Dear CCCM Colleagues and friends,

The Global CCCM team is pleased to share with you the fourth edition of the CCCM Cluster Newsletter. We would like to extend our sincere thanks to all of those CCCM Cluster Coordinators and Partners who contributed to this edition.

A number of exciting initiatives have been put in place so far this year; the new CCCM website (cccmcluster.org), the update of the training materials and the CM toolkit; the rapid response team and the CCCMCap roster have been deployed to emergencies across the globe and many, many others. All of this, with generous support from DG ECHO, has resulted in an improved capacity of the Global CCCM Cluster to support field operations and respond in humanitarian emergencies.

In this issue we are happy to share with you a number of interesting articles from our partners and field colleagues, as well as updates from the field and on Global Cluster projects. We’d also like to highlight some of work being done for mass evacuation in natural disasters, CCCM support to populations out of camps and the Cluster’s commitment to a 2a/b Gender Marker score.

This year’s CCCM Retreat, held on November 4-5 in Geneva, will tap into the knowledge and experience of Cluster partners, field operators, and donors to inform the 2014 workplan and evolve the 2013 - 2016 strategy that build on the momentum of the Cluster’s recent initiatives. We look forward to working with you as we continue to work toward enhanced, effective, and integrated responses to internal displacement in camp and camp-like settings.

If you have any ideas for the next issue, please do not hesitate to let us know.

Kimberly Roberson  Nuno Nunes
Cluster Co-Chair (UNHCR)  Cluster Co-Chair (IOM)
Enhancing Response in Emergencies

Through the 18 month project “Enhancing coordination of camp management and camp coordination interventions in emergencies,” funded by ECHO, the Camp Coordination and Camp Management (CCCM) Cluster is working to strengthen coordination and response with and between its partners. The Cluster has been actively engaged in updating CCCM tools, information management systems, training packages and improving Cluster surge response capacity. The main activities of the ECHO-funded project will lead to the development of new practices and approaches to improve the understanding of, and response to, multiple and preventative displacement situations. This year’s activities, which will be explored in this edition of the CCCM Cluster Newsletter, focus on the following areas:

- **Global Rapid Response Team (RRT):** The four RRT officers have been deployed to more than 15 countries throughout the year. They have conducted substantial work on improving Global Cluster response through training, contingency planning, awareness raising, and providing immediate emergency response capacity.

- **Revising and Developing Tools:** The Cluster will release a revised version of the Camp Management Toolkit in February 2014, which will be available in both print and online/offline formats through the newly launched Cluster website, www.globalcccmcluster.org, a powerful tool to enhance information sharing and collaboration among CCCM partners and stakeholders. The website hosts useful Cluster tools, e-learning, and resources for field colleagues, allowing them to easily request CCCM trainings or provide feedback on tools and resources. The platform also includes valuable new tools for monitoring and evaluation. In addition, the Cluster is nearing completion of new and valuable guidelines, including an analysis of CCCM’s role in assisting internally displaced people (IDPs) outside camps and the Mass Evacuations in Natural Disasters Guide.

- **Building Capacity:** Through global and national trainings, long-term capacity building deployments, regional strategies, and mentoring programs, the ongoing capacity building of the CCCM Cluster has achieved strong results throughout the year.

The ongoing project is showing substantial results and all targets and deliverables will be exceeded. Interagency cooperation has improved and robust mechanisms of cooperation and response have been established. Strategic discussions during the upcoming CCCM Retreat (November 4-5) will refine how to build on the momentum of these achievements to further enhance the Cluster’s contributions to improved field responses in a variety of contexts. With the generous support of donors, the Cluster will build on the foundation of this year’s projects to support informed, integrated, and sustainable responses that increase humanitarian accountability and help to address the international community’s struggle to meet ever growing global needs.
Pakistan’s location renders it vulnerable to a variety of natural hazards, with successive disasters in recent years affecting millions of people and causing widespread displacement. The country faces additional risks of internal displacement due to an ongoing complex emergency in some areas, and hosts more than 1.6 million registered Afghan refugees. In view of these circumstances, government and humanitarian partners are increasingly recognizing CCCM as a key component of response and preparedness capacity. The CCCM Cluster therefore supports the Government of Pakistan (GoP) in coordinating and managing camps, increasing national capacity for displacement management, preparing contingency plans, and conducting multi-sectoral assessments to support the coordination of assistance to affected populations.

Jalozai Camp is one of the largest IDP sites in Pakistan, situated in Nowshera District of Khyber Pakhtunkhwa Province. The camp was established in November 2008 for IDPs from conflict-affected areas in Bajour and Mohmand Agencies, and continued hosting IDPs from other conflict-affected areas of the Federally Administered Tribal Areas. At present, the camp is divided into eight sections and hosts a total of 12,231 registered IDP families, mainly from the Bara sub-division of Khyber.

The camp is close to town, creating an extremely fluid population. Many IDP families register in the camp but live with host families elsewhere, resulting in a registered camp population considerably larger than the population actually residing in the camp. The absence of reliable and accurate data on IDPs was the major challenge for all humanitarian actors working in the camp. A functional strategy addressing this issue is absent, and there is a decreasing level of trust in the numbers. To agree on reliable family figures and coordinate a response plan, a tent-to-tent survey was carried out last year. However, the outcome was never acknowledged by key actors due to a general perception that these surveys would lead to camp consolidation, which has direct implications for the area.

When the local authorities showed a strong commitment to the returning Bajour and Mohmand IDP families from Jalozai camp to their place of origin, the CCCM Cluster prioritized population management. The Cluster, Provisional Disaster Management Authority (PDMA), and International Rescue Committee (IRC) then decided to conduct a tent-to-tent survey in Jalozai camp with clear objectives to: a) identify the actual number of families residing in the camp, b) update baseline data for future planning and allocation of resources, c) consolidate the camp for provision of better services, and d) divide families according to their tribes to ameliorate social problems.

The final survey report indicated that a total of 9,455 tents were found with 5,689 tents occupied by families and 3,766 tents empty or abandoned. As a result, PDMA has written a letter to the World Food Program with information regarding the number of families not residing in Jalozai Camp, and thus requested the transfer of excess food to other distribution points of their choosing.

