

CCCM Cluster Somalia Strategy

Background and Context

The displacement situation in Somalia is a chronic and recurrent issue, with patterns of new and ongoing internal displacement triggered by recurring shocks related to conflict and violence (fighting between armed groups, Al-Shabaab militant group, the country's armed forces and clan conflict), natural hazard events (floods and drought) and human rights violations, and are influenced by livelihood mobility (around half of the population are nomadic pastoralists), urbanisation and access to information and external assistance.

In combination with the impacts of severe, recurrent drought and other natural hazards on food and livelihood, security and health, certain areas of the country faced two periods of famine, the first one from 1991 to 1992, and the second in 2011 (leading to an estimated 260,000 deaths). New warnings of potential famine in Somalia, due to rapidly deteriorating food security resulting from two consecutive years of severe drought, were issued by the UN in February 2017, with over half the population – around 6 million people – facing acute food insecurity.

Protracted displacement tends to be urban in nature and IDP settlements transform into urban slums. The largest concentration of IDPs is in Mogadishu, followed by other urban centres, amounting to some 1.6 million IDPs. The recent drought-related displacement, with over 760,000 additional people displaced since late 2016, confirms this trend, with Baidoa and Mogadishu receiving the largest numbers of displaced people.

The majority of IDPs settle in informal and unplanned settlements where the conditions are very poor and forced eviction is a common threat, and where newly displaced people join those whose displacement has become protracted. Many are displaced multiple times. Most IDP settlements are governed (not only managed) by 'gatekeepers', that often act as informal managers. Gatekeepers are a diverse group of people ranging from community leaders, to business men, to militias, to landlords/owners – some are from the IDP communities while others are not. The relationship to and with the IDP community is similarly diverse but in the long absence of the Government providing IDPs with assistance and protection, informal managers have often become the primary go to person and provider of support and, to a certain extent, protection, in particular since communities of IDPs are often marginalised and discriminated against because they belong to minorities or are separated from the protection of their clans. Aid diversion has been allegedly high in informal settlements, but the extent of it remains unclear. While in the past, gatekeepers and settlements were rather individualized, over the recent years they have grown together into an actual system: several individual IDP settlements form an IDP umbrella and several IDP umbrellas form an IDP centre – this comes with hierarchies in gatekeeping of a very complex nature.

To respond to the growing displacements and in acknowledgement that the coordination needs in sites and settlement could no longer be met through the other coordination mechanisms, the CCCM cluster was activated on 10 May 2017, under the co-leadership of UNHCR and IOM, in order to improve the coordination of the integrated multi-sectorial response at site level, to raise the quality of interventions and monitoring of humanitarian services in communal settings, by ensuring appropriate linkages with and building the capacities of national authorities and other stakeholders, with the understanding that once the life-saving drought displacement needs would be addressed, the purpose and focus of the cluster would be reviewed.

The CCCM Cluster is based in Mogadishu and will develop regional coordination mechanisms (sub-national clusters) as required, with dedicated focal points and committed members.

The Cluster Strategy, while updated every year, is a living document that will be adapted to the evolving situation and needs.

Aim and Objectives

The CCCM Cluster strategy aims to provide CCCM cluster members and stakeholders with a framework for the coordination of humanitarian assistance targeted to displaced populations residing in sites and settlements. It will allow partners to develop their own strategies in accordance with their respective mandates and capacities, within an overarching, common framework. It will also guide the dual purpose of the activation of the CCCM cluster, focusing first, on contribution to the creation of an environment facilitating the implementation of life-saving activities to newly displaced persons, in the context of the latest drought and famine-induced displacement (including where such new IDPs settled in old sites and with already existing displaced persons); and second, addressing similar needs in the informal sites and settlements established during the pre-2016 waves of displacement. The strategy will also consider the needs of formal camps, should such be established, although in the Somalia context, the viability and protection risks vs. benefits of such settlement typology should be carefully evaluated.

Within this strategy the CCCM cluster seeks to address the current and newly identified needs by setting up camp coordination structures at the national and, where necessary, regional or district levels, facilitating and supporting the establishment of effective coordination and management in IDP sites, while respecting national context, authorities and existing structures.

This strategy will be updated in close coordination with relevant stakeholders as the situation evolves and information becomes available.

Overall objective

To improve the living conditions and protection of IDPs in sites and settlements and ensure equitable access to services and assistance of all persons in need, with a clear focus on moving toward attaining durable solutions with full participation of the displaced and host communities.

