CCCM RESPONSE STRATEGY 2020-2021

KEY INFORMATION	
COUNTRY	Turkey
REGION	North West Syria
OPERATION NAME	IDPs in North West Syria
CLUSTER/SECTOR LEAD AGENCY	UNHCR
CO-LEADS	Global Communities
STRATEGIC ADVISORY GROUP (SAG) - AGENCIES	Qatar Charity, CARE International, IOM, MUZUN, BINAA, Mercy-USA, Hand in Hand
TECHNICAL WORKING GROUPS (TWIG)	Land Identification Technical Working Group, Fire Prevention and Response Taskforce

STRATEGY STATUS		
Endorsed by cluster	**Effective date**	**Next revision**
Yes/No	07.12.2020	31.12.2021

Background and Context

Background

The ongoing conflict has resulted in a complex pattern of internal displacement in north-west Syria (NWS). The main areas where IDPs are concentrated are Idleb and Aleppo governorates, with an estimated population reaching close to 2.7 million as of October 2020. Renewed violence since December 2019 has resulted in new waves of displacement, provoking secondary displacement of existing IDPs and uprooting whole communities from their homes and forcing them into flight. These "new" IDP populations have settled in a variety of settlements, which differ across zones. Communities receiving and hosting IDPs since December 2017 are saturated, with their capacity overstretch, leaving new IDP arrivals to search for alternative solutions which are increasingly limited.

Continuous displacement has led to a decrease in areas available to accommodate the newly displaced population. As of October 2020, there are 1,172 IDP sites listed the CCCM Cluster's database hosting 1.5 million IDPs, the vast majority of which are self-settled camps. The issues of over-populated sites and lack of camp management continue to be prevalent concerns, especially in the context of the COVID-19 pandemic where the application of preventive, response and mitigation guidance is essential. Furthermore, the severe currency fluctuation of the Syrian pound further compounds vulnerabilities as access to basic needs and services is increasingly challenging. In terms of priority needs, the CCCM Cluster found through its monthly displacement updates that the top three needs and concerns reported by people who were newly displaced in October were shelter (21%), winterization (20%), and cash (20%).

CCCM Context

The complex displacement context in NWS has made site typology challenging, but definitions have been kept as close as possible to the Camp Management Toolkit (2015). Markedly, the proportion of IDPs living outside of planned camps is high, with many IDPs settling in rented accommodation or being hosted by families and relatives, while others have settled either in self-settled camps or in communal centers, often organized around public facilities.

Housing Land and Property (HLP) conditions remain one of the major challenges in the humanitarian response in NWS, where many citizens have lost official papers and some property sales have been documented in handwriting which is difficult to review. The absence of a unified public registry system used by the local authorities is a further challenge in this regard. The varying condition and scale of self-settled sites, together with potential HLP restrictions, means that targeted settlements may have varying degrees of need, service provision and programming costs.

Notably, of the sites listed in the CCCM database in October, 6% of the sites are planned camps compared to 92% self-settled camps. While the responsibilities to the inhabitants may differ between planned and self-settled camps, as well as collective and reception centers; the overall aim of CCCM interventions remains the same across settlement types, to enable a livable environment for displaced persons.

Type of Settlements in NW Syria

1,172			
Planned Camps	Self-Settled Camps	Collective Centers	Reception Centers
71	1,078	17	6

Data source: IDP Sites Integrated Monitoring Matrix (ISIMM) October 2020

1. **Planned Camps:**
    - CCCM Cluster partners may provide management services.
    - Planned and built to accommodate IDPs in either urban or rural locations.
    - Stakeholders and partners provide basic services and infrastructure as per international standards.
    - Use of these sites is typically exclusively for the population of the site.
2. **Self-Settled Camps:**
    - Open air, spontaneous or self-settled camp in urban or rural areas, also called informal sites or random camps.
    - Often consists of tents or improvised shelters.
    - 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.
    - At least five families sharing common services and leadership.
    - Self-managed by IDP representatives or local authorities, with or without presence/support of cluster members.
    - Typically, independent of assistance and exist without receiving adequate/planned humanitarian interventions as per the international standards.
3. **Collective Centers:**
    - Accommodation found in pre-existing public buildings and community facilities, (e.g. in schools, factories, unfinished buildings etc). Buildings and structures can be privately owner or public buildings.
    - Can have private but not necessarily structured management, e.g. religious, owner. Collective centre management can have a strong role to play here in coordinating services.
    - Often categorized as critical shelter arrangements in unfinished/abandoned buildings. As with camps, intended only as a temporary or transit accommodation.
    - Structures may be unstable, unsound, and unsafe for both IDPs and response teams.
    - Structures not built to accommodate the displaced but can be modified to do so.
    - At least five families sharing common services and leadership.
    - Often used when displacement occurs in an urban setting or when there are significant flows of displaced people into a city or town.
    - Levels of assistance may vary from full assistance to varying levels of self-reliance.
4. **Transit/Reception Centers:**
    - Dedicated to accommodating the displaced for a short and usually set period.
    - Provide temporary accommodation for those waiting for places in planned camps.
    - Provide temporary accommodation for returnees.
    - Stakeholders and partners provide basic services as deemed appropriate.

Aim and Objectives

The overall goal of the strategy is to enable a liveable environment for IDPs in the most vulnerable temporary settlements. This goal highlights traditional CCCM responsibilities of ensuring equitable access to services and protection for displaced persons but with a greater emphasis on promoting the health, safety and environment of both planned and self-settled sites.

As outlined in the 2020 Humanitarian Response Plan (HRP) for Syria, CCCM's response strategy focuses on four critical and inter-related sectoral objectives:
1. **Monitoring the provision of streamlined lifesaving, multi-sectoral assistance in IDP sites.**
2. **Improving the camp management quality and accountability in IDP sites.**
3. **Strengthening household and communal coping strategies in IDP sites and develop exit strategies.**
4. **Disseminating operational information on IDP figures and movements on a timely basis.**

Under the **first objective**, the CCCM Cluster aims to coordinate a comprehensive, multi-sectoral service for displaced persons in IDP sites. Specifically, to strive towards all IDPs having access to services (for example, food, shelter, health, safety and security), and to identify gaps in services to promote better living conditions based on international standards within the available resources. Strengthening the referral mechanisms between clusters, and making sure that the identification of gaps is accompanied by a direct response to those needs, are further elements of this objective.

As part of the **second objective** and building on best practices adapted since 2018, CCCM will continue developing the capacity of humanitarian actors operating in IDP sites, with a focus on camp management and protection mainstreaming. A key part of this objective will be training of trainers for CCCM Cluster members, with the aim to train over 100 staff in 2020/2021. In addition to establishing and expanding IDP committees, and promoting other participatory management structures.

In line with the **third objective**, and in coordination with the Food, Security and Livelihood (FSL) and Early Recovery sectors; CCCM plans to guide its members to implement tailored livelihood activities that focus on facilitating IDP households to restore their assets and secure more sustainable solutions.

Within the scope of the **fourth objective**, one of CCCM's priorities is to track displacement, including sudden mass displacement, as well as trends and intentions which enables the quick identification of IDPs in need of life saving assistance. Population movement data and location details will be triangulated and published to trigger humanitarian, multi-sectoral responses.

CCCM will also focus on coordinating the establishment and expansion of IDP sites in alignment with appropriate site selection criteria, as well as advocate for efficient responses, and maintain the temporary nature of assistance in IDP sites; which are last report options for vulnerable displaced persons. Due to the context of largely self-settled sites and subsequent lack of camp management systems, monitoring and collecting information are essential aspects of the strategy. CCCM's Information Management (IM) system is therefore a fundamental element of the cluster's activities, and details on the IM strategy can be found in Annex 5.

Response Strategy and Operational Priorities

1. **Monitoring the provision of streamlined lifesaving, multi-sectoral assistance in IDP sites**
   In order to achieve this objective, CCCM will focus will on:
   o Examining multi-sector responses in IDP sites;
   o Analysing the gaps and preparing monthly needs assessments in IDP sites;
   o Improving services monitoring tools and ensuring members' capacity on monitoring;
   o Utilising IM tools such as the IDP Sites Integrated Monitoring Matrix (ISIMM) which is updated on a monthly basis, for camp profile monitoring, providing updated information about multi-cluster/sector services in settlements as well as IDP's specific needs, and about the services providers;

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- o Ensuring up to date information on IDP sites through IM tools like the [IDP Sites Integrated Monitoring Matrix Plus](#) (ISIMM+) which is a more in-depth tool that is updated on a quarterly basis and provides the outputs of the IDP Site Profiles and Multi-Sectoral Service Monitoring factsheet;
- o Developing and building the capacity of humanitarian actors operating in planned, self-settled sites, and Collective Centers;
- o In addition to managing Reception Centers to provide first response, temporary shelter; and referrals to longer term shelter solutions, including improving linkages between RCs and planned camps;
- o Supporting in HLP document review process to ensure equitable access to assistance and protection in IDP sites.

2. **Improving the camp management quality and accountability in IDP sites**
   The specific focus will be on:
   - o Promoting participatory management structures, including active participation by women;
   - o Training for humanitarian actors on camp governance including community-based, participatory management structures, and protection mainstreaming;
   - o Capacity building of camp management and related personnel such as community leaders where possible;
   - o Promoting equal access to goods and services in IDP sites for all residents, considering in particular access for vulnerable groups.

3. **Strengthening household and communal coping strategies in IDP sites and develop exit strategies**
   To realize this objective, CCCM will focus on:
   - o Equipping and training emergency responders and IDP committees in IDP sites (including first aid and fire response);
   - o Implementing tailored livelihood activities, in close collaboration with the FSL Cluster. For example, agricultural activities designed to enable households to restore their assets and leave IDP sites for better solutions;
   - o Conducting self-reliance promotion activities in IDPs sites, for example vocational trainings.

4. **Disseminating operational information on IDP figures and movements on a timely basis**
   To achieve this objective, CCCM will concentrate on:
   - o Tracking and sharing IDP movements and analysing displacements trends, with CCCM Cluster members, other Clusters and operational actors.
   - o Utilising IM tools such as the IDP Tracking Tool to track the movement of IDPs during displacement and determine the destination, receiving data from multiple sources (IOM, ACTED-REACH and Muzun); cleaning and triangulating data to ensure data quality.
   - o Developing reporting tools to enable members in the field to report flood, fire, storms, shelling, and airstrike incidents, as well as the number of affected people and their urgent humanitarian needs.

Emergency Context

In response to the escalation of violence and mass displacement, in particular from December 2019 to March 2020, the humanitarian response scaled-up significantly. For the CCCM Cluster, these developments on the ground meant that additional lands for site establishment and expansion are required. The Land Identification Taskforce has therefore been established, in collaboration with the Shelter/NFI and Protection Clusters, to identify, assess and verify potential lands for IDP sites. In the same regard, the Reception Centers are essential as a first response to provide temporary shelters to IDPs.

Vulnerability Prioritisation

Recorded by the CCCM Baseline Assessment/Camp Profile, which is collected by the CCCM Cluster members and reported through the ISIMM tool, the red flag system provides early warnings to acute issues that require urgent humanitarian response. This enables responding agencies to approach their work safely and to prioritise beneficiary vulnerability and selection.
The more red flags a settlement has, the greater the level of vulnerability. However, red flags vary in terms of severity and sound judgement is required to ensure that appropriate lifesaving services are delivered promptly.

Management, Coordination and Stakeholders
The coordination mechanisms for this context are complex and multi-layered, with the overall humanitarian response for NWS based in Gaziantep, including the CCCM Cluster Coordination Team and many of the Cluster members. Some members are operating from Turkey (in Gaziantep, Sanliurfa or Hatay), in addition to some members working from Amman, Jordan; while other members have branches in both Turkey and NWS, and a few members are based in Turkey and are operating through sub-contactors in NWS. There are also some community-based organisations working directly in NWS, often in camps, who face access challenges in their coordination with the Cluster due to the context.

Remote management is required as access to IDPs living in camp and camp-like settings in NWS is challenging given the restrictions on access due to the prevailing security situation. Engagement through OCHA and its Access Working Group can facilitate the cooperation with local stakeholders. Site Monitoring Teams (SMT) are deployed by partners to collect data and information, and CCCM coordinates with other Clusters and organisations, to analyse trends and IDPs intentions, which helps feed the broader humanitarian response.

Advocacy and Communication
The CCCM cluster in NWS in conjunction with primarily the Protection, and Shelter Clusters plays a critical role to identify the most suitable and secure settlement options for IDPs. CCCM focuses on exploring all possible settlement options not just on the establishment of camps as a solution to displacement and advocates that camps are a measure of last resort. The links and integration with existing services provided for the surrounding host population are of key importance.

Given the size and speed of the displacement, it is evident that a range of settlement options is likely to co-exist in the operation. The role of the CCCM Cluster is therefore also to advocate with assistance and service providers, including the authorities, to ensure equitable access for all. The Cluster, through its support and monitoring activities, is an important link to provide the community with information on the assistance and services available to them. At the same time, the Cluster, through its monitoring activities and outreach through mobile teams, ensures that populations living in self-settled camps are connected to the assistance and service providers to address any gaps.

The Cluster also disseminates information and analysis depending on the level of sensitivity. Public information, without impact on IDP security or on CCCM partners, is shared widely via the CCCM mailing list. This communication is also there to give value and visibility to the CCCM partners' activities.

Exit Strategy
Given the complex and rapidly changing context in NWS, with the majority of sites being self-settled, developing a firm exit strategy is challenging. While the camp management cycle can be followed in planned sites, there is a lack of predictably with self-settled camps and a subsequent absence of camp management systems. What's more, the sudden escalation in violence with its impact on mass displacement and changing frontlines, as well as multiple actors fighting for control; means that the future situation remains uncertain.

In spite of these contextual challenges and lack of predictability, CCCM is involved in camp planning and management capacity building where possible. Potential long-term phase-out plans include handing over to implementing partners on the ground, which is a natural continuation of the current remote management context. Further stakeholders to consider include the involvement of local authorities.

Monitoring and Evaluation of the Strategy

CCCM's monitoring system involves utilising the 4Ws, ISIMM on a monthly basis and ISIMM+ each quarter, through which it is able to monitor the services provided in the sites listed in the CCCM database. Further details can be found in the IM Strategy in Annex 5. Using the 4Ws to monitor services according to the indicators, CCCM is focussed on ensuring that the minimal thresholds for life-saving assistance are met and gaps are reported to the respective clusters.

CCCM Cluster members conduct regular assessments to inform camp profiles, including updates on service providers and more static information. Out-of-camp assessments conducted by the cluster members and Site Monitoring Team (SMT) are used to establish baseline data for IDPs living in collective centers. Assistance and service providers monitor and evaluate their activities outside of camps. CCCM through its SMT and links with other clusters regularly liaises with populations in the settlements to ensure that the community is sufficiently connected to the service providers. CCCM SMT also provides ad hoc information and assessments of assistance provided to IDPs.

In terms of specific monitoring of activities in line with the main objectives, cluster members have agreed to monitor the set of indicators included in the annual HRPs which are referenced to below; while partners engaged directly in camp management will monitor a more comprehensive set of indicators for the site level.

1. **Monitoring the provision of streamlined lifesaving, multi-sectoral assistance in IDP sites:** The main measurement of this objective evaluates the number of IDPs in planned camps, self-settled camps, reception and collective centers receiving multi-sectoral assistance.

2. **Improving the camp management quality and accountability in IDP sites:** The main measurement of this objective evaluates the number of IDPs sites benefitting from improved site management.

3. **Strengthening household and communal coping strategies in IDP sites and develop exit strategies:** The main measurement of this objective evaluates specific vulnerable groups (elderly, disabled, single headed households, etc.) benefiting from resilience-building and livelihood support.

4. **Disseminating operational information on IDP figures and movements on a timely basis:** The main measurement of this objective evaluates produced reports/products on movement and figures of IDPs to inform the humanitarian community response.

Annexes:
- International Humanitarian Law and International Human Rights Law
- The UN Guiding Principles on Internal Displacement
- 2015 Camp Management Toolkit
- CCCM Cluster Urban Displacement and Out of Camp Review
- The Sphere Handbook – Humanitarian Charter and Minimum Standards in Humanitarian Response
- UNHCR Emergency Handbook
- Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action
- CCCM COVID-19 Guidance Note
- CCCM COVID-19 Guidance Note (Arabic)
- CCCM Camp and Collective Centre Establishment Guidance Note
- HLP Sensitive Interventions in IDP Sites
- IDP Sites Integrated Monitoring Matrix
- IDP Sites Integrated Monitoring Matrix Plus

Annex 1. Maps

IDP Sites in NW Of Syria (ISIMM October)
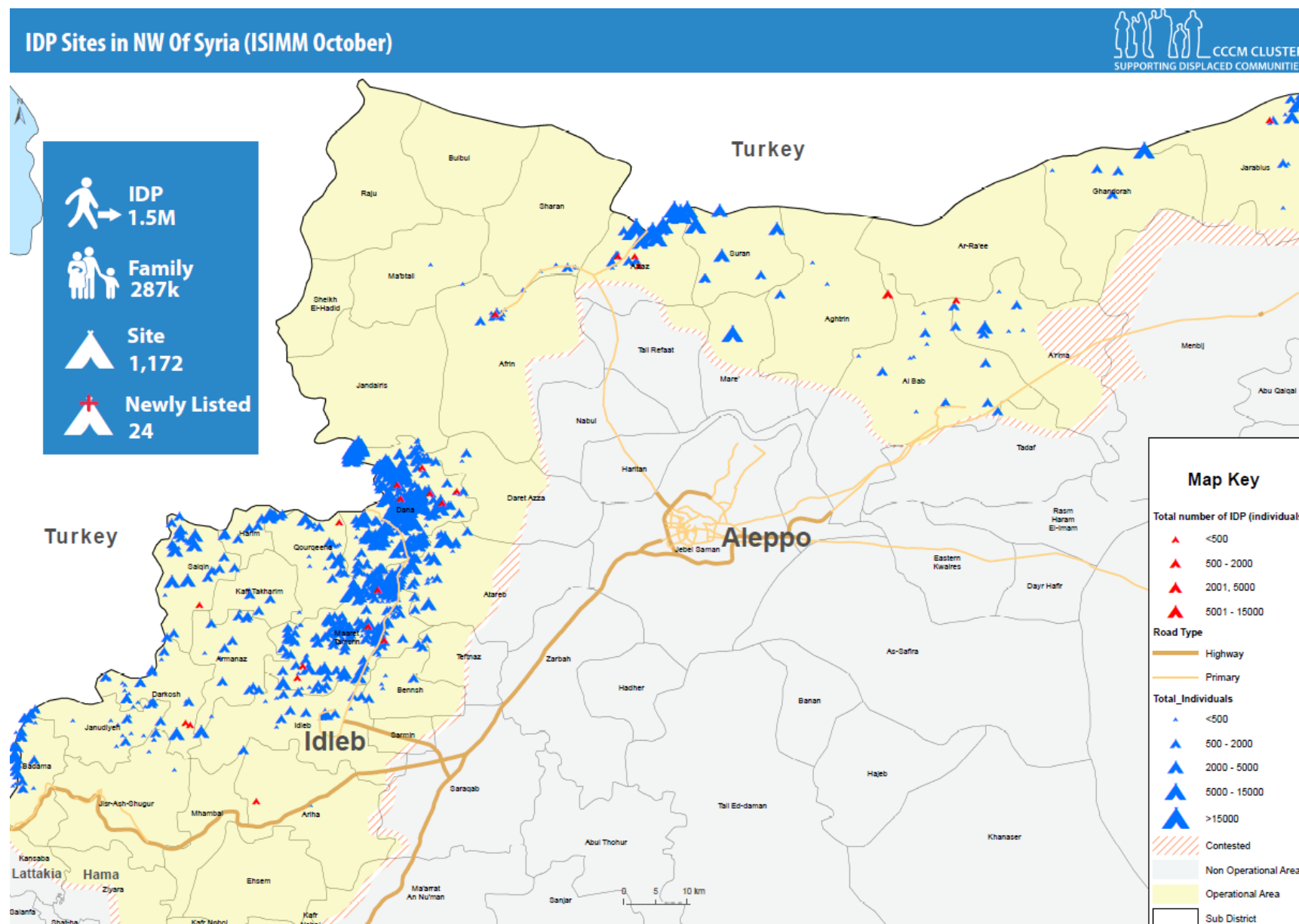
Annex 2.   CCCM Strategic Options Matrix

Emergency tracking of population movements and settlements						
Key Stakeholders: OCHA, Host Community, CCCM, SNFI, Protection, IOM, CM, REACH, and Cluster Members (NGOs)						
Key Reference Documents: CCCM ISIMM Plus, CCCM Factsheet, CCCM IDP Snapshot						
Terms: Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S) as detailed in the 2015 Camp Management Toolkit.						

Operational Priorities	Activity	Focal point	Phase			Status
			E	M	S	
Identify locations and ensure that minimum international response standards are met.	Rapid assessment of existing self-settled sites for viability and potential for improvement (with Shelter and Protection Clusters)	CCCM				Complete
	Identify sites where IDPs have settled	CCCM-IM				On-going
	Advocacy with OCHA and relevant actors that camps are an emergency measure and only a temporary alternative to a longer-term shelter solution (with Shelter and Protection Clusters)	CCCM				On-going
	Conduct site baseline assessments across all registered sites to ensure timely multi-sector interventions.	CCCM				Not started
Ensure international standards are met	Provide training to community leaders to help ensure safe, healthy living environments.	CCCM				Not started
	Monitor IDP sites and advocate on behalf of people of concern settling in unsafe, insecure, or unhealthy temporary living sites to ensure relocation.	CCCM				On-going
	Monitor temporary living sites and advocate with OCHA for planned camp management where temporary living sites require it based on conditions, capacity, and standards.	CCCM				On-going
	Provide immediate interventions to improving living conditions.	CCCM				On-going

Identification of viable settlement options						
Key Stakeholders: Host Community, SNFI, WASH, Protection, CCCM, and Cluster Members (NGOs)						
Key Reference Documents: SPHERE Standards, CM Toolkit, CCCM Rapid Assessment for Out-of-Camp Communal Settlements (Collective Centers)						
Terms: Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S)						

Operational Priorities	Activity	Focal point	Phase			Status
			E	M	S	
Identify improved living solutions for IDPs where their protection, safety, and dignity can be ensured	Advocacy for the identification of alternative settlement options where populations currently living in non-viable sites can be accommodated and supported (with all humanitarian partners)	CCCM	▪	▪	▪	On-going
	Rapid assessment of existing self-settled sites for viability and potential for improvement (with Shelter and Protection Clusters)	CCCM-IM	▪			Complete
	Advocacy with OCHA and relevant actors that camps are an emergency measure and only a temporary alternative to a longer-term shelter solution (with Shelter and Protection Clusters)	CCCM	▪	▪	▪	On-going
Viable displacement sites that do not meet humanitarian standards (SPHERE) will undergo remedial measures	Advocate for the acceptance of continued settlement in "viable" self-settled sites (with all humanitarian partners)	CCCM	▪	▪	▪	On-going
	Assist in the development of a plan to improve viable and accepted self-settled sites to provide safe and protected shelter for winter period (with Shelter Cluster)	Shelter	▪	▪		On-going

Effective management and coordination of planned sites					
Key Stakeholders: Host Community, CCCM/CM, IDP community/leadership/focal points, IOM, and cluster members (NGOs)					
Key Reference Documents: CM Toolkit, CCCM Site Profiles, CCCM 4Ws, and Camp Manager ToRs					
Terms: Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S)					

Operational Priorities	Activity	Focal point	Phase			Status
			E	M	S	
Adherence to clear standards on site selection, criteria, typology, and thresholds in NWS	Endorse standards with clusters, and other relevant stakeholders providing services.	CCCM	▪	▪	▪	On-going
	Advocacy and information tools for the planning of camps and available services	Shelter/ CCCM	▪			On-going
Support IDP communities with the coordination and management of IDP sites	Dedicated, fully operational, camp management team in each IDP camp to ensure effective, coordinated, and accountable response	IDP Communities			▪	Not started
	Support to site management teams by dedicated mentorship teams or mobile CCCM teams	CCCM Partners	▪	▪	▪	On-going
	Capacity building of site management teams and service providers in camps	CCCM	▪		▪	Not started
	Implement advanced entitlement enrolment for distribution and access	CMs			▪	Not started
Enhance existing or put in place a monitoring/reporting system for sites	Monitoring and reporting of population data statistics and service provision in IDP sites	CCCM/ partners	▪	▪	▪	Not started
	Disseminate camp profiles and area-based profiles of IDP sites	CCCM		▪	▪	On-going
Close collaboration with relevant cluster actors to identify individuals with specific needs in order to ensure their protection / assistance in sites	Define vulnerability criteria	CCCM	▪			Complete
	Conduct a registration of people with specific needs (cases) according to the established vulnerability criteria	CCCM/ Protection	▪	▪	▪	Not started
All affected populations are informed about availability of assistance and services and	Development of a comprehensive communication strategy in order to relay key messages regarding access to assistance and services and receive feedback on gaps in displacement sites	CCCM/ Partners		▪	▪	On-going

actively involved in all phases of the establishment and management of displacement sites	Develop mechanisms (i.e. committees, meetings with host communities, site visits) to provide clear and transparent information to displaced populations on sites regarding the situation in areas of return and/or alternative relocation possibilities	CMs				Not started
	Develop mass information mechanisms where required Develop feedback and complaints mechanisms	CCCM/ Partners				Not started
Put in place / strengthen leadership structures in order to ensure the effective participation of all IDP groups, especially most vulnerable populations	Promote mechanisms to designate legitimate IDP representatives (such as training delegates, site committees, heads of sections, etc.) and build their capacities.	CMs				Not started
	Put in place mechanisms to ensure the effective participation of population living in sites, particularly women, youth, elderly and other groups with special protection needs	CMs				Not started
	Capacity building of IDP leaders and focal points	CCCM				Not started
CCCM coordination will ensure advocacy for protection, humanitarian principles and common standards	Development of key messages document/guidance notes Training of CM and partners	CCCM/ Protection				On-going Not started

Support to IDP populations living in self-settled sites						
Key Stakeholders: IDP community, leaders, focal points, host community, CCCM/camp managers						
Key Reference Documents: Communication with Communities, CM Toolkit, UNHCR Emergency Handbook, CCCM Collective Centre Guidelines						
Terms: Emergency and Stabilization (E)/ Monitoring and Post-Emergency (M)/ Solutions (S)						
Operational Priorities	Activity	Focal point	Phase			Status
			E	M	P	
Populations living in self-settled sites and collective centers are able to establish proper self-management systems which effectively ensures links to assistance and services	Information system is put in place to identify the main self-settled sites and collective centers which are self-managed and not self-managed	CCCM-IM				Not started
	Mobile teams provide support to assist the populations in self-settled sites establish viable self-management structure and establishment of conflict resolution mechanisms	CCCM/ Partners				Not started
	Populations in self-settled sites are linked up with assistance and service providers	CCCM				Not started
All affected populations are informed about availability of assistance and services	Development of a comprehensive communication strategy in order to relay key messages regarding access to assistance and services and receive feedback on gaps in displacement sites	CCCM/ Partners				Not started
	Support the formation of mechanisms (i.e. committees, meetings with host communities, site visits) to provide clear and transparent information to displaced populations on sites	CMs				Not started
	Develop mass information and feedback mechanisms where required	CCCM/ Partners				On-going
CCCM coordination will ensure advocacy for protection, humanitarian principles and common standards	Development of key messages documents	CCCM/ Protection				Not started

Annex 3.   Site Selection/Design Considerations

CHALLENGE	KEY ISSUES	PLANNING CONSIDERATIONS
Appropriate Location	- Access - Location - Land tenure - Security	Sites should be accessible to displaced persons and humanitarians Minimize exposure to hazards: avoid hazardous locations and design sites observing DRR recommendations Services within displacement site should be located so that all members of the displaced community can access them safely. Ensure proper land rights are in place for a suitable time period Ensure safety distances from borders, front lines, any possible military targets, and minefields.
Climate Suitability	- Temperature - Wind	Site layout and orientation should take local climate into account through reducing excessive solar gain and UV, creating useable external spaces, providing protection from wind and dust storms and responding to the need for shade or thermal insulations.
Social/ economical Suitability	- Accessibility - Natural resources - Local integration	Displacement sites should be designed to be accessible all members of the community, including people with disabilities. Sites should be selected that have access to local natural resources, such as water, fuel and land for agriculture. Links should be established between IDP and host community to strengthen existing markets and governance structures
Cultural suitability	- Respect cultural norms - Adequate privacy - Accessibility	Site layout should be culturally appropriate with privacy afforded to each family. Community facilities and public spaces should be designed so that they may be accessed by all members of the community. Sites should include allocated space for groups with specific needs, such as women, children, elderly and people with specific needs.
Environmental issues	- Minimize impact on natural resources - Consider future environmental impact of site and structures	Sites should be planned to make minimum environmental impact on the local area. Avoid placing increased pressure on limited natural resources. Sites should be designed to accommodate efficient collection, storage and treatment of waste. Site drainage strategies should be carefully planned and implemented.
Site Risk Mitigation	- Storm - Earthquake - Rains and Floods	Sites should not be constructed on land that is unsafe or vulnerable to natural hazards such as wind and floods. Structures and shelters should be designed to withstand earthquakes. Site drainage strategies should be carefully planned and implemented.

Annex 4. Cross-cutting considerations and other key CCCM Considerations

THEME	COMMENTS
Gender	Through the provision of timely and disaggregated information and data on populations in planned and self-settled sites, CCCM cluster enables other clusters to tailor assistance accordingly. As well, CCCM cluster with reference to each cluster's minimum standards is able to assess issues and defer to the relevant cluster, here mainly protection, but also Shelter, NFI, Health and WASH. The CCCM Cluster carefully examines risks of violence, especially Gender Based Violence (GBV), to boys, girls, men and women in their daily activities (e.g. fetching water, going to the market or to school, collecting firewood or getting fuel), and work with them and protection actors to identify preventive measures and responses.
Age	Carry-out regular spot-checks as part of ongoing monitoring in the camp/site, to collect information – disaggregated by age and sex - from the various services and assistance providers.
Disability	The CCCM Cluster ensures that information about camp/site facilities and services is accessible to everyone, including people with specific needs. The CCCM Cluster ensures that the design of the camp/site set-up and services are accessible to all categories of beneficiaries.
Environment	CCCM cluster liaises with Shelter/NFI and WASH clusters on issues concerning settlements and the environment, particularly with regard to site planning and site closure/consolidation planning. The CCCM Cluster examines existing tensions between different groups and considers cultural practices within the affected community.
Land tenure	The CCCM cluