GLOBAL CLUSTER STRATEGY

2025-2029

CCCM CLUSTER
Supporting displaced communities

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CONTENT

This strategy was developed through a consultation process, guided by the Global Cluster Strategic Advisory Group and including:

Four workshops, attended by 48 Cluster Coordinators and operational partners

Twenty-four interviews with stakeholders from host and donor governments, national and international NGOs, IOM, UNHCR, Protection Cluster, Shelter Cluster, IASC and UNOCHA

Consultation sessions

Workshops

Surveys

Meetings

Consultation sessions with participants at the 2023 and 2024 Cluster Annual Meetings

A survey of practitioners, with 71 responses in English and French

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1 OPERATING CONTEXT

Displacement Trends

The Cluster's strategy pays particular attention to these evolving displacement trends and changes in the humanitarian landscape

Since 2011, the number of people living in internal displacement continues to rise year on year to 75.9 million at the end of 2023[1].

Conflicts, unrest and instability

Protracted conflicts, internal unrest, and political instability are likely to continue to drive this trend. By the end of 2023, 68.3 million people were living in internal displacement as a result of conflict and violence, representing the highest figure since data became available[2]. Internal displacements where conflict and violence are a driving factor often become protracted and complex. This creates multiple challenges for clusters, including protection concerns, and highlights the importance of transitioning away from emergency coordination structures as early as possible.

Climate change

Climate change is exacerbating the frequency and severity of conflict and natural-hazard induced disasters, including floods, storms, droughts, wildfires, and extreme heat. This could lead to more frequent and larger-scale displacement crises, requiring preparedness activities as well as robust response mechanisms. Climate-induced disasters can

also hinder the return of IDPs, even when the primary cause of their displacement is no longer a barrier.

Demographic shifts

Demographic shifts, including population growth, urbanization, and aging populations, may impact the composition and vulnerabilities of displaced populations. It will be increasingly important to prioritize the needs of vulnerable groups, including single/female -headed households, children and youth, persons with disabilities, and older persons.

Urban displacement

A growing proportion of displaced populations are residing in scattered or self-settled sites. Around 60% of IDPs live in urban contexts. Of that population, approximately 70% live outside of planned camps or camp-like settings, together with the community[3].This highlights issues related to housing, livelihoods and access to existing infrastructure.

Empowering local and national actors

Local empowerment

Empowering local and national actors in humanitarian response is a requirement to ensure effective, sustainable support to affected communities. Prioritizing capacity-strengthening initiatives and partnerships with local stakeholders are necessary to strengthen coordination and response capacities at the national and local levels. 53% of Cluster partners are national organizations. This figure will continue to grow.

Inclusive and gender-responsive approaches

Inclusive participation

Inclusive and gender-responsive approaches improve humanitarian action. Ensuring the meaningful participation and representation of diverse stakeholders, including marginalized groups, in decision-making processes and service delivery will continue to be a priority.

Harnessing technological advancement and innovation

Technological innovation

The Cluster will continue to harness technological advancement and innovation, including digital tools and data management systems to enhance coordination, information management, and service delivery.

OPERATING CONTEXT

Adapting Humanitarian Response

There is growing recognition of the need to make humanitarian responses more transparent, accountable, and coordinated. Both the High-Level Panel on IDPs (IDP Report) and the Independent Review of the Humanitarian Response to Internal Displacement's Recommendations highlighted a lack of coordination, exclusion of IDPs from decision-making and fragmentation. This results in inefficiencies, gaps, and duplication in aid delivery which lead to slower responses and unmet needs for IDPs.

These reports emphasize the importance of shifting from short-term emergency relief to long-term solutions that address the root causes of displacement and promote durable outcomes, such as return, resettlement, or local integration. This strategy aligns with these recommendations by advocating for alternatives to camps, focusing on community-based, area-based solutions, and integrating displaced populations into host communities.

This strategy describes the Cluster's response to the existing over-reliance on camps and failure to deliver comprehensive, sustainable solutions to protracted IDP crises.

The Independent Review criticizes top-down approaches that neglect IDPs' voices and fail to tailor aid to their specific needs, often leaving them powerless and marginalized. Through its focus on local leadership, community engagement, IDP participation and protection including gender-based violence (building on significant progress made over the last decade), the Cluster's strategy responds to the reports' recommendations to create a more accountable and inclusive humanitarian system that enables displaced communities to transition toward durable solutions.

Overall, this strategy describes how the Cluster aims to contribute to a more accountable, transparent, and coordinated humanitarian system.

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2 STRATEGIC OVERVIEW

Vision, Mission and Strategic Priorities

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Vision

Communities affected by, or at risk of, displacement have their rights and dignity respected and access the assistance, information, protection and solutions they require.

Mission

The Cluster engages and empowers affected communities to access assistance and seek solutions to displacement. The Cluster works with all stakeholders to ensure effective and accountable service delivery and safe and dignified living environments.

Strategic priorities

The CCCM strategic priorities will guide the work of the Cluster. They apply to everybody who works in CCCM, from global to local actors. Keeping these priorities in mind will help the Cluster and its partners take decisions, prioritize, and direct efforts and resources.

01	02	03	04
Comprehensive responses to displacement crises that promote alternatives to camps.	Increased pathways to solutions for displaced communities.	Greater agency of displacement-affected communities to shape humanitarian response.	Accelerated localisation through ownership and decision-making.

STRATEGIC OVERVIEW

Overview

CCCM CLUSTER
Supporting displaced communities

Vision

Communities affected by, or at risk of, displacement have their rights and dignity respected and access the assistance, information, protection and solutions they require.