Jalozai Camp, Pakistan
Recently, the provisional housing authority revealed its new housing scheme for Jalozai Camp, while the PDMA received directives to transfer approximately 3,014 families to empty tents within the camp. CCCM member agencies are working with the PDMA to support the authorities through a clear plan of action fulfilling all standards, respecting humanitarian considerations, avoiding future congestion, and improving basic services transfer areas as compensation for moving families. The layout of the destination areas will also consider the ethnic/tribal balance to avoid insecurity, and support law and order.

In further support of the GoP, the CCCM Cluster in 2011 continued expanding trainings in areas prone to natural disasters, closely coordinating with government authorities to train district and provincial officials, NGO and INGO staff, and community volunteers. Recognizing CCCM’s relevance to preparedness and response activities, the National Institute for Disaster Management (NIDM) is now requesting the Cluster’s support in developing a training manual for national authorities to address the specific challenges and knowledge required to manage displacement in Pakistan.

As an initial step in the process, the Global CCCM Cluster, in support of the National Cluster and NIDM, facilitated an Adaptation Workshop on 25th and 26th September 2013 to begin the revision of existing CCCM materials. 18 participants from national, provincial, and district government, as well as UN and international organizations, contributed to the workshop by reviewing and analyzing gaps in previous responses to displacement in Pakistan, identifying topics of key importance for a customized CCCM training package.

The workshop aimed to achieve the following objectives:

- Initiate further adaptation of the CCCM Capacity Building for National Authorities training material into a package specific to the context of displacement in Pakistan.
- Involve national authorities in the adaptation, imparting a sense of ownership of the process and outcomes.
- Build on existing partnerships to lay a foundation for stronger joint CCCM initiatives in the future.
- Bring together stakeholders from across Pakistan with a broad range of knowledge and experiences to inform the adaptation of materials.

The workshop sessions were dedicated to soliciting feedback on appropriate content and contextualization of the CCCM training materials for national authorities in Pakistan based on field experiences from CCCM practitioners. Inputs from participants included the importance of taking into account country- and province-specific hazards and disaster management structures, and the localization of standard CCCM training tools through translation into local languages and adaptation of illustrations. The adaptation of CCCM modules to a Pakistani context was perceived by participants as an effective approach to improve strategies and capacity for local displacement management.
Center for Communication and Community Management

Local community integration of IDPs outside camps

Although issues affecting IDPs outside camps are of increasing concern to humanitarian actors, there is little guidance for camp managers and other CCCM practitioners on how to address such concerns. During last year’s CCCM Retreat it was recommended that the Cluster explore possible ways to adapt CCCM tools and resources for non-camp IDP settings, such as IDPs living in isolated rural areas, hosted by local families, living in subsidized or rented housing, dispersed in urban environments (often mixed with migrants and the local poor), and those gathered in small informal spontaneous settlements.

As part of the 2013-2016 strategic priorities, the CCCM Cluster conducted a review of existing literature on displacement outside camps, identifying the main gaps in the humanitarian response, and defining areas of work where CCCM could potentially offer its expertise. Based on current CCCM best practices and brainstorming sessions with CCCM experts, one potential outside-camps approach was developed: the Center for Communication and Community Management, as a first attempt to define a possible role of the CCCM Cluster in responding to the needs of displacement outside camps.

The idea of the Center for Communication and Community Management originated from the key observation that there is an overall lack of operational management, communication, and coordination at the community level in humanitarian responses dealing with IDPs outside camps. Based on experience and recognized strengths in community-centered approaches, the CCCM Cluster could contribute to filling these gaps by providing a physical presence within a defined area of intervention, as it does within camp boundaries. Within the framework of this area and based on programming, CCCM’s mission outside camps would bring together a wide range of actors working in a specific “humanitarian space”, integrating the host and displaced communities that humanitarian actors work to assist. At the same time CCCM would operate as a partner to existing governance structures, supporting them to respond better to the needs of IDPs. Working with existing structures will reinforce the principle of supporting, and not replacing, national responsibility towards IDPs and other affected populations.

At the end of September 2013 a collaborative workshop was conducted with NGOs, partners, and representatives of other clusters to understand how CCCM’s key skill-set could be applied on an operational level in outside-camp settings. In order to move forward in providing guidance on the engagement of CCCM within displacement outside camps, CCCM practitioners will be asked to share their experiences working in these types of settings and to contribute to defining the operational details and the feasibility of the proposed model. The analysis of possible risks and opportunities of a practical application of CCCM approaches outside camps will continue in 2014, with the intention to pilot the proposed model and to develop a CCCM policy in this regard. Ongoing dialogue and engagement with other stakeholders within and outside the cluster system will be required to ensure the potential new approach of the CCCM Cluster contributes to addressing the needs of IDPs outside camps, avoiding overlaps and maximizing resources.
Following requests from several countries and through generous support from ECHO, the CCCM Cluster is currently developing the Comprehensive Guide for Mass Evacuations in Natural Disasters, or the MEND Guide. A technical document intended to assist interested governments and their respective disaster management agencies in preparing for mass evacuations, the MEND Guide offers guidance for adaptation to national and local realities. The Steering Committee, chaired by the International Organization for Migration (IOM), currently consists of civil protection representatives from 13 Member States and regional organizations: Cuba, Cyprus, the European Commission, Germany, Iceland, Italy, Japan, Malta, Nepal, Portugal, Sweden, the United Kingdom, and the United States. In addition, four international organizations are serving as advisors in the Cluster’s development of MEND: the Internal Displacement Monitoring Centre (IDMC), the International Federation of Red Cross and Red Crescent Societies (IFRC), the Office of the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA).

On 24 September, the first conference was held to jointly review MEND, collating input and best practices pulled from the experiences of participating member states and organizations, many of which have extensive experience in planning for and/or conducting mass evacuation activities. The first conference has already demonstrated the importance of integrating the experiences of multiple nations and organizations to create a comprehensive yet flexible document. The MEND Guide promises to be of great assistance to authorities around the world in preparing for disasters and improving the management of evacuation centers.