Specific objectives

1. Strengthen the predictability and effectiveness of multi sectorial interventions at site level and/or areas of concentration of sites

- CCCM coordination mechanisms are established/reinforced at appropriate levels
 - Set up of CCCM coordination structures in collaboration with appropriate government counterpart
 - Create SOPs for emergency displacements in collaboration with relevant stakeholders
 - Participate on behalf of CCCM in relevant coordination forums
- Site level information is available and shared with stakeholders
 - Establish/update master list of sites at appropriate geographic level
 - Establish/update 3W of partners operating in sites
 - Establish/ update site profiles for key sites
- Management of sites and settlements is improved
 - Monitor service delivery at site level to ensure that there are no gaps or duplication of activities
 - Identify existing governance structures and focal points for sites
 - Provide capacity building to existing governance structures/focal points
 - Together with other clusters and partners, as well as the authorities, coordinate the establishment/ efficient use of referral pathways for both protection (including SGBV) and assistance/service delivery to persons with special needs.

2. Improve living conditions and safe access to services and assistance in selected sites

- Involvement and participation of affected community is ensured/ increased
 - Mapping of existing community structures
 - Establish/ reinforce community mechanism for communication, participation and feedback channels through focal points, committees etc...
 - Identify and support governance structures, encouraging participation of all different segments of the displaced population and, as relevant, from among the host communities
- Affected populations living in sites and settlements have the information they need to access services
 - Establish/reinforce community mechanisms for communication (info/ community centres, mobile outreach teams, etc...)
 - Harmonize feedback mechanisms relevant for sites across all clusters
- Sites are safe and hygiene conditions are ensured

- Implement emergency sites improvement projects to minimize protection risks and ensure safety and salubrity in sites (flood mitigation, fire prevention). Together with health and WASH clusters, develop protocols for prevention of disease outbreaks.
- Support community led site maintenance activities to ensure upkeep of sites

3. Enhance collaboration with the government and local authorities to work towards durable solutions through effective and coordinated information sharing in strategic locations

- Stakeholders involved in humanitarian response have improved knowledge of CCCM concepts and practises to ensure sustainability of responses
 - Conduct needs assessment of CCCM capacity at national or regional levels
 - Conduct technical trainings in CCCM for relevant stakeholders on key subjects (community participation)
 - Engage with national government and local authorities in relevant geographical locations to develop contingency plans for future IDP influxes
- Affected populations are informed about options for durable solutions and receive support to attain their plans
 - Coordinate/ conduct intention surveys with relevant partners and clusters
 - Jointly advocate for early recovery activities, including access of IDPs to public facilities and legal rights of IDPs
 - In collaboration with the protection and other clusters, collect and disseminate information on basic services, infrastructure, protection risks, security and availability of assistance in place of origin or place of relocation
 - Advocate for and, together with shelter cluster and the HLP AOR of the protection cluster, support government in identifying land both in the place or residence and in the potential place of return and ensuring land tenure agreements

Response Strategy and Operational Priorities

The CCCM strategy will take into consideration all phases of the life cycle of sites and settlements (from planning/set up to closure and handover) as adapted to the context in Somalia, whereby the planning/set up is in the majority of cases done informally and with little intervention from the humanitarian community and only a fraction of the sites are closed formally, with no entity to hand over to the responsibility. The strategy will be adapted after the initial emergency drought response in order to ensure that CCCM activities best support the populations as well as the response. The CCCM cluster will be an active participant of coordination forums that support early return, early recovery and durable solutions for displaced populations.

Key principles guiding the Cluster interventions:

- **Camps as last resort:** The CCCM cluster strongly advocates that the establishment of formal camps remains an option of last resort as the establishment of formal camps can increase the population's exposure to protection risks, promote aid dependency and require a substantial investment of resources.
- **Protection mainstreaming:** Mainstreaming of protection and prevention activities can require additional time to implement, but should be started as soon as possible in the emergency response. Often these actions require only a little more effort and can be addressed through greater staff awareness, heightening partner sensitivity, or creating awareness among the site population themselves, to promote community based protection prevention and response, as soon as the organizations start to be involved in the site operations.
- **Gender:** Women, men, girls and boys often experience crises very differently due to their different roles, limitations and opportunities, as well as unequal power dynamics that exist among these different groups. This means that the protection and assistance needs of affected populations can differ greatly, as can capacities and opportunities for recovery. Camp management actors' work must ensure that the camp/communal settlement population has access to assistance and services and that responses are tailored to the specific needs of all groups.
- **Accountability to Affected Populations:** A central aim of CCCM is to enable affected populations to play an active role in the decision-making processes that affect them. CCCM activities will ensure populations have the space to voice their opinions, participate in service delivery and get direct feedback from service providers.

