation of 11 Global clusters, including Camp Coordination and Camp Management (CCCM). The cluster approach is an inclusive and participatory coordination mechanism that aims to strengthen the efficiency and effectiveness of humanitarian action, through clear definition of roles, responsibilities, and leadership for each sector. The cluster approach functions mainly at two levels. At the global level, the aim is to strengthen sectoral preparedness, technical and human capacity. At the country level, the primary purpose of the cluster is to strengthen coordination and partnership between all humanitarian organizations active in a particular crisis.

The Global CCCM Cluster

IOM and UNHCR co-lead the Global CCCM Cluster for natural disaster and conflict-induced IDP situations respectively. The overall goal of the CCCM Cluster is to improve living conditions of internally displaced persons by facilitating the effective provision of protection and services in camps and camp-like settings, advocate for durable solutions and ensure organized closure and phase-out of camps upon the IDPs’ relocation, return, resettlement or local integration. The Cluster primarily supports all IDP operations in which the CCCM Cluster has been activated. Its support also extends to any IDP operation without a formerly activated CCCM cluster but which has camp or camp-like IDP population. Presently the CCCM Cluster is operational in 11 countries, of which IOM leads in Haiti, Namibia, Myanmar, Nepal, Philippines and Timor Leste and UNHCR leads in Chad, Pakistan, Yemen, and DRC. A co-lead arrangement between IOM and UNHCR is in place for the joint leadership of the CCCM cluster in Cote D’Ivoire.

As Cluster co-leads, UNHCR and IOM are responsible for the management of the Cluster Secretariat at the Global level, which entails activities such as coordination, strengthening global preparedness, developing and disseminating tools and acting as provider of last resort. Members of the Cluster at the Global level are CARE International, Danish Refugee Council (DRC), Norwegian Refugee Council (NRC), International Rescue Committee (IRC), Lutheran World Federation (LWF), Shelter Center, United Nations Environmental programme (UNEP), and the Office for the Coordination of Humanitarian Affairs (OCHA).

Did you know what the CCCM Cluster does at camp level?

- Collects and shares data on the number and condition of the displaced
- Conducts registration, coordination and profiling
- Ensures that residents participate in decision making
- Ensures coordination within and between the displaced community with service providers, host communities and other stakeholders
- Organizes elections for community governance structures
- Conducts awareness raising on protection and services in the camp
- Advocates for resources and services
- Monitors services and assistance and identifies gaps
- Facilitates material assistance distribution
- Facilitates construction and repairs of infrastructure, upgrades to shelters or facilities
- Coordinates camp security issues
- Provides training and capacity building
- Facilitates peace and reconciliation activities
- Supports durable solutions
- Facilitates visits from agencies, government, media and others

It is important to note that the CCCM cluster does not advocate for the creation of camps and acknowledges the creation of camps as a last resort solution to assist displaced persons.
THE ROLE OF THE CCCM CLUSTER

CCCM is cross-cutting in nature and applies to all types of communal settlements, namely planned camps, Collective Centres, Self-settled camps and reception or transit centres. Its role is to ensure effective management and coordination of humanitarian response in camps according to standards, support the identification of gaps, facilitate information sharing and ultimately advocate for adequate and timely intervention by relevant actors. Effective representation and meaningful participation of the IDP as well as host communities is central to the planning and discharging of CCCM responsibilities. CCCM encompasses three distinct functions namely camp administration, camp management and camp coordination.

Camp Administration

refers to the functions carried out by governments and national authorities that relate to the overseeing of activities in camps and camp-like situations. It comprises such State functions as securing land and occupancy rights for temporary settlements and resolving disputes arising from land appropriation, providing security, preserving law and order and facilitating access to camps by humanitarian agencies. National authorities also play a key role in camp phase out and closure, as well as in leading the identification and facilitation of durable solutions.