MEND provides guidance in vital areas such as pre-planning considerations, in which cross-cutting concerns such as legal, participation, and protection issues are highlighted. One practical concern is the issue of establishing synergy between different community, regional, and national levels when developing mass evacuation plans, as the reality and resources between such levels vary widely but rely on the ability to remain interconnected for the delivery of a comprehensive response. The MEND Guide is based on a mass evacuation plan template. There will be two additional conferences held monthly to further refine the MEND Guide. The final product, a key deliverable of the CCCM Cluster’s current ECHO project, will be available at the end of 2013.
Coordination Challenges and Capacity Building Successes in DRC

Internal displacement within the Democratic Republic of Congo (DRC) is a complicated phenomenon. The numerous natural disaster risks are compounded by cyclical man-made disasters that have existed for two decades. Since the beginning of 2013, the humanitarian situation remained very fluid in the DRC. The current outcome is 2.6 million IDPs throughout the country.

The clashes between the rebels of the Movement of 23 March (M23) and the Armed Forces of the Democratic Republic of Congo (FARDC) in North Kivu Province, which started in late 2012 and continued through the first half of 2013, has increased the total estimated number of IDPs in the province to over one million in North Kivu Province alone.

Currently, the humanitarian coordination within the CCCM sector addresses the needs of IDPs in both planned camps and spontaneous displacement sites. The challenge is to standardize and equalize assistance in both camps and sites. Conducting an integrated operation is one of the biggest challenges the CCCM sector is facing. In lieu of an activated CCCM Cluster, lead agencies are now building synergies and joint coordination forums.

The Cluster is working to synchronize information distribution, harmonize information collection tools, and issue joint advocacy messages. In order to better coordinate the future direction of the CCCM sector, a Strategic Advisory Group (SAG) was recently established to discuss the strategic orientation of the CCCM sector.

Humanitarian implications are expanding with ongoing and recurring displacement, while at the same time parallel returns are occurring. While the majority of the displaced are sheltered with host communities, there are currently 31 camps and 40 sites (spontaneous, collective centers and transit sites) managed by CCCM Working Groups. Further, as the clashes and instability continue, additional displacements have resulted in the establishment of new sites.

The Displacement Tracking Matrix (DTM) aims to monitor and report on the needs in the vast majority of these displacement sites. DTM focus on identifying the humanitarian situation in both the spontaneous sites and collective centers by regularly mapping and monitoring the needs and gaps in services, who is doing what where, the mobility of populations (displacement and returns), specific vulnerabilities, and other concerns.

Four main objectives of this assessment are to:

- Identify areas in which displacement is occurring due to ongoing clashes between the military and the rebels.
- Provide an overview of displaced population needs, gaps, vulnerabilities, and mobility.
- Identify areas where people have returned or are staying with host communities that have been affected by the ongoing clashes.
- Identify any communities with remaining emergency needs.

To tackle some of the most pressing issues in DRC the Cluster-led agencies, IOM and UNHCR, are implementing a joint CCCM capacity building program to strengthen the capacities of actors working in camps and spontaneous sites in North Kivu. Following a learning needs assessment, conducted in North Kivu between April 16th and 24th 2013, a contextualized CCCM capacity building strategy was elaborated to fill any gaps in CCCM training, create tools and reference materials for actors working in and around collective settlements, build synergies among stakeholders, and ensure the establishment and consolidation of local training capacity in CCCM. The training program started in April 2013 for an initial six-month period, and was recently extended for another two and a half months until mid-December.

Based on the CCCM learning needs assessment, different tailored training activities have been planned and training material developed. These activities are adapted for various needs, roles, and capacities of the actors targeted for the trainings, such as camp administrator Commission Nationale pour les Refugies (CNR), camp coordination agencies UNHCR and IOM, camp management agencies Premiere Urgence-Aide Medicale Internationale (PU-AMI) and the Danish Refugee Council, national authorities (including the Protection civile and the Division des Actions Humanitaires), camp committees, service providers, and partners of the CCCM sector.

To date, 17 training workshops have been conducted, supporting 446 actors:

- Two CCCM trainings tailored for two groups of camp administrators from the CNR
- Two CCCM trainings tailored for two groups of camp managers from PU-AMI including one delivered at field level
- Six CCCM trainings for members of six different
clusters (Shelter/NFI, WASH, Nutrition, Education, Protection and Health)

- A training of trainers (ToT) for camp committees
- A global CCCM ToT hosted by the global CCCM Cluster and funded by the Norwegian Refugee Council (NRC)
- Five inter-agency CCCM seminars, including one in March with a NRC deployed trainer

These trainings gathered many different actors from camp management, coordination, and administration agencies, the national authorities, service providers, and OCHA, who were trained using the Global CCCM Training Package in line with the global cluster. Newly certified trainers from the CCCM ToT held in Goma also facilitated some of these trainings. In a complex emergency context such as DRC, the sustainability of training activities is vitally ensured due to this establishment of local CCCM training capacity.

The CCCM training program includes two more global CCCM training seminars in the coming months and the delivery of more training, such as a workshop jointly with the Protection Cluster for the Congolese Army on the civil character of camps. CCCM capacity building materials will also be elaborated and disseminated among CCCM partners to conclude the 2013 training program.

Overall, the impact of the ECHO-supported deployments to the DRC have been substantial and the cooperation between the partners has led toward the much needed activation of the CCCM Cluster approach in response to the protracted situation in the region, as well as building the capacity of the humanitarian response in the Sahel region. For example, staff from DRC, Burkina Faso, Togo, Mali, Niger, Sierra Leone, Chad, and Mauritania all attended a global ToT in French. The capacity building efforts in CCCM have also had a substantial impact on the related responses in Burundi and Uganda.

Focal points for CCCM training in DRC:

IOM
Felicien MIBULO
fmibulo@iom.int

UNHCR
Oriane BATAILLE
bataille@unhcr.org
From August 18th to the 23rd, the CCCM Cluster held a ToT in Bandung, Indonesia. The ToT was attended by 28 participants from operations in 15 different countries: Afghanistan, Bangladesh, Indonesia, Mongolia, Myanmar, Nepal, Pakistan, Papua New Guinea, the Philippines, South Korea, Sri Lanka, Switzerland, Thailand, Timor Leste, and Vietnam. Participants included global and national CCCM Cluster staff, Cluster partner representatives, and national authorities whose current or future duties include capacity building activities. The pool of participants also represented a mixture of technical proficiencies in shelter, protection, capacity building, government relations, disaster risk reduction, and cluster coordination.