Mission

Engaging and empowering affected communities to access assistance and seek solutions to displacement.
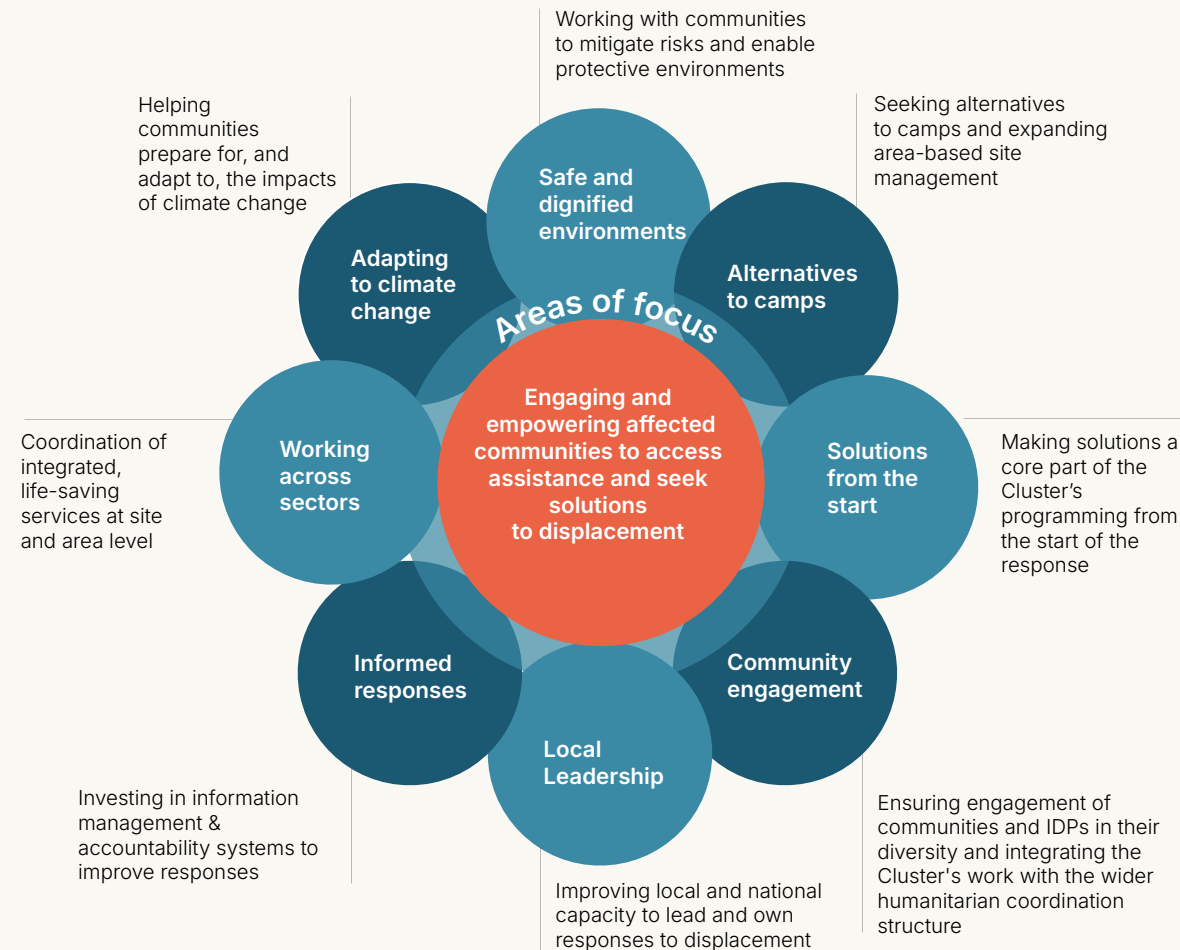
Strategic Priorities

01
Comprehensive responses to displacement crises that promote alternatives to camps.

02
Increased pathways to solutions for displaced communities.

03
Greater agency of displacement-affected communities to shape humanitarian response.

04
Accelerated localisation through ownership and decision-making.

Areas of focus

Engaging and empowering affected communities to access assistance and seek solutions to displacement

- Working with communities to mitigate risks and enable protective environments — **Safe and dignified environments**
- Seeking alternatives to camps and expanding area-based site management — **Alternatives to camps**
- Helping communities prepare for, and adapt to, the impacts of climate change — **Adapting to climate change**
- Making solutions a core part of the Cluster's programming from the start of the response — **Solutions from the start**
- Coordination of integrated, life-saving services at site and area level — **Working across sectors**
- Ensuring engagement of communities and IDPs in their diversity and integrating the Cluster's work with the wider humanitarian coordination structure — **Community engagement**
- Investing in information management & accountability systems to improve responses — **Informed responses**
- Improving local and national capacity to lead and own responses to displacement — **Local Leadership**

Enabling Actions

Strengthening capacity   Collaborative partnerships   Global leadership   Clarity on role and mandate
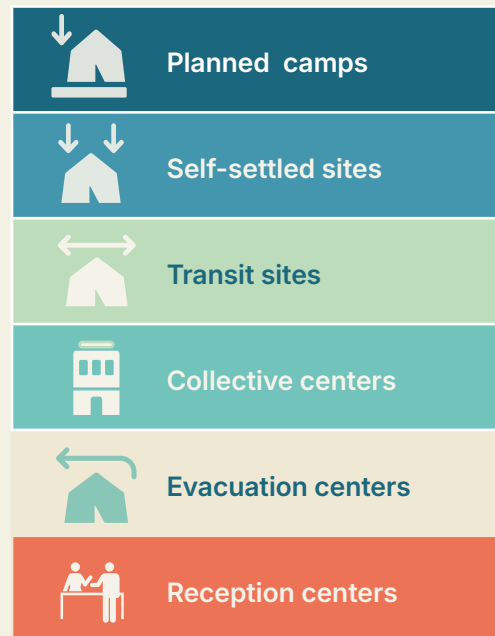
STRATEGIC OVERVIEW

Where and How the Cluster Works

The Cluster operates in the following types of displacement settings, which are of primary concern:

In some contexts, the Cluster adopts or includes area-based site management. This means that programs also support host communities and other affected communities in the geographical area of concern. This approach reduces the likelihood of displaced people being pulled towards planned camps to access services and enhances the opportunity for solutions.