Camp Management

is often performed by a local or international NGO/agency. The camp management function involves the coordination of assistance and services at the level of a single camp and entails coordinating protection and services, establishing governance and community participation, ensuring maintenance of camp infrastructure, collecting and sharing data and monitoring the standard of services and identifying gaps.

Camp Coordination

refers to the overall coordination of the roles and responsibilities in the camp response, in support of the national/regional response plans. The coordination function is closely linked to the administration and management functions, as well as those of other humanitarian and development partners, such as agencies providing assistance, civil society, donors, the diplomatic community, the host community, the media, and others involved in response. Within the CCCM Cluster framework, camp coordination is the role of the Cluster lead agency, UNHCR or IOM, depending on the context.

CCCM pursues its overall goal of improving living conditions for IDPs in camps at the global level and at the country level.

Map illustrating some of CCCM Operations
Global CCCM Highlights

During the Global CCCM Cluster meeting of May 19, 2011, the Cluster leads and partners reaffirmed their commitment to the following priority areas:

- Increase the interaction between partners through strengthened information management, and expansion of the Cluster’s membership.
- Linking inter-cluster initiatives between the CCCM Cluster and other clusters, for instance, through training initiatives.
- Open discussion with the Protection Cluster on protection preparedness and interventions in natural disasters.
- Conduct a CCCM tools validation survey to establish the relevance of existing tools in relation to current reality.
- Identify and deploy CCCM Cluster coordinators for new emergencies.

Global CCCM support to field operations comprises technical guidance and advice, development and dissemination tools, deployment of CCCM experts to IDP emergencies, short term diagnostic or technical support to missions and capacity building.

Technical Advice and Guidance

In terms of technical guidance, the Cluster ensures that field operations receive timely support and advice, either remotely or through technical support missions. This includes timely sharing of CCCM, IASC and other guidance including on cross-cutting issues; inputs on contingency plans, emergency response plans as well as support in drafting CCCM response strategies. The generic terms of reference for camp coordinators and camp management agencies are a crucial component of the CCCM emergency toolbox normally shared at the onset of crisis.

Tools Development and Dissemination

With regards to tools, the Camp Management Toolkit published in May 2008 remains the main CCCM tool and has since been widely disseminated to the field and other strategic partners in English, Arabic, French and Spanish as well as unofficially translated into Nepalese and Tamil. The Collective Centre Guidelines completed and launched in 2010 have also been widely disseminated in English while Guidelines on camp closure will be finalized by December 2011. Furthermore, in 2010 the Cluster merged two previous training products (Camp Management and CCCM) into one training of trainers’ package and piloted it in both English and French.

Tools Under Development

IOM Cluster Guidelines: An important tool to guide field operations on cluster processes, roles and responsibilities as well as key information to take into account when engaged in the roll out of the cluster approach.

Tools Validation Exercise: An important survey to determine the extent to which existing CCCM tools respond to current needs.

Camp Profile Formats: A new generic information management tool in the pipeline, created to capture outlines of different camp structures around the world.

CCCM Cluster Website: A new information management tool in the pipeline, created to disseminate information in a timely manner between the CCCM Global cluster, CCCM stakeholders and field practitioners.

Existing Tools

Camp Management Toolkit

An important tool capturing the humanitarian assistance and protection delivered in camps and remains vital to all CCCM operations and across other sectors.

IASC Gender Handbook

Contains a CCCM Chapter and provides guidance on identifying and addressing the different needs of women, men, girls and boys in humanitarian response.

Collective Centre Guidelines

An important tool to guide and assist field practitioners on the planning, implementation, monitoring, maintaining and overall management of Collective Centres.

Guiding Principles on Internal Displacement

An important tool providing advocacy and a common monitoring framework for the assistance and protection needs of internally displaced persons.