The training’s agenda focused on CCCM technical skills, adult learning techniques, and applied practice with CCCM training packages. The agenda was designed to bridge participant knowledge between engagement in humanitarian and preparedness response, assessment and planning tools and standards, and scenarios encouraging participants to apply their practical experience while exercising how to train their peers. The ensuing high-level discussions reflected the advanced experience of participants.
“The training, trainers, and participants’ level of knowledge was vast, which helped to solidify and ground CCCM and various experiences and concepts to my knowledge.”

One of the interesting discussions resulting from the mixture of backgrounds and skills in the training was a comment by one participant stating that although they had been aware of CCCM for years, it was not until the ToT that they began to fully understand all that CCCM encompasses and has to offer in enhancing humanitarian response. This led another participant to share an Indonesian idiom: *tak kenal maka tak sayang*, or “you do not like what you do not understand” to describe attempts to engage national authorities on CCCM. While CCCM has demonstrated its importance in assisting and protecting the internally displaced, it remains little understood by other humanitarians and responders who could greatly benefit from its support. This persistent gap in understanding underlines the relevance of capacity building efforts in sharing CCCM’s tools and methodologies worldwide.

Now that the Indonesian ToT has been completed, there are 28 more individuals empowered to transmit their enhanced knowledge to their peers across Asia. Potential recipients of these heightened capacity building capabilities include national, provincial, and local disaster management actors, local, and international NGOs, military officers, intra-organizational colleagues, other sector actors, and ultimately camp and host communities themselves. Two more ToTs will take place in Bogotá, Colombia and Dakar, Senegal before the end of the year.

**Developing Capacity in Thailand**

The CCCM Cluster in Thailand is contributing to displacement prevention, and enhanced resilience in times of displacement, by means of supporting key stakeholders in preparedness for natural disaster induced population displacement. The Cluster is conducting targeted and contextually relevant trainings in partnership with key government actors. The project aims to enhance capacity in the coordination and management of displacement situations, based on general principles of disaster risk reduction and with the specific objectives of effective camp management and camp coordination.

The video “Thailand: Introduction to Collective Center Coordination and Management” (http://www.youtube.com/watch?v=LM7qetRaTKQ) is one example of the training tools that have been developed by the Cluster in Thailand and the Royal Thai Government Department of Disaster Prevention and Mitigation. The ‘Camp Management House’, a global CCCM training tool, has been modified for the Thai context: within the two minutes of the video it uses relevant characters to represent services, key concepts, and important roles within a collective center. The video was designed, produced, and edited in Thailand with the support of the U.S. Agency for International Development/Office of U.S. Foreign Disaster Assistance.
CCCM-CORE

Enhanced humanitarian CCCM capacity and resilience at the national level

CCCM-Common Operational Recovery Essentials (CORE) is a new component of the CCCM capacity building strategy including a broad framework for training that supports national stakeholders in working with international CCCM representatives, funded by ECHO, and earlier by the Department for International Development (DFID). The training covers topics ranging from CCCM to Assessment and Recovery. CCCM-CORE’s primary objective is to enhance humanitarian CCCM capacity and resilience at the national level.

CCCM-CORE can be adapted to different national training contexts and needs through a process of consultation and translation. Training materials are open source and will be available online on a new dedicated training website, supporting both participants and trainers with a library of over a thousand guidelines, documents, and resources.

Through the CCCM Cluster, this year the CORE training has been delivered successfully in several countries including Indonesia, South Korea, and Timor-Leste in collaboration with IOM, RedR India, and Humanitarian Benchmark.

CCCM-CORE has been integrated into the CCCM capacity building strategy, following a rapid cycle of meetings throughout 2013. By involving the CCCM Cluster co-lead agencies and NRC in the training’s development, the materials have become both consistent and complimentary.

Through CORE, CCCM stakeholders worldwide are offered the possibility to initiate and deliver the training for their own staff, but also to the staff of other national governments, civil protection agencies, development agencies, humanitarian agencies, civil society organizations, the private sector, and the academic community, as well as the affected populations themselves. This offers:

- A better training environment for participants;
- Placing the training agency in a central position in national capacity building;
- The opportunity for full sustainability by offsetting training costs, as the training agency can charge other stakeholders that wish to have places in the training.

Agencies wishing to have CCCM-CORE training in their country should contact CORE@sheltercentre.org
CCCM Cluster’s Commitment to Gender Marker Code 2a/b

This year, to strengthen gender equality programming in CCCM activities, together with the Global Protection and Shelter Clusters, CCCM has made the commitment that all interventions falling under the Cluster will aim to achieve the Inter-Agency Standing Committee (IASC) Gender Marker Code 2a/b. This means that all projects will not only use the Gender Marker as a tool to examine their activities with a gender lens, but that they will also integrate gender significantly - from the needs assessment phase throughout the program - to ensure equal access to assistance, equal participation, and equal opportunities for men, women, boys, and girls.

The IASC Gender Marker is now a mandatory tool in humanitarian financing, used to measure how gender has been considered in the design of humanitarian assistance, measured on a coding scale of 0-2: Code 0 for projects that do not take any gender issues into consideration; Code 1 for projects that give limited consideration to gender; Code 2a for projects that give significant consideration to gender; and Code 2b for projects giving significant consideration to gender through targeted actions.

In CCCM project design, it is used to assess, for instance:
- The different needs, experiences, vulnerabilities and capacities of displaced men, women, boys, and girls.
- Consideration of the traditional roles of men and women in the community that may have an impact on the roles of men and women in the settlement site, their level of participation in decisions regarding their living environment (such as through camp committees), and their access to services.
- Whether measures have been put in place to ensure that men and women of all ages will have equal opportunities to participate in activities and programs such as vocational and employment opportunities.
- Whether men, women, boys, and girls benefit from assistance equally.

For the Consolidated Appeals Process (CAP) 2014, beyond the projects, the Cluster’s commitment to the promotion of gender equality should also be clearly reflected in the Cluster Response Plan and other strategic documents by ensuring that:
- There is collection, analysis, and usage of sex and age disaggregated data.
- Assessment and analysis of needs include gender analysis, identifying specific needs of women, girls, boys, and men.
- Cluster activities take into consideration the participation and access of men, women, boys, and girls.
- All partners understand how to design projects using the IASC Gender Marker.

The Global Gender Capacity (Gencap) Advisor is supporting the Cluster to promote the implementation of the Gender Marker through the dissemination of information to field clusters and implementing partners, thus increasing the awareness and understanding of the Gender Marker as a design tool and directing support to cluster coordinators to develop and review training, guidance, and policy to ensure that gender dimensions have been taken into account. Gencaps are also available to review projects and provide feedback to project designers and cluster coordinators.