For more information, see Annex A.

- Planned camps
- Self-settled sites
- Transit sites
- Collective centers
- Evacuation centers
- Reception centers

The Cluster works alongside communities, authorities, and aid providers to ensure that people affected by displacement can access life-saving assistance and protection, as well as identify paths to solutions guided by the Minimum Standards for Camp Management (MSCM).

Communities

CCCM Cluster

Authorities

Aid providers
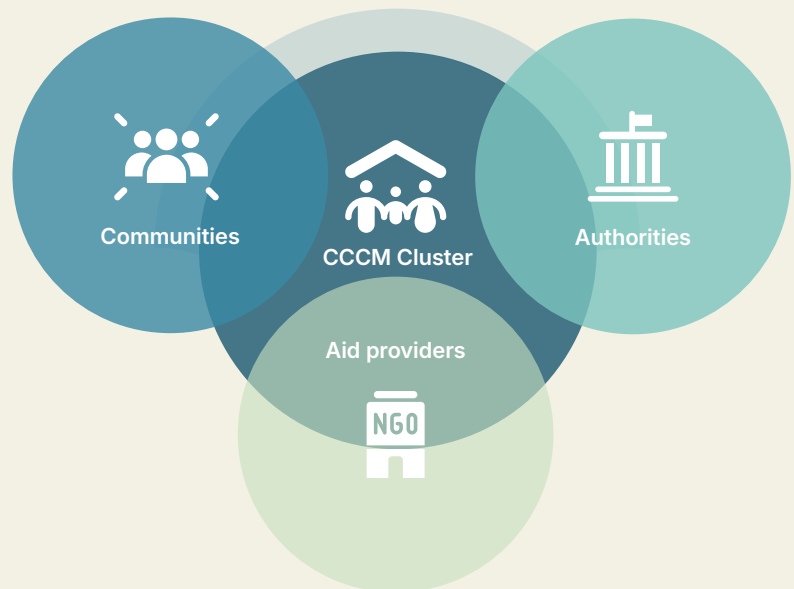
The Cluster will always maintain a people-centered approach and support communities and local partners to lead the response. The Cluster will in collaboration with all sectors to provide an agile response that is shaped by needs and rights of displaced people and enables solutions. In doing so, the Cluster aims to be "generative" - ensuring that, service providers have linkages to affected populations, through information management and community engagement, for more effective responses. The Cluster will continue to proactively seek partnerships to enable this.

STRATEGIC OVERVIEW

The Cluster's Approach to Camps

In certain circumstances, planned camps can be a critical component of a displacement response

As an immediate, short-term, life-saving measure, planned camps can provide protection and enable access to services in the aftermath of a displacement crisis.

However, it is widely recognized that, once established, planned camps frequently outlive their planned existence causing significant negative impact. Sustained reliance on planned camps can create dependency on aid and the need for extensive investment. Alienation can cause social cohesion issues that may impact integration as a possible solution. In certain circumstances, planned camps can pose protection and health risks, and perpetuate trauma for people who have already been impacted by difficult circumstances.

The establishment of planned camps is the prerogative of national authorities. The Cluster takes a comprehensive approach to displacement – always considers planned camps as a last resort, advocates to authorities for alternatives to planned camps and, if established, helps mitigate the negative effects.

Whether in planned camps or self-settled sites, displaced communities living in collective settings demonstrate acute needs that the cluster has an imperative to respond to.
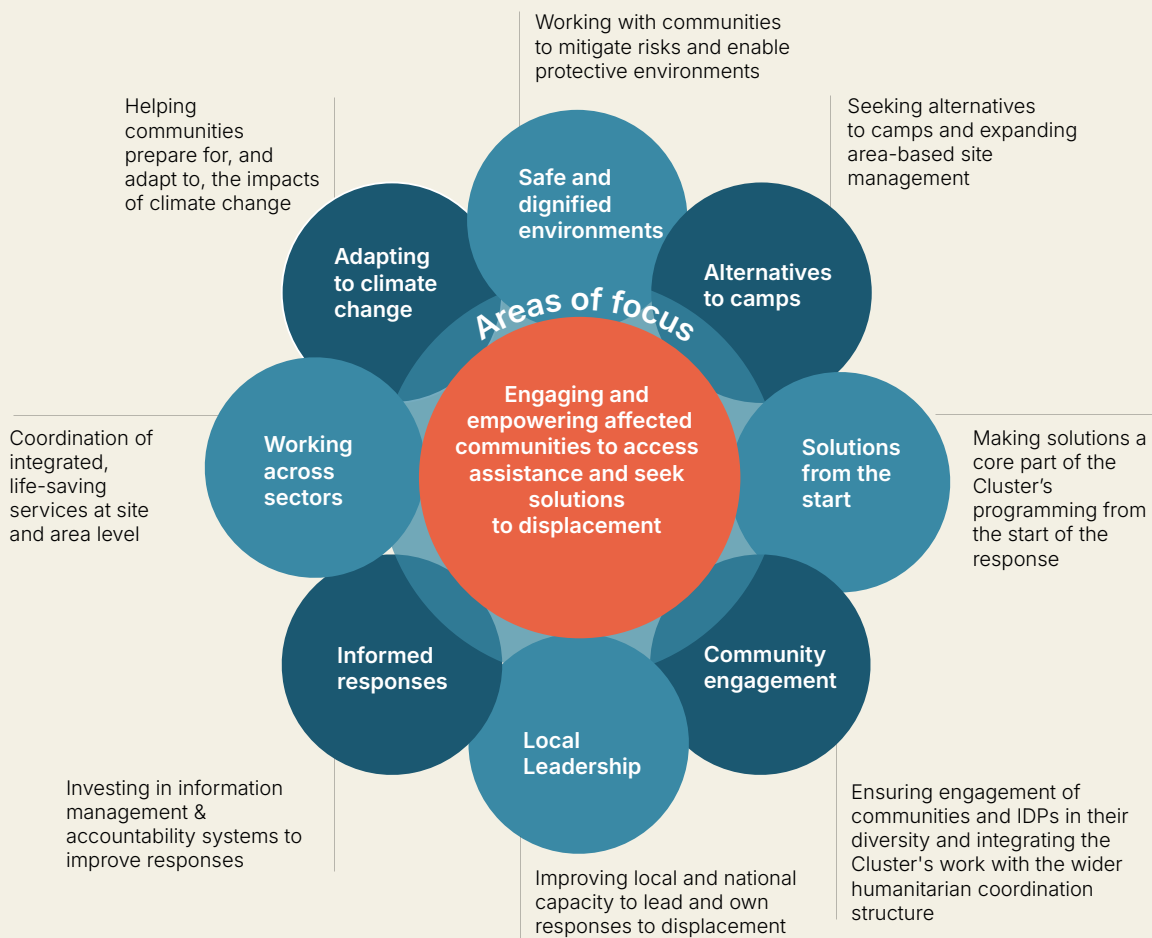

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3 KEY AREAS OF FOCUS
Global Cluster Strategy (2025 – 2029)

The work of the Cluster will focus on eight key areas, each underpinned by the strategic priorities.

Working with communities to mitigate risks and enable protective environments

Helping communities prepare for, and adapt to, the impacts of climate change

Seeking alternatives to camps and expanding area-based site management

Areas of focus

Safe and dignified environments

Adapting to climate change

Alternatives to camps

Engaging and empowering affected communities to access assistance and seek solutions to displacement

Working across sectors

Solutions from the start

Informed responses

Community engagement

Local Leadership

Coordination of integrated, life-saving services at site and area level

Making solutions a core part of the Cluster's programming from the start of the response

Investing in information management & accountability systems to improve responses

Ensuring engagement of communities and IDPs in their diversity and integrating the Cluster's work with the wider humanitarian coordination structure

Improving local and national capacity to lead and own responses to displacement

3 KEY AREAS OF FOCUS

Alternatives to Camps

The Cluster shares the view that planned camps should only exist as a last resort and then, for the shortest possible time. The Cluster also recognizes the humanitarian imperative to support communities across all displacement settings.

The Cluster will take a comprehensive approach – undertaking preparedness activities where appropriate, supporting camp-based populations where necessary, seeking alternatives to planned camps wherever possible, and expanding area-based site management to work with other displacement affected communities in accordance with the Minimum Standards for Camp Management (MSCM).

Over the next 5 years, the Cluster will:

Work beyond planned camps

• Continue to facilitate the inclusion of displaced persons in host communities, by fostering community engagement, building social cohesion, and supporting local infrastructure development, thereby reducing the need for sites.

• Promote area-based site management approaches that address the needs of affected populations. Adapt the Cluster's site-based community engagement approaches to area-based site management.

• Focus on developing and implementing strategies tailored to self-settled or dispersed displacement settings. This may include initiatives to improve access to shelter, livelihoods, and essential services in urban areas, as well as addressing issues related to land and tenure and urban planning.

• Provide capacity strengthening and guidance, to support partners to adopt community approaches that avoid pull factor to sites.

• Proactively engage with partners operating in non-camp settings (including HLP, Livelihoods, Protection and Shelter) to determine how to best collaborate.

Advocate and communicate

• Develop a "critical friend" relationship with host and donor governments. Providing support and, when necessary, advocate for decisions that prevent displacement, reduce the use of camps and facilitate solutions.

• Engage all clusters and partners in united advocacy efforts, particularly the Global Shelter and Protection Clusters, UNOCHA and other durable solutions actors.

• Direct Global Cluster efforts to support country clusters who are advocating to improve the living conditions of communities in their operating context.

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3 KEY AREAS OF FOCUS

Solutions from the Start

While recognizing that return, relocation and integration remain the mandate of the State, the Cluster ensures that displaced people can identify and access humanitarian assistance and protection they need, delivered according to standards and held to account.

Increasing displacement, and reducing resources highlight that efforts need to better integrate solutions from the start. The Cluster will support partners to design sustainable programs to achieve self-reliance and reduce aid dependency. The role of the Cluster will focus on working with communities to transition from emergency relief to self-reliance, towards sustainable solutions.

Over the next 5 years, the Cluster will:

Support community-led transition

• Recognizing the rights of communities to make their own informed choices, support strategies and activities linked to camp/site decongestion, consolidation and closure, transfer of residents and decommissioning of infrastructure, where appropriate.

• Work with communities to move towards self-reliance, through community engagement activities that focus on identifying and moving towards solutions.

• Work with partners and the local community to enhance existing services where possible.

Continue to adapt our approach

• Support Cluster Coordinators to work with, and strengthen the capacity of, their site management partners to implement solutions programming and help communities move away from reliance on humanitarian services. This support will include revised training, tools and guidance to help them focus on solutions.

• Identify innovations and best practices that enable transition to solutions and promote these with partners, through resources and events.

• Foster social cohesion and community resilience through community-based initiatives.

Proactively Collaborate

• Support the early establishment of, and contribute to, Durable Solutions Working Groups to develop strategy for solutions.

• Recognize the Cluster's role as a generative sector in this work – sharing information with national and international solutions partners that can help inform solutions options.

• Continue to work closely with authorities and forge active partnerships with other clusters, development and peace actors to develop enabling factors such as access to documentation, livelihood support and investment in infrastructure.

• Contribute to research to further understand the negative effects of encampment, challenges such as secondary and cyclical displacement, and actions that can expedite

Community Engagement

Engaging, listening to and mobilizing communities contributes to agency and generates important qualitative information on the needs, aspirations and actions of displaced communities. It can lead to improved accountability, more localized responses and earlier identification of possible solutions. To realize this potential, in line with the IASC commitments on Accountability to Affected Population and the MSCM, the community engagement work undertaken by the Cluster needs to adapt to area-based approaches and inform the wider humanitarian response in coordination with existing national community governance mechanisms.

Over the next 5 years, the Cluster will:

Engage and mobilize communities

• Continue to work as a primary interlocuter between displaced communities and the humanitarian community.

• Involve communities in their diversity in design, implementation and monitoring of the Cluster's interventions, as well as consulting them on their needs, aspirations and actions.

• Establish and strengthen community structures and capacity that enable other sectors to connect with communities to inform the design, implementation and monitoring of their interventions.

• Collaborate with other sectors to ensure coordination and harmonization of community engagement at site level.

• Wherever possible, connect communities to existing governance mechanisms, ahead of creating duplicate, site-based governance.

• Prioritize capacity strengthening for displaced communities - supporting them to express their own needs, identify their preferred solutions, take steps towards self-reliance and advocate for support.

Prioritize protection mainstreaming

• Continue to prioritize inclusive approaches that address the specific needs and risks of vulnerable populations, including women, children and youth, persons with disabilities, and older persons. This will involve strengthening capacity, protection mechanisms, mitigating the risks of gender-based violence, supporting gender equality, and the promotion of the participation and representation of marginalized groups in decision-making processes.

• Advocate for and support IDPs in claiming their rights to safe and dignified return, local integration, or resettlement, as appropriate.

• Uphold the Centrality of Protection and continue advocating for safer and dignified responses for all - including most at-risk/ marginalized groups.

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Localization is a key driver in achieving solutions and reducing the need for planned camps. In most cases, locally led responses are more cost-efficient, less bureaucratic and better able to provide sustainable, contextualized solutions. Despite the best intentions of international actors, the structure of the humanitarian system often leads to limited engagement of local actors.

In the process of its work, the Cluster often plays a coordination role at site level. This provides an opportunity to be a leader in localization – promoting and supporting diverse local actors to lead responses.

Over the next 5 years, the Cluster will:

Promote local leadership

• Embed the work of the Cluster in national policy and local authorities' strategies and workplans, from the earliest possible date.

• Diversify national and sub-national cluster membership, encourage local leadership and maximize local partners' involvement in decision-making.

• Develop guidance and strengthen the capacity of Cluster Coordinators on how to engage and work with local actors as well as collating and sharing examples of good practice.

• Work with donors to influence funding priorities that incentivize localization of the Cluster leadership and program implementation.

Facilitate transition

• Develop contextual analysis, undertake stakeholder mapping of local actors, identify scenarios and set benchmarks for transition.

• Develop transition plans that aim to engage local partners, develop handover plans, and shift the role of the Cluster from manager to advisor from day one.

• Ensure transition strategies are mandatory in all locations and progress towards exit is monitored by the Strategic Advisory Group.

• Ensure that local actors have access to information on the Cluster's activities and open lines of communication.

Strengthen capacity

• Focus on strengthening the capacities of local and national actors to effectively coordinate and manage activities, emphasizing learning and guidance that will provide them with sustained benefit, particularly around accessing funding.

• Include targeted capacity-strengthening support, facilitating knowledge exchange initiatives, and fostering partnerships with local stakeholders.

• Ensure that recruitment processes strengthen, not deplete, national capacity through capacity strengthening deployment opportunities and learning programs.

The Cluster has an important role to play in the continued enhancement of humanitarian response through data and information sharing. Many of the Cluster's principal activities drive quality and accountability through information generation and management – engaging with communities, monitoring services, sharing feedback and holding duty bearers to account.

Over the next 5 years, the Cluster will:

Ensure quality and accountability

• Set up multi-sector complaints and feedback mechanisms for affected communities, ensuring multi-sectoral referral pathways are established.

• Ensure that community feedback is responded to efficiently and transparently and communities are kept up to date the status of their feedback.

• Ensure consistent service monitoring standards and methodologies across all responses, holding duty bearers to account as well as providing them accurate, up-to-date information on service quality.

Share information

• Identify actors, in all locations, who can benefit from the IDP data collated by the Cluster and liaise with them to understand their data requirements, with an emphasis on practicality and data minimization.

• Implement area-based information management systems for mapping service providers, monitoring assistance at the site level, and coordinating sectoral services.

• Continue to systematically, share information with partners on communities' needs, aspirations, options, service and protection gaps and barriers to solutions.

Enhance information management

• Invest in information management capacity, including systems, staff and training, both within the Cluster coordination teams and Cluster partners. Seek opportunities to pool resources, with partners, to support this investment.

• Support innovations in monitoring and data collection and share qualitative, as well as quantitative, information. Improve data dissemination and accessibility.

• Commit to consistent data management standards - careful data collection, improved data handling and data protection measures - to ensure data accuracy.

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Humanitarian response is adapting, from a sector-led response - where support is shaped by the provision and expertise of sectors, to a person-led response – where communities define their needs and responders adapt to provide a holistic, multi-sector approach. By operating as a generative cluster – understanding displaced communities' needs and aspirations, then sharing information and connecting communities with relevant service providers, the Cluster can contribute to achieving this transformation.

Over the next 5 years, the Cluster will:

Collaborate across sectors

• Continue to lead site (and area) level operational coordination among various humanitarian actors, including government authorities, NGOs and UN agencies as per the MSCM.

• Through this role, the Cluster will ensure effective communication, collaboration, and information sharing to optimize resource allocation and avoid duplication of efforts.

• Work closer with UNOCHA at global, country and local levels to determine how best to align local and national coordination, ensuring a flexible, cross-sector response, that adapts to the needs of displaced communities.

Facilitate support through referrals

• Prioritize the Cluster's role as a "connector", rather than a "deliverer" – helping communities access support through referrals to national and international service providers. The Cluster will only step in to backstop service provision when no other alternatives are available.

• Pro-actively seek partnerships with all sectors, including with peace and development actors, to enable this.

Uphold standards

• Maintain and update Minimum Standards for Camp Management (MSCM) to ensure they are relevant to, and used across, all displacement settings.

• Increase the application of minimum standards across all Cluster activities and support Cluster partners to adopt the standards.

• Use the standards to define messages when advocating to authorities and donors.

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Climate-change is increasing the frequency and intensity of physical phenomena that pose a risk of displacement to communities, as well as the well-being, safety, and infrastructure of already displaced populations within displacement settings. Hazards can include floods, storms, landslides, earthquakes, hurricanes, volcanic eruptions, tsunamis, wildfires, and severe weather conditions. Climate-change may also result in depletion and competition for natural resources.

In line with the MSCM, the Cluster will take action to prepare for, assess and mitigate these hazards to ensure the safety and resilience of communities and their living conditions. The Cluster will aim to secure an adaptive environment that safeguards the lives and well-being of those residing in sites in the face of potential hazards.

Over the next 5 years, the Cluster will:

Preparedness & Prevention

• The Cluster will work with national authorities, providing advice and capacity strengthening as well as working with them to help them prevent, mitigate and manage displacement cause by climate change – promoting alternatives to planned camps in disaster management plans.

• Engage with host governments and local authorities to align site management practices with national climate resilience policies and strategies.

• Develop country level guidance to support site-level, multi-sectoral preparedness and contingency planning (e.g. guidelines, minimum requirements, common tools, or standard templates for Cluster partners to develop site-level plans). These processes will engage humanitarian service providers, government counterparts, and the community in their development.

• Establish guidance on early warning systems that can detect imminent hazards and trigger timely preparedness and response activities.

Monitoring and advocacy

• Monitor incidents to inform advocacy efforts and planning, including hazard-related data in information management systems to track and map disaster risk, vulnerabilities, and preparedness measures.

• Collaborate with other humanitarian sectors to integrate climate adaptation strategies with regards to sites.

• Work with displaced communities and those at risk of displacement to amplify their voices in local and national climate adaptation policies and decision-making processes.

• Monitor and assess the effectiveness of DRR initiatives in reducing disaster-related impacts on site populations.

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Overcrowded and unplanned IDP sites can leave people, especially marginalized groups, such as women, children, older persons, and those with disabilities, highly vulnerable. The frequent exposure to environmental degradation and communicable disease outbreaks, combined with economic instability and limited access to services, creates hazardous living conditions and increases the likelihood of exclusion and harassment. Insufficient training on safety measures and underdeveloped feedback mechanisms further exacerbate risks. The Cluster and its partners aim to address these issues, as per the MSCM, to improve the safety and dignity of living conditions for communities.

Over the next 5 years, the Cluster will:

Support communities to improve living environments

• Develop strategies to engage site residents, including diverse community groups such as women, children, and persons with disabilities, in decision-making processes to identify and prioritize risks and protection needs.

• Provide guidance and training regarding inclusion of marginalized groups, PSEA, safety practices and protection measures to empower communities to take active roles in ensuring their own safety.

• Encourage community-led initiatives that enhance self-reliance and adaptive capacities in the face of protection risks.

• Facilitate participatory assessments and safety audits to map out hazards and vulnerabilities within the site (including risks of gender-based violence) and identify actionable recommendations.

• Strengthen the capacity of Cluster partners, ensuring they have access to guidance regarding establishing functional feedback mechanisms.

• Partner with local leaders and organizations to implement protective measures that are culturally appropriate and context-specific, promoting a safer and more dignified living environment (incl. Mental Health and Psychosocial Support outcomes).

Mainstream environmental considerations

• Seek opportunities to preserve and rehabilitate the natural environment and mitigate environmental degradation throughout the work of the Cluster.

• Wherever possible, promote the use of renewable energy.

• Facilitate community-led initiatives that enhance self-reliance and adaptive capacities in the face of hazards.

• Enhance resilience of displaced and host communities to environmental risks through Disaster Risk Reduction (DRR).

• Strengthen preparedness, anticipatory action and response when a hazard event occurs or when conflict occurs in a disaster-induced setting.

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4 ENABLING ACTIONS

Clarity on Role and Mandate

This 2025-2029 CCCM Strategy is a big step in clear and coherent communication on the Cluster's role, mandate and contribution to humanitarian response. The sector is not always well understood by the broader humanitarian communities. The name Camp Coordination and Camp Management places emphasis on 'camp' that does not reflect the priority, focus and the technical competency of the sector that places emphasis on upholding the rights and protection of people both displaced and at-risk of displacement as well as those seeking to end their displacements. In 2025, efforts will be made to finalize the long-standing discussion to review the name of the sector.

Recommendation number 17 of the IASC Independent review of the Humanitarian response to internal displacement published in March 2024 specifically highlighted the need to clarify, rename, and extend the mandate of CCCM to better reflect the work that it does before, during and after displacement.
"The CCCM Cluster's mandate should be extended beyond camps to also encompass coordination and management of formal and informal collective IDP sites (e.g. collective centres, evacuation centres), as it usefully has done so, on an ad hoc basis in certain IDP contexts, for several years. While the name

of the cluster does not correspond to this important evolution of the cluster's work and potentially could be revised (a decision that the review recommends be left to the cluster), the priority should be on implementation. Funding to CCCM, which typically is among the least funded clusters, must be increased."

Efforts to clarify the mandate of the CCCM Cluster will be supported by an external communication strategy and capacity strengthening. The Cluster will be clearer and more transparent when communicating aims and actions and will work hard to avoid ambiguity and the use of jargon.

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4 ENABLING ACTIONS

In order the fulfill the scope and breadth of its strategy, the Cluster will invest in and expand its already well-developed capacity strengthening initiatives. This will contribute to more predictable and quality staffing for humanitarian crises were the Cluster plays a vital role.

The Cluster and its Working Groups will need to expand on their capacity strengthening programs, for both Cluster Coordination staff and practitioners. They will strive to ensure access to ongoing learning opportunities and provide support to ensure that new skills and knowledge translate to effective programming and benefits for displaced communities. This will include the continued support of the Global Cluster Support Team, as well as new guidance, tools, and trainings across relevant areas of focus, underpinned by the Minimum Standards for Camp Management, which will continue to be reiterated and disseminated. Effective communities of practice will be nurtured through events, learning programs, and peer exchange. Information on innovations and successful practices from around the world will be captured and made accessible to all colleagues and partners.

Capacity strengthening initiatives will be needed across all key areas of focus described in this strategy - from enabling Cluster Coordinators to be able to make enabling solutions a core part of their to work, to developing new approaches to contexts where climate-related displacement is on the rise. Across all areas, Cluster Coordinators will need clear direction, resources, training, and ongoing support. Competent and skilled staffing in global, national, and sub-national roles will need to be predictable, and capacity to deploy rapidly at the onset of an emergency critical to effective responses. Recruitment of staff for cluster coordination teams will also prioritize local talent and develop sustainable local capacity. The Cluster will seek to strengthen local partner capacity in themes that are most relevant to the partners and use secondments from local organizations to enable staff to return with enhanced knowledge and skills.

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4 ENABLING ACTIONS

Collaborative Partnerships

The Cluster is generative – providing inputs and support to authorities and other clusters, as well as implementing partners. To be successful, collaborative partnerships will be essential. This collaboration revolution will be led by the Global Cluster Team who will initiate efforts to strengthen key global-level partnerships with UN OCHA and clusters. The global team will advocate for these partnerships to be mirrored at national level. In particular, the team will prioritize four aims:

01	Targeted relationship building with local and national authorities in areas with displacement or at high risk of displacement.
02	An agreement with OCHA on how the Cluster's local coordination efforts can best support UNOCHA's national and international coordination efforts.
03	Coordination with Shelter Cluster to demystify the "Settlements" and "Area-based site management" approaches. This can start with seeking alignment and consistent language that helps overcome confusion faced by operational partners.
04	Closer collaboration with other clusters, notably Protection, Shelter and WASH, to seek opportunities for joint advocacy, project design and funding proposals. This work can start with strategic bilateral discussions at global level.

4 ENABLING ACTIONS

Global Leadership

At leadership level, several practical actions will strengthen the work of the Cluster and ensure enhanced support for colleagues and partners.

• The cluster lead agencies (IOM and UNHCR) will have dedicated cluster coordination staff, separate to their operations, to ensure the views of the Cluster community are fairly represented.

• The Global Cluster Coordinators and senior leadership from both organizations will continue their efforts to strengthen the working relationship between the two organizations. They will demonstrate and demand collaborative behaviors from all colleagues.

• The Cluster's Strategic Advisory Group (SAG) will expand its membership and diversify to bring more voices into discussions including local partners.

• The SAG and relevant Working Groups will become more closely involved in strategic decisions – reviewing national cluster objectives and performance and providing input on decisions regarding cluster activation and deactivation.

• The Global Cluster will ensure that working groups, established under the Cluster are appropriate to support implementation of key areas of focus under the strategy.

• The Global Cluster will ensure greater outreach, engagement and advocacy with the key donors supporting the CCCM Sector. Efforts will be made to ensure donors have a clear understanding of CCCM Cluster mandate and operations.
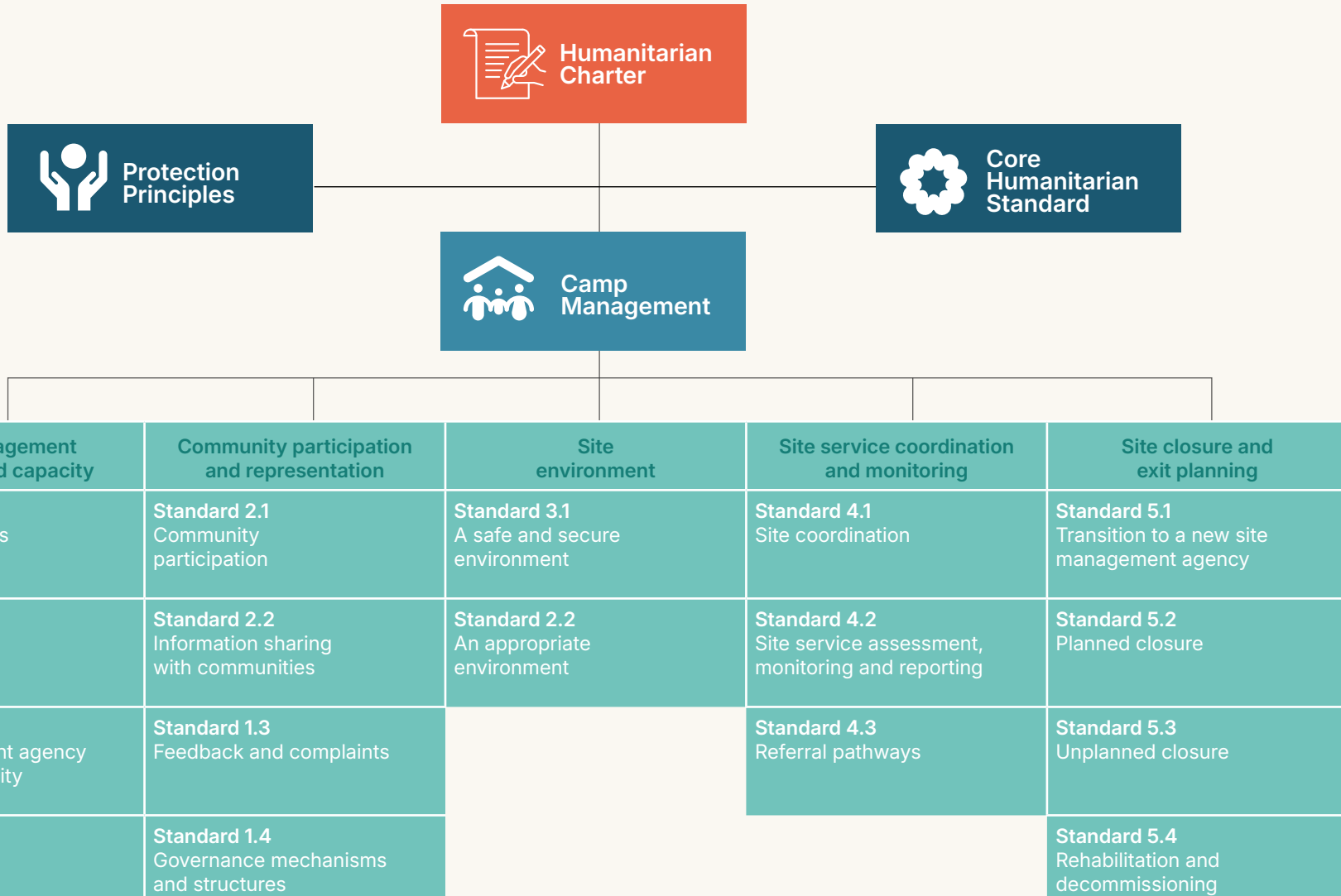
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	Planned camps	Can be located in either urban or rural locations. They are places where displaced populations find accommodation on purpose-built sites, and are provided with full services including water supplies, food distribution, non-food item distribution, education, and health care as per international standards. The use of these sites is typically exclusively for the population of the site. These sites are managed by humanitarian actors, usually cluster members.
	Self-settled sites	Also called informal sites or random camps. Displaced groups, often smaller family groups, may self-settle in urban or rural sites on their own or by humanitarian organizations that rapidly respond to an influx of IDPs. These types of sites are typically independent of assistance and exist without receiving adequate and planned humanitarian interventions as per the international standards. Self-settled sites are often situated on state owned, private or communal land, usually after limited or no negotiations with the local population or private owners and are prone to over-use. These sites are usually managed by the IDPs representatives with or without presence/support of cluster members.
	Collective center	A place where displaced persons find accommodation in pre-existing public buildings (which were likely not constructed as accommodation) and community facilities, for example, in schools, factories, barracks, community centers, town halls, gymnasiums, hotels, warehouses, disused factories and unfinished buildings. These are often used when displacement occurs in an urban setting or when there are significant flows of displaced people into a city or town. Similar to a planned camp, a collective center is intended only as a temporary or transit accommodation. Levels of assistance may vary from full assistance to varying levels of self-reliance, and collective center management can have a strong role to play here in terms of coordinating services.
	Transit/ Reception center	Reception and transit centers might be necessary at the beginning of an emergency as temporary accommodation pending transfer to a suitable, safe, longer-term camp, or at the end of an operation as a staging point of return. Reception and transit centers are therefore usually either intermediate or short-term installations and they may also host returnees.

Minimum Standards for Camp Management

Humanitarian Charter

Protection Principles

Core Humanitarian Standard

Camp Management

Site management Policies and capacity	Community participation and representation	Site environment	Site service coordination and monitoring	Site closure and exit planning
Standard 1.1 Mandate policies and presence	**Standard 2.1** Community participation	**Standard 3.1** A safe and secure environment	**Standard 4.1** Site coordination	**Standard 5.1** Transition to a new site management agency
Standard 1.2 Site life cycles planning	**Standard 2.2** Information sharing with communities	**Standard 2.2** An appropriate environment	**Standard 4.2** Site service assessment, monitoring and reporting	**Standard 5.2** Planned closure
Standard 1.3 Site management agency and team capacity	**Standard 1.3** Feedback and complaints		**Standard 4.3** Referral pathways	**Standard 5.3** Unplanned closure
Standard 1.4 Data protection	**Standard 1.4** Governance mechanisms and structures			**Standard 5.4** Rehabilitation and decommissioning

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