Missions and Deployments

Short term diagnostic and technical support missions generally aim to provide the Global Cluster with real time appraisal of the situation for immediate, concrete and realistic recommendations. Several operations have benefited from CCCM technical missions since the last quarter of 2010. To date, they include Yemen, Haiti, Namibia, Ivory Coast, the Philippines, Nepal, and East Timor. In addition CCCM specialists were deployed to all recent emergencies including Haiti, Pakistan and Ivory Coast as CCCM Cluster coordinators. Others deployed were CCCM training specialists, information management officers as well as site planners.

Capacity Building

The Global CCCM Cluster provides various training opportunities for humanitarian personnel and government officials working on camp coordination and camp management. CCCM trainings aim to strengthen CCCM capacity at the strategic and operational levels through developing the knowledge and skills of CCCM stakeholders (UN agencies, International Organizations, INGOs, LNOs, governments/national authorities, service providers, camp residents, host communities) to enhance a common understanding of standards, improve data collection mechanisms and the overall information management and coordination process. NRC manages on behalf of the CCCM Cluster a roster of CCCM trainers, presently comprising 75 qualified trainers, and provides relevant technical support. Over the course of 2010 and 2011.
the Cluster provided 40 trainings in camp management and camp coordination reaching over 909 participants globally.

**Global CCCM Partners’ Highlights**

**Catholic Relief Services (CRS)**

CRS provided WASH and solid waste services to a number of camps in Port-au-Prince until the end of June 2011. From July onwards, CRS is focusing on community resettlement and recovery of earthquake communities. CRS has also been involved in camp construction, psychosocial and other services in relation to the Ivory Coast and Libya emergencies respectively.

**Danish Refugee Council (DRC)**

DRC has enhanced rapid response capacity in respect of camp construction and management as well as seconded its technical staff, within its Stand-by Roster arrangement with UNHCR. In 2011 DRC seconded site planners to Yemen and Pakistan, a CCCM specialist to UNHCR Yemen and Geneva and a CCCM Trainer to UNHCR Zambia. For the remainder of 2011, DRC will continue to support deployments and camp management activities as needed.

**NRC**

NRC completed CCCM trainings in Haiti, Colombia, Namibia and Nicaragua and plans to conduct further CCCM trainings in Lebanon and Liberia. NRC also manages a Roster of trainers for the Global CCCM Cluster and provides technical and logistical support to the trainers.

**Shelter Centre**

Shelter Center completed a funding proposal for the Camp Planning Guidelines, which includes an environmental component that will benefit both the Shelter Cluster and CCCM. Shelter Center has also developed a pilot humanitarian worker training in coordination with multiple agencies to provide basic instructions on disaster response.

**Country Highlights**

At the country level the CCCM Cluster lead is tasked with ensuring a strategic, coordinated and effective camp response, and is responsible for promoting good partnerships and mobilizing agencies, NGOs, and national authorities to participate in the response. At the Camp level the CCCM cluster lead is responsible for assigning each camp with a camp management agency responsible for coordinating services within the camp. The camp management (CM) agency is supported by a team of camp management officers and is responsible for establishing a transparent and representative camp governance and coordination mechanism, maintaining an effective information management system, ensuring active and meaningful participation of the camp population, standards monitoring, reporting and advocating for intervention on identified gaps and implementing specific measures to foster peaceful co-existence between camp population and host communities.

**Yemen**

Despite the ceasefire in February 2010 between the Yemeni Government and the Al-Houthi (a Shiite Muslim group), the situation remains fragile. The number of IDPs has risen to over 400,000 people as of 31 August following new conflict in Abyan Governorate, South of Yemen. 11.13% of the displaced population resides in camps while the majority resides outside camps with host families, in spontaneous settlements, in rented accommodations, collective centres and in scattered locations.