For further support and information, cluster coordinators and partners may contact April Pham, Global Gencap Advisor at pham@unhcr.org, or a Gencap Advisor in one of the following countries: Chad, DRC, Jordan, Kenya, Occupied Palestinian Territories, Rwanda, Somalia, South Sudan, and Sudan.

https://www.humanitarianresponse.info/themes/gender/the-iasc-gender-marker

Iraq: Women Empowerment Groups (WEGs) have been created to better assess and respond to women's needs
INNOVATION: Crowdsourcing ideas provide innovative responses to urban setting challenges

The Ideas platform, created by Spigit, is a new method of tackling organizational challenges with input from the humanitarian community, partners, and affected populations. The notion-management platform invites stakeholders to input ideas and collaboratively solve challenges facing operations in achieving their mission. As ideas bubble through the system, contributors vote, comment, and collaborate to eventually pinpoint relevant and innovative solutions. The goal at the end of a challenge is to have a collection of viable ideas, vetted by stakeholders and experts, which can be tested and implemented in appropriate locations.

Displaced populations residing in urban areas have been the subject of much attention within the CCCM Cluster and beyond. The urban setting poses unique challenges for assistance and information delivery, a fact that has been recognized by many humanitarian agencies and CCCM partners. Therefore, the pilot challenge on the platform brought together more than 250 stakeholders to answer the question: “How can access to information and services provided by humanitarian actors be improved for people of concern residing in urban areas?”

The ideas generated on the site ranged from technological innovations to new ways of interacting amongst people and affected communities. Some of the most highly rated ideas from the challenge included distributing comic books for displaced children to illustrate issues they may face in urban communities; creating a 'customer services'-style charter of interaction with affected communities; using flexible LCD screens to broadcast important information in restaurants or community centers where IDPs and/or refugees normally spend time; or using an online web portal to provide refugees with online access to the services and information that are available to them.

The challenge is now in its final stage, the Leadership Committee evaluation. The top ten ideas from the platform have been sent to a group of leaders who will choose which idea will be pursued as an Innovation Project in 2014. The winning idea will be announced soon!
Le conflit qui oppose le mouvement de rébellion du 23 mars (M23) aux forces loyalistes depuis mai 2012 a profondément déstabilisé la province du Nord-Kivu. La récurrence des combats a forcé des milliers de personnes à se déplacer, en quête de plus de sécurité. Cet été, la recrudescence des violences a causé de nouveaux mouvements de population. Les civils affluent notamment vers 30 camps et 15 sites spontanés dans lesquels PU-AMI assure la coordination de l’aide humanitaire.


Le vacarme causé par les obus et les tirs était percevable jusqu’à Mugunga III, un camp se trouvant à 17 kilomètres de Goma et dans lequel PU-AMI apporte de l’aide aux plus vulnérables. Le 24 août, un obus tombé près de Mugunga III a terrorisé les habitants du camp, qui ont tenté de fuir vers Goma pour trouver refuge dans d’autres sites. Peu de temps après, un nouvel obus tombait sur Goma, faisant une victime de plus. La seule alternative pour les déplacés était alors de retourner dans le camp qu’ils venaient de quitter, qui leur offrait finalement plus de sécurité.

Cette escalade de violence a encore aggravé une situation humanitaire déjà alarmante, en particulier dans le sud de la province du Nord-Kivu, où se situent la plupart des sites accueillant les personnes déplacées. D’après le Bureau de la coordination des affaires humanitaires des Nations unies (OCHA) et la Commission Mouvements de Population (CMP), la province du Nord-Kivu comptait à fin juillet 2013 près d’un million de déplacés internes sur une population totale d’environ six millions. Soit près de 20 % de la population.

Les déplacés, qui vivent pour la majorité de l’agriculture, n’ont plus accès à leurs terres et sont privés de fait de leurs moyens de subsistance. Dans les camps, les incidents dont ils sont victimes sont récurrents : tueries, vols, viols, enrôlement de force d’enfants pour en faire des soldats, incendies... Déjà vulnérables, ils sont contraints de payer des taxes et d’effectuer des travaux forcés pour les groupes armés qui contrôlent ces zones.

Malgré les vagues de violence qui ont secoué la région, les équipes de PU-AMI continuent de soutenir près de 334 500 civils répartis dans 30 camps et 15 sites spontanés, en y assurant la coordination de l’aide humanitaire. Leurs missions consistent à recenser les besoins de la population, mobiliser la communauté humanitaire pour y répondre et coordonner l’aide médicale, les distributions de vivres, ou encore les activités visant à rétablir l’accès à l’eau, l’assainissement et l’hygiène. PU-AMI veille également à répertorier les cas de violation des droits humains et alerter les acteurs travaillant sur la protection des personnes dans ces camps. Par ailleurs, les équipes donnent les moyens aux déplacés de gagner en autonomie. Par exemple, ils sont formés à effectuer les travaux nécessaires en matière d’accès à l’eau, d’assainissement et d’hygiène, et reçoivent les outils adéquats. La situation étant très instable, ces activités visent à ce que les communautés soient en mesure de subvenir à leurs besoins si jamais elles étaient amenées à se déplacer de nouveau.

Food distribution in the refugee camp of Mugunga III, coordinated by PU-AMI
Building Partnerships

Partnerships are vital to the work of the CCCM Cluster. Cluster partners now include 17 agencies: ACTED, Architectes de L’Urgence, CARE International, Catholic Relief Services, Danish Refugee Council, IRC, ECHO, INTERSOS, IOM, Lutheran World Federation, NRC, Premiere Urgence, Pro Act Network, RedR UK, Shelter Centre, UNEP, and UNHCR. In addition to this list, there are ongoing efforts to expand the Cluster’s outreach and membership base. The ECHO-funded project, which is jointly being implemented by IOM, NRC, Shelter Centre and UNHCR, represents a notable achievement in CCCM partnerships. It is hoped that similar opportunities for inter-agency collaboration on CCCM will be identified in the coming year. Updates provided by several Global CCCM Cluster partners are included here.

Since its inception in 2010, REACH has carried out assessments in different camp or camp-like settings to support a timely and adequate inter-agency response to displacement. Data collected and analysed by REACH teams usually covers several sectors of humanitarian assistance. With regards to CCCM, REACH gathers information on camp structures and services, with the view to support enhanced planning, coordination, and accountability towards displaced populations. REACH also collects key humanitarian data on the displaced population and host communities, as well as communities in areas of return and relocation, to promote and support durable solutions for displaced persons.

In 2013, REACH conducted assessments in Mali and Somalia – two crises characterized by internal displacement in urban areas. The assessments initially targeted the capital cities, respectively Bamako and Mogadishu, and were later extended to other areas of the countries also affected by significant influxes of displaced populations. In Somalia REACH produced a web-map of IDP settlements in Mogadishu and at the periphery of the capital city (available at: http://mogadishu.reach-initiative.org/), which provides critical camp information for CCCM actors. In Mali, REACH developed and implemented a similar tool, which serves as a platform centralizing data collected by multiple actors participating in the humanitarian response in Bamako and other affected areas of the country (web-map available at: http://mali_sb.reach-initiative.org/).

REACH is a joint action of IMPACT Initiatives, ACTED, and UNOSAT which aims to inform more effective aid delivery by promoting and facilitating the collection, processing, and dissemination of humanitarian data during emergencies. To achieve this, REACH combines modern information technology, such as web and GIS-based mapping, with rapid assessment methodologies. To find out more about REACH and to visit our Resource Centre, visit: www.reach-initiative.org. You can also contact us directly at: geneva@impact-initiatives.org.
Intersos bases its camp management mandate and approach on the principles of participation and the empowerment of individuals and communities on the one hand, and ‘do no harm’ and ‘community-based’ on the other. We consider it essential in this sector to identify rights-holders (women, girls, boys, and men of concern) and duty-bearers (the State and its agents), seeking to strengthen the capacities of the former to make their claims, and of the latter to satisfy them. Also crucial is ensuring coordination between all local and international agents involved.

2013 has seen our involvement - started in 1999 - in different crises worldwide. We are engaged in community service within the Mbera Camp (Mauritania) with Malian refugees. In Syria, we work on community mobilization and community services in specific urban areas of Lebanon, though we are planning to expand our action in formal tent settlement. Furthermore, we are concluding our preparation to engage in community service in refugee camps and host communities in Iraq. Lastly, we manage and coordinate two camps in Western Equatoria State, South Sudan, assisting 12,500 refugees fleeing from the Lord’s Resistance Army. There we are active in CCCM, Protection, WASH, and Livelihoods, and base our approach on community participation in order to enhance the community’s capacities to express their needs, monitor service provision, formalize roles and responsibilities, and cover identified gaps.

We have seen from our experience, particularly in South Sudan, how the delivery of a range of services – from CCCM to Protection – by the same organization has the clear potential to improve coordination and the quality of programming. In addition, we have increasingly focused on optimizing our internal coordination between CCCM and Protection activities, as it is fundamental to ensuring joint preparedness and intervention plans, and avoid overlaps and the blurring of competences.

Developing Case Studies on Camp Management: Challenges and Opportunities for the Red Cross and Red Crescent (RC/RC) Movement.

The RC/RC Movement makes significant contributions to the provision of humanitarian assistance in camp settings. However, it has been recognized that there is limited capacity, expertise, and common understanding of the service provision and management aspects of camp operations within the Movement. This was raised in the MENA Real Time Evaluation of the International Federation, and by other operational reports/reviews, which prompted an internal review of current practice that took place in 2009-2010.

A number of individual reviews and evaluations of operations and RC/RC Movement tools have been made, but these have not focused on the specific issue of evacuation center and camp management. As a result there is very limited information on, or analysis of, Movement experiences in camp and evacuation center management, and on the role of the RC/RC Societies in providing services in these situations. This lack of analysis also means that there is a limited evidence base to draw upon to inform capacity and best practice development in camp management for the RC/RC Movement and how basic services are being provided.

Experience has shown that Camp Management presents a number of challenges and opportunities to the members of the Movement given their particular mandates. Therefore IFRC has decided to develop case studies on Camp Management to reflect on the challenges and opportunities for the RC/RC Societies in this issue. Many National Societies, particularly in Africa, are involved in managing camps. Therefore the case studies will also help analyze current practices among the National Societies in managing and providing services in camp operations, identify possible gaps, strengths and weaknesses, and help ensure a better understanding of Camp Management issues within the RC/RC Societies.
RedR UK, the leading humanitarian training provider in the United Kingdom, has been running a Camp Management Training for the last 5 years. The training was developed in collaboration with NRC. In August 2012, in the midst of the Mabaan County Emergency, RedR ran a four-day Camp Management training in Juba, South Sudan. Eight participants, working for international agencies as well as local authorities involved in the response, participated in the training. Feedback from the participants highlighted the usefulness of running such a training in the middle of the crisis. Follow-up with participants also demonstrated that the quality to the response had considerably improved.

RedR is currently looking into how best to transfer its current knowledge in Camp Management and Camp Administration to the world’s on-going crises and hopes to improve the quality and coordination of camp management.

Despite the traditional image of a refugee as somebody in a refugee camp, more than half of the world’s refugees live outside camp settings in urban areas, often informal settlements and slums. Despite this fact, a majority of the humanitarian responses and donor funding are predominantly focused on refugee camp settings. Refugees who do not fall under the protection of camp settings face particular challenges and opportunities associated with urban living, as do those assisting them.

NRC is committed to supporting refugees and IDPs in both camps and urban contexts and Laura Phelps, the new Urban Displacement Adviser, is developing NRC’s program and policy approach in relation to this. This includes undertaking a series of studies focusing on Afghanistan, Kenya, Yemen (to be completed in 2013), followed by Iraq, DRC and South Sudan in 2014. By the end of 2014, this work will be expanded to reflect the lessons learned from these countries, and we will work closely with other organizations to both share our findings and learn from other approaches to urban programming.

For an example of a case study, please visit the CCCM Cluster website at: http://www.globalcccmcluster.org/

CORE is a training program, funded by ECHO and DFID, whose primary objective is to enhance humanitarian capacity and resilience at the national level.

Since CORE’s inception in 2011, the program has successfully trained representatives from CARE International, Caritas, Habitat for Humanity, IOM, Oxfam, Red Cross, RedR India, Save the Children, the Thai Army, UNHCR, UNICEF, and many more.

With two Master Trainers, six Senior Trainers and fifteen Junior Trainers active worldwide, and a total of 75 participants who have enrolled in the CORE ToT course, the CORE 101 program continues to develop a significant international presence.

The new CCCM-CORE program will be adapted to a greater variety of national training contexts and needs through a process of consultation and translation.

The key learning objectives of this program are now being agreed upon at Cluster level by IASC, initially reflecting those of the CCCM Cluster, with the intention of establishing a unique CORE training tailored to the Early Recovery, Emergency Shelter, Protection and WASH Clusters.

CORE materials are published in both English and Bahasa, and through simultaneous translation procedures CORE trainers are currently delivering training in Hindi, Tetum, and Myanmarese. Due to the broad range of languages the CORE trainers speak, there is also the opportunity for future training to be delivered in Bahasi-Javanese, Bahasa-Indonesia, Bengali, Farsi, French, Greek, Marathi, Norwegian, Portuguese, and Tamil.

CCCM-CORE’s mission is to establish an open-source and nationally relevant training resource that is both contextually customizable and internationally accessible.
Country Updates

In countries where the CCCM Cluster has been activated, the National CCCM Cluster Lead Agency is tasked with ensuring strategic, coordinated, and effective humanitarian responses in camps and camp-like settings. To this end, it is responsible for promoting partnerships and mobilizing agencies, NGOs, and national authorities to participate in response activities.

Brief updates from Country Missions are provided below. For more comprehensive updates on Cluster activities, accomplishments and challenges, please see the website: cccm.humanitarianresponse.info or www.cccmcluster.org

COLOMBIA

The CCCM Cluster implemented a project funded by CERF to strengthen the local capacity in providing assistance and protection to IDPs affected by conflict in four municipalities in the Cauca department. The outcomes achieved were:

- Participative diagnosis workshops in four municipalities with 48 participants including community leaders, indigenous authorities, and municipal administrations.
- 12 collective centers repaired or created which benefitted at least 1,600 people.
- 156 government officials and community leaders with increased capacities in collective center or camp management.
- 520 families assisted with NFIs.
- 245 people assisted with emergency shelters due to mass displacement situations during the project.

The Cluster also provided protection and assistance to the displaced population affected by La Niña phenomenon from 2010-2011. A protection/focused intervention is currently being implemented at municipal level by the Coorporacion Infancia y Desarrollo to strengthen the capacity of 180 national authorities and targeting 360 adults and 360 children living in temporary shelters. The initiative aims to promote a culture of protection among community members and reduce gender-based violence, child abuse, and child recruitment by illegal groups. The project is being implemented in 18 municipalities.
Country Updates

The Cluster rapidly deployed assessment teams to register and identify immediate needs of the IDPs affected by the floods in Bamako, Mali and hosted in provisional camps.

DEMOCRATIC REPUBLIC OF CONGO

Internal displacement within the DRC is a complicated phenomenon with numerous natural disaster risks and recurring man-made disasters over the last two decades. There are currently 2.6 million IDPs throughout the country, with over one million present in North Kivu Province alone.

From 2006 to 2013, humanitarian coordination within the CCCM sector to address the needs of IDPs was provided by UNHCR in planned camps. In December 2012, IOM initiated activities in spontaneous displacement sites. Lacking an activated CCCM Cluster, the two global CCCM lead agencies are now building synergies and joint coordination forums. SAG was recently established to discuss the strategic orientation of the CCCM sector.

IOM and UNHCR are working on a North Kivu CCCM strategy (2013-2016), which aims to better address the protection needs of IDPs in North Kivu living in camp-like and communal settings with a clear focus on moving toward attaining durable solutions. CCCM also plans to pilot a new approach in North Kivu in order to better orient the delivery of protection and assistance services by humanitarian actors to outside camps.
**HAITI**

The CCCM and Shelter Clusters (combined since September 2011) have launched large-scale relief operations in support of the victims of the 2010 earthquake and cholera outbreak and other, smaller-scale emergencies. The CCCM/Shelter Cluster in Haiti serves three substantive areas, namely CCCM, emergency and transitional shelters, and NFIs. The Cluster performs eight critical functions: coordination, information management, needs assessments/prioritization, setting of standards, resource mobilization, advocacy, mainstreaming of cross-cutting themes, and emergency preparedness and response/contingency planning, which includes NFIs, emergency/transitional shelters, coordination of assessments, and response operations. In 2013, as part of the transition of Cluster functions to the Government of Haiti (GoH), the Cluster aims to reinforce GoH capacities by continuing to provide the coordination of humanitarian actors working in return and relocation, camp management, emergency shelter, and NFI sectors, and ensuring NFI prepositioning and distribution in the event of an emergency while building capacities of relevant GoH counterparts to manage these activities. As of October 2013, there remain 306 IDP camps with 171,974 IDPs (45,280 families), almost four years after the earthquake, down from a peak of over 1,500 camps with 1.5 million IDPs in July 2010.

**MALI**

The conflict in the north of Mali internally displaced 311,300 persons, whilst 175,282 became refugees in neighboring countries. Only a few hundred IDPs were hosted in a camp set up in Mopti. The National Directorate for Social Development, with the support of UN agencies and NGOs, has been managing the camp. The majority of IDPs were hosted by relatives or rented houses, and benefited from the support of UN agencies and NGOs with conditional shelter grants, protection, health assistance, and other services.

On 28 August 2013 floods in Bamako displaced approximately 5,000 persons, 55% of whom were hosted in provisional camps set up in seven schools and managed by the General Directorate for Civil Protection and the National Directorate for Social Development. On the request of the government, the CCCM Cluster provided immediate support to register the IDP families affected and to provide direct assistance to the most vulnerable.

**MOZAMBIQUE**

The CCCM Cluster continues to roll out capacity-building activities in Mozambique through a USAID-funded regional initiative. Following the June 2013 ToT for 50 National Disaster Risk Management Actors, the CCCM Cluster has supported or trained 300 actors and community members in CCCM. The Cluster also supported the Simulation Exercise in Inhambane Province in which a Mock Camp was set up by CCCM-trained officials. We expect 700 or more actors to be trained in CCCM by the end of 2013.

Since April 2013, the CCCM Cluster has managed an ECHO-funded DTM on flood-affected IDPs in relocation and origin sites throughout Gaza Province. The DTM tracks 114,000 IDPs, providing the government and partners with information on service gaps, demographics and movements. Based on the DTM results, the Cluster is providing protection-oriented infrastructure – lighting, water, community centers and police posts with protection units – as well as technical protection training for police, district officials, and community committees.
**NIGERIA**

The Cluster is presently working on CCCM Training Workshops for 774 camp managers at local and national government levels as a follow-up to recent capacity building activities. This project is a key component to the Joint Humanitarian Action Plan (JHAP), developed by the CCCM Working Group, which benefited from the inputs of the CCCM Global Cluster Member in Nigeria. Also, in line with the recommendations for a National Information Management System, suggestions have been made to improve existing data collection mechanisms, turning them into a broad national information management system steered by the National Emergency Management Agency (NEMA). This shall be a source of information on IDPs for all NGOs and major stakeholders intervening in camps and collective centers. Great steps have been taken toward achieving this during the last two CCCM Training Workshops held this August, with the setting up a CCCM Working Group in all the states whose State Emergency Management Agency staff attended the Workshops. These states’ CCCM Working Groups have been provided with tools that capture and periodically update NEMA Headquarters with accurate and up-to-date information on IDPs in their states. According to the JHAP, regular sectoral needs assessments must be conducted and shared with the CCCM Working Group.

**MYANMAR**

The inter-communal conflict in Rakhine State, which started in early June 2012 and resurged in October 2012, has resulted in the displacement of approximately 140,000 people.

In December 2012, the Humanitarian Country Team decided to activate three clusters for the Kachin and Rakhine responses to enhance sector/cluster-specific humanitarian coordination. The Health, WASH, and Shelter/NFIs/CCCM Clusters were established. Other sectors such as Protection agreed to function in a similar fashion.

There are an estimated 84,000 IDPs in Sittwe Township, 20,000 in Pauktaw, and 4,000 in Myebon. The CCCM Cluster has prioritized 18 camps in these three townships, targeting the majority of the displaced population: 13 camps in Sittwe townships, three in Pauktaw, and two in Myebon. Five INGOs have agreed to act as camp managers and take on camp management activities and responsibilities.

The strategy and activities for the second half of 2013 aim to ensure well-managed and coordinated delivery of humanitarian assistance, improve quality of life and the dignity of IDPs, establish representative and functioning leadership structure, increase the involvement and participation of IDPs, and advocate for durable solutions.

**NAMIBIA**

With funding from OFDA, and in line with the successful CCCM capacity building program implemented in Namibia after the 2011 flooding, a contextualized training package in Disaster Risk Management (DRM) has been developed for Namibia in early 2013. Based on this training package three ToTs have been delivered in May and June this year, targeting 85 disaster risk management practitioners from all 13 regions of the country. With national support and a strong commitment from the DRM certified trainers, trainings are currently being rolled out, and a total number of 600 people have been trained so far. Trainings are being delivered according to schedule and by November the DRM trainers should have trained 2,000 people from trainer communities and DRM partners and colleagues in the trainers’ regions. This was the goal set by the trainers in their ToTs.
YEMEN
In Yemen the CCCM/Shelter/NFIs Cluster has been responding to emergency cases and addressing the basic needs of IDPs in Sa’ada, Harad, Amran, Sana’a, Aden, Al-Jawf, Abyan, Dhamar, Al-Baida, Shabwa, and Hadramout through Cluster partners. The Cluster’s main interventions in all regions are: participatory needs assessment; emergency shelter/NFIs; transitional shelter; community-based projects; coordination/camp management; capacity building; monitoring; and reporting/information management. As of July 2013, the CCCM/Shelter/NFIs Cluster had provided NFIs and shelter support to a total number of 36,2915 individuals/70,620 households. Out of this number, there are 95,975 CAP assisted people and 26,6940 non-CAP assisted people. It is estimated that 87,100 women, 68,954 men, 97,987 girls, and 10,8874 boys were assisted. In addition, 31 Quick Impact Projects have been implemented in the South and North in 2013, and two are still under process.

PAKISTAN
The Cluster is responsible for ensuring smooth coordination and collaboration among camp-level partners at the three camps in the Khyber Pakhtunkhwa and the Federally Administered Tribal Areas, which are currently in the care and maintenance stage. The Cluster coordinates over 25 CCCM member agencies in IDP camps in Jalozai, Togh Sarai, and New Durrani, who are involved in providing protection and basic services for a total of 16,951 families and with an average family size of 5.29. CCCM monitors all service providers to avoid duplication of resources in the camps and to build staff capacity through training and monitoring interventions.

Building on the positive reception of CCCM trainings in Sindh province in 2011 and 2012, and in response to requests from government and humanitarian partners, the capacity building program is targeting Punjab and Khyber Pakhtunkhwa provinces in 2013. The CCCM Cluster is also supporting government-led capacity building efforts by delivering CCCM sessions in an inter-agency training program organized by the National Disaster Management Authority and OCHA. The first phase was conducted from April to July 2013, consisting of ten trainings targeting government staff and local NGOs in flood-prone districts throughout Pakistan, with a second phase scheduled to begin in late October.

PERU
On 12th, 13th, and 14th June, the CCCM Working Group in Peru conducted the “Workshop in Activation of Emergencies and Introduction to CCCM”, which focused on the principles to be followed in camp coordination and camp management. The workshop took into account the minimum standards of the Sphere Project and the three phases of the camp life cycle (installation and opening, care and maintenance, and closure and durable solutions). The workshop was attended by the CCCM Working Group members from Peru, Bolivia, Ecuador, Colombia, and Chile, and was facilitated by Mr. Cristopher Gascon, the regional CCCM emergency expert, with the technical assistance of CCCM officials in Bogotá.
Global CCCM Partners

For more information about CCCM, please visit our website:
www.globalcccmcluster.org

Global CCCM Cluster Contact Information

United Nations High Commissioner for Refugees (UNHCR)
Kimberley Roberson
Chief of Field Information and Support Section (FICSS)
roberson@unhcr.org
+41 22 739 7408

Global CCCM Mailbox
globalccm@unhcr.org

International Organization for Migration (IOM)
Nuno Nunes
Global CCCM Cluster Coordinator
nnunes@iom.int
+41 22 717 9459

CCCM Support Team
globalccm@iom.int

IDP Camp in city outskirts, Sukkur, Pakistan