Target Population

Currently more than 760,000 people have been displaced by drought in addition to 1.6 million who were previously displaced. During the initial emergency drought response, the CCCM Cluster will primarily target drought related-displaced people residing in self settlements, as gaps in these locations were the basis for the activation of the cluster however assistance will be based on needs not on time or reasons for displacement. The cluster will prioritize the states that have the highest levels of displacement, namely, Bay (Baidoa), Banadir (Mogadishu), Mudug (Galkayo) and Jubbaland (Kismayo) regional states, with the possibility of expansion to Somaliland and Puntland if need exists. In situations where the displaced populations are accommodated by the host community, CCCM partners will work together with other clusters and partners to implement integrated programming and area-based approaches.

Settlement Typologies targeted by the cluster

In order to identify the types of settlements on which the cluster would focus its attention, the CCCM cluster created a Technical Working Group on settlement typologies in Somalia,. The output of the

TWG is a document that outlines the different types of settlement found in Somalia and their characteristics. This document¹ will help in identifying where minimum assistance shall be provided and sites which require different solutions as relocation to more adequate accommodation. This exercise also informs the level of engagement and responsibilities, resource allocation and solutions for those inhabiting these locations.

The following accommodation typologies were identified as relevant in Somalia (See Annex 1 for more details)²:

- Self- Settlement
- Host Family (accommodation of the IDPs in host families)
- Planned Camp

Coordination, Management and Stakeholders

The CCCM Cluster is co- led by UNHCR and IOM. The Cluster will strengthen collaboration with local authorities, NGOs and community-based structures to ensure their inclusion in the response, particularly in reaching out to inaccessible areas. The Cluster will identify partners in each sub-region to enhance coordination and avoid the duplication of activities, as well as to respond to identified gaps. The members of the Cluster are organizations or entities that are active in the camp coordination and camp management sector and demonstrates a commitment to carry out their accepted responsibilities within the Cluster. The Cluster is always open for new members³.

Cluster Coordination Meetings

CCCM Cluster will ensure that the coordination structures established at national and sub-national levels are adapted to the context and capacities to maximize its efficiency. Coordination meetings will take place in Mogadishu and at sub-regional levels, according to needs, on a monthly basis. At sub-national level, the Cluster will identify CCCM focal points to ensure effective coordination mechanisms and facilitate channels of communication and information sharing with the national level.

Strategic Advisory Group

¹ TWG members will share the document with regional sub-offices, the Ministry of Humanitarian and Disaster Management and the drought committees and to translate the final version in Somali language.

² The classification of typology is based on the “Framework and guidance for the classification of settlements accommodating displaced populations” (Shelter/CCCM Cluster, UNHCR, May 2017).

³ As of 1 July 2017, the CCCM cluster in Somalia has 24 partners, with full list in Annex.

A Strategic Advisory Group (SAG) has been formed to serve as a forum at national level for recommendations and strategic decision making concerning the CCCM cluster response at national level. This group is appointed by the Cluster coordination team. It includes national authorities and key decision making partners. When security or other reasons prevent the cluster members to attend the cluster coordination meetings for extended period, the meeting of restrained membership of SAG will be considered to represent such cluster meeting.

The breakdown of membership is:

- 1 x Representative of the Ministry of Humanitarian Affairs and Disaster Management (MoHADM)
- 2 x CCCM Cluster lead Coordinators
- 1 x UNHCR Representative
- 1 x IOM Representative
- 1 x Donor Representative (to be determined)
- 2 x International NGO Representative –NRC/DRC
- 1 x National NGO representative (alternating) – IYRDA/DRDO

Technical Working Groups

The CCCM Cluster will establish/maintain/reinforce appropriate sectoral coordination mechanisms, including working groups at the national and sub-national level as needed.

Technical Working Groups will be formed with the appropriate clusters and partners as specific needs arise. Field sub-national clusters and TWGs will be established as needed and will be led by cluster appointed focal points based on capacity in a specific region.

Thus far, the CCCM Cluster has led two TWGs:

- Settlement Typologies TWG in partnership with Shelter Cluster, REACH, DRC and IOM.
- Early returns TWG in partnership with the Protection Cluster, Durable Solutions Working Group and humanitarian and development partners

Monitoring and Evaluation of the Strategy

The cluster will establish a regular monitoring and reporting system to update information on the progress of planned activities, which will serve to monitor the achievement cluster objectives against agreed timelines.

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CCCM Country Somalia
Website / Email <http://www.globalccmcluster.org/>



Funding

The CCCM cluster will advocate for CCCM partners to receive pooled funding through the Somalia Humanitarian Fund and the Common Emergency and Relief Fund.

The Cluster will advocate with donors for partners to receive bilateral funding to implement projects that are within the CCCM Cluster strategy and Somalia Humanitarian Response Plan