The Cluster Approach for IDPs in Yemen was established late in 2009 following the sixth round of conflict. In 2010 the CCCM Cluster was merged with the Emergency Shelter Cluster now known as CCCM/ES Cluster. The main objective of the CCCM/ES Cluster is to improve living conditions and protection for IDPs in and outside camps. The Cluster is also involved in building the capacity of local authorities and distribution of emergency relief items to IDPs inside and outside camps. During the first half of 2011, over 278,450 IDPs were provided with basic needs and essential services including shelter and domestic items. Increased awareness on the CCCM concepts and the roles and responsibilities of the various CCCM actors, establishment of IDP governance structures and training members in protection and service delivery and training of CCCM Cluster members including government counterparts have all resulted in improved coordination, monitoring and identification of gaps. Continued dialogue and community-based projects have contributed to peaceful co-existence with the host communities. Another achievement was the relocation of IDPs from Khaiwan camp (located 5km from the conflict zone and inaccessible by UN staff) to other accessible locations.

Limited access due to security and logistical constraints, limited funding, weak response capacity of the Government and some cluster partners, eviction threats for IDPs living in public and private buildings (collective centres), and the lack of land to decongest overcrowded settlements in some areas are some of the challenges facing the CCCM/ES Cluster. Response to IDPs outside camps remains disproportionate and ad-hoc compared to camps. Initiatives such as IDP Community Centres as well as the Community Protection Networks and the IDP profiling exercise carried out in 2010 have been quite useful in the identification of needs and capacities as well as channeling information and humanitarian response. However there still remains an urgent need to clarify re-
The floods that hit Pakistan in July and August 2010 were the worst in nearly a century, claiming the lives of 1,600 and affecting more than 20 million people in Balochistan, Sindh and Punjab Provinces with over 4,800 camps hosting some 1.5 million IDPs and an estimated 2 million IDPs in host families. Upon the request of the Government of Pakistan, UNHCR assumed leadership for the CCCM Cluster in Sindh Province while at the same time mounting its efforts to provide life-saving assistance to existing and newly displaced IDPs in Khyber Pakhtunkhwa (KPK) Province where UNHCR was already leading the CCCM Cluster. One of the main CCCM challenges was limited experience in camp coordination and management within the government counterparts. In July 2011, UNHCR in collaboration with NRC, deployed a CCCM training expert to carry out capacity building activities for the Pakistan Disaster Management Authority and others at the national, provincial and district levels. Heavy rains which commenced in early August 2011 have resulted in yet another devastating flooding in Sindh Province and some areas of Balochistan and KPK affecting more than 5.3 million people across 22 districts leaving more than 200 dead and 1.2 million houses and 1.6 million acres of cropland badly damaged. Nearly 300,000 people have already been registered in about 2,000 camps established to accommodate the displaced*. The ongoing trainings conducted jointly with IOM will boost up ongoing efforts by the National Disaster Management Authority (NDMA) and other federal agencies and local NGOs to respond to the renewed flooding crisis more effectively. *(as of 30/08/'11)

In KPK Province, the CCCM Cluster continues to manage the largest IDP camp of Jolozai, hosting over 20,000 IDP families, and in Togha Sarai, Benazir Complex and a few other smaller IDP camps in the Province. The Cluster has set in place camp coordination mechanisms, conducted training and provided practical tools to implement CCCM activities. Coordination and collaboration has improved; for instance, in 2011, the Cluster responded to the request of the Federally Administered Tribal Authority (FATA) Disaster Management Authority (FDMA) and established 3 camps to host newly displaced people from renewed conflicts in the Tribal Region. The capacity of FDMA and PDMA has been strengthened by involving both Authorities in the management of IDP camps. For the remainder of 2011, the Cluster has prioritized its engagement with other clusters, the government and other humanitarian partners to formulate Standard Operating Procedures for the management of IDP camps in the FATA region.

Ivory Coast

At the beginning of the emergency response, humanitarian action in Cote D’Ivoire was severely hampered by insecurity. Security gradually improved, allowing access to most of the displaced, and coupled with the deployment of CCCM specialists in the West and Abidjan, protection and assistance activities gained momentum. Coordination and management of response to IDPs in camps, spontaneous sites in Abidjan and in the West remain challenging in many ways. The proliferation of sites around Abidjan for instance, made it difficult to facilitate the coverage of needs identified by the different sectors - leaving many gaps, notably, in the health, WASH, shelter and education sectors. Given that most of the sites occupied are privately owned, it is difficult to promote observance of standards of protection and assistance as some property owners oppose implementation of certain activities in their property. IDPs in these sites (schools, churches, and other structures, also known as collective centers) constantly face eviction threats. To address some of these challenges, the CCCM Cluster continues to enhance monitoring of services and advocate for response to identified gaps. The Cluster will also continue its efforts in capacity building for site managers and administrators and other CCCM stakeholders.

In the West, efforts have concentrated on decongesting the Catholic Mission by relocating the IDPs to new planned sites. CCCM activities in this region include organized/assisted return, facilitating access to protection, basic needs and essential services including distribution of non-food items and return packages. Training on camp coordination and camp management has been conducted for over 80 national staff from local authorities, local NGOs as well as IDPs. During the second half of 2011, CCCM will continue to decongest some of the overcrowded spontaneous sites by relocating IDPs to new planned camps. Negotiations with property owners will remain integral to CCCM response in Ivory Coast to prevent evictions from spontaneous sites or collective centers. Site decommissioning and closure will be mainstreamed in CCCM response. The Cluster will continue to promote the involvement of IDPs as well as host communities and will organize another round of CCCM training.

For the first time UNHCR and IOM are co-leading the Cluster at a country level in Ivory Coast. This is an environment characterized by security constraints, geographical diversity and other logistical limitations, weak local response capacity and limited resources. As the situation has gradually improved, clear roles and responsibilities are under development and continue to be formulated to develop a workable mechanism that facilitates effective co-leadership, from both the strategic and operational perspectives. Additionally, lessons learned from this experience will further complement future similar partnerships between the two leads.
Haiti

The CCCM Cluster in Haiti works to ensure a multi-sectoral response to assist and protect IDPs hosted in both spontaneous and planned sites as a result of the January 2010. Led by IOM and with presence in all earthquake-affected communes, the Cluster facilitates interoperability to ensure that activities in sites are carried out effectively and in a timely manner by coordinating the humanitarian response to address the needs of IDPs, and by searching for durable solutions for them to return to their places of origin. The objectives of the CCCM Cluster for 2011 are: to support catalyst interventions to allow return, relocation and reintegration for the closure camps, to maintain essential services in Camps where return or relocation solutions have not been identified or are still in progress, to prepare a contingency plan and respond in case of natural disaster, to protect camp residents from the emergence of cholera outbreaks by providing front-line assistance to those in camps. The CCCM cluster in Haiti is conducting its second phase of registrations and continues to work closely with the WASH teams to conduct hygiene trainings and provide safe drinking water for IDPs living in the camps, the protection teams to ensure a rights-based approach, with the disaster risk reduction team on sensitization of early warning systems and DRR capacity building, as well as with the communication and health teams distributing mass communication initiatives as well as cholera prevention initiatives.

As of 2010, 91 CCCM capacity building trainings have been conducted for local partners in which 2, 208 government and cluster partner staff were trained. There are 3 CCCM related trainings hosted by IOM Haiti in coordination with the CCCM roster scheduled to take place in Haiti over the course of 2011. These trainings will be provided for the IOM camp management team and partner institutions, to promote good camp governance and strategic planning.

The areas in need of global cluster support are in the provision of tools for use in trainings and to be disseminated to partners, increased information-sharing between the global cluster and CCCM Haiti in the form of minutes and CCCM global strategies and tools developments as well as in the creation of a Global cluster website, to facilitate the interaction between the CCCM cluster and field practitioners.

Namibia

Following the large-scale flooding and subsequent displacement in the north and north-east parts of Namibia a state of emergency was declared by the President on 29 March 2011. Approximately 35,000 people were estimated to be displaced, many of which sought shelter in camps. In Namibia, the cluster approach has not yet been rolled out: the Namibian Red Cross Society has been mandated as the camp management agency. As part of the response and preparedness for future natural disasters, IOM in Namibia has been aiming to strengthen the existing national structures in place. For the most immediate response, a “Camp Management in Practice” booklet was developed to mainstream CCCM concepts at local level; and two regional trainings delivered to stakeholders from all flood affected regions – with the support of the Directorate for Disaster Risk Management (DDRM).

For preparedness, IOM is looking at sustainable ways to ensure that CCCM capacity in Namibia is institutionalized and to promote a common understanding of CCCM strategies among key stakeholders. Current activities include the implementation of a pilot ToT for national authorities.

In April 2011 IOM conducted an assessment of flood affected regions. This developed into the Camp Management in Practice booklet and the training of over 30 CCCM practitioners including Government and the Red Cross in all seven flood affected region. A capacity building trainer of trainers strategy is currently been developed in Namibia.

Timor Leste

The 2006 crisis in Timor-Leste saw close to fifteen percent of the population forced to leave their homes, leading towards protracted instability and violence. The initial response of the Government and the international community to the displacement crisis was focused entirely on the provision of humanitarian aid targeted at the IDPs living in camps. In terms of food insecurity there was almost no discernible difference between IDPs and non-IDPs, and in a context of widespread poverty the free food distribution rendered living in a camp as “economically attractive”. Multiple factors impeding return and resettlement included concerns about general political instability; a lack of faith in the law enforcement agencies’ ability to protect IDPs after their return; outstanding issues regarding land and property; and a lack of viable options for support in repairing or reconstructing damaged or destroyed houses. There was also the fear that voluntary returning home would mean “missing out” on the eligibility for any assistance that would be forthcoming at a later stage.

During the displacement crisis IOM provided camp management services to all camps in Timor. In the role of CCCM Cluster Coordination Agency, IOM assisted the Government and the humanitarian community in the development and implementation of the National Exit Strategy.

Since the phase out and closure of the camps in Timor, the CCCM cluster had remained dormant and begun preparations for contingency planning. In August the CCCM cluster hosted its disaster risk reduction training to build the capacity of CCCM practitioners in disaster preparedness in partnership with NRC and UNHCR. In preparation for the start of the contingency planning, sites such as collective centers are being selected.
A key component of the cluster approach is the responsibility to address cross-cutting issues and incorporate them into all facets of a humanitarian response. Age, Gender and SGBV, Environment, HIV/AIDS and Mental Health/Psychosocial Support are identified by the IASC for mainstreaming in humanitarian response programmes. Mainstreaming of cross-cutting issues has to start in the preparatory and planning phases of the life of a programme. CCCM actors, particularly camp coordinators, camp managers and camp administrators must understand the importance of each of these cross-cutting issues in order to promote their mainstreaming into camp response. This entails monitoring and advocating with relevant stakeholders to integrate cross-cutting issues in sectoral needs assessment, analysis, planning and implementation.

The CCCM Cluster contributes to the development of relevant policies, strategies and tools and implements a number of specific initiatives for integrating cross-cutting issues. These include appointing focal points for each issue, holding inter-cluster coordination meetings, the creation of cross-cutting review teams and the development and dissemination of specific guidelines to support the mainstreaming of cross-cutting issues. The Camp Management Toolkit provides detailed information and practical tips on integrating cross-cutting issues and maintaining standards in camp response. Chapter 6 of the Toolkit addresses environment issues while Chapter 10 is dedicated to gender aspects, focusing on prevention and response to sexual and gender-based violence (SGBV). The IASC Gender Handbook contains a Chapter on Gender and Camp Coordination and Camp Management in Emergencies. The Cluster also plans to develop a CCCM Checklist on Mental Health and Psychosocial Support for possible inclusion in the IASC Guidelines on Mental Health and Psychosocial Support in Emergency Settings.

**CROSS-CUTTING ISSUES**

**Age, Gender, Environment, HIV/AIDS, Mental Health**
Although as a new sector CCCM is yet to be fully understood by all practitioners, there is increasing awareness that it is contributing to better coordination. Now nearing the end of its sixth year, the Global CCCM Cluster has strengthened its role as the cluster responsible for facilitating the provision of protection and assistance to IDPs in camps. While this progress has been steady, there are still many challenges and areas for growth. The main challenges facing the Cluster today are: limited awareness of CCCM concepts and responsibilities, camp security and protection issues, funding constraints, limited capacity of government and national authorities as well as staff training in technical and leadership skills.

Limited Awareness of CCCM Concepts

The CCCM cluster, still in its youth compared to the years of evolution that have benefited roles and responsibilities associated with other clusters, is a concept which is not yet fully appreciated by many. The cluster continues to prioritize awareness-raising for common understanding and draw more attention to the importance of the coordination and management concepts in relation to humanitarian action in camp situations. In particular, the Cluster continues to:

- encourage Cluster lead agencies, Cluster members and other stakeholders to professionalize the concepts
- encourage partners, particularly international and national NGOs, to participate in the cluster activities
- Clarify CCCM roles and responsibilities versus other sectors/service provider agencies and the camp management agencies.
- Explain the relevance of management and coordination and advocate for drawing lessons from camps to support humanitarian response to IDPs outside camps pending ongoing discussions on this at the IASC level.
- Engage OCHA to finalize jointly with the CCCM cluster, the draft note on the difference between coordination by the CCCM Cluster and OCHA’s coordination role.

Security

Displaced people seeking refuge from the dangers of a conflict or disaster in a camp or camp-like situation are often exposed to safety and security risks including physical and emotional violence. Camp management agencies have seen a surge in the number of reported cases of sexual and gender-based Violence (SGBV) in many operations, affecting the lives, health and wellbeing of millions of women, girls, boys and men. The CCCM Cluster has a shared responsibility to ensure that conditions in the camp minimize the risk of SGBV and has developed specific tools and continues to contribute to various strategic and operational initiatives on the prevention and response to SGBV.

Additionally, security and logistics in emergency situations can further complicate and even impede effective humanitarian response. After a natural disaster, rubble and poor road conditions can make it difficult to safely access and support IDPs. In ongoing and changing conflict situations, accessing IDP populations is often problematic and in some cases impossible. Camps can be caught in the middle of fighting or even be subjected to attacks. In such cases, the Cluster may bring into play the concept of remote management, largely drawing on existing capacity within the displaced and host communities to identify needs and channel information and response.

Funding

NGOs working in the CCCM cluster continue to struggle to find the adequate and timely funding required to ensure CCCM improves the lives of IDPs in camps. IDP operations such as those in Yemen, DRC and Haiti, have expressed that a lack of funding may soon significantly affect some of the main Camp Management Agencies, which will curtail activities like the coordination of services in camps, gap analysis and advocacy, support to camp committees, identification of vulnerable IDPs, case management of SGBV survivors, negotiations with landlords in eviction cases, disaster risk reduction and coordination of return activities.

CCCM implementation crucially hinges on the ability of NGO partners to mobilize additional funding:

- Donors must ensure that resources available for CCCM are disbursed on an equal basis to the cluster lead as well as NGO partners.
- NGOs involved in camp management need to reach out to new funding sources.
- UNHCR and IOM need to urge donors to provide timely funding for NGO partners.
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EVENTS

CCCM Retreat
18—19 October 2011

This year’s CCCM retreat included participation from the Global Cluster co-lead agencies and a number of cluster partners; NRC, OCHA, Shelter Centre, LWF, CRS and others. The retreat served as a platform for Global partners, field practitioners and cluster co-leads to share this year’s achievements, challenges, as well as priorities for 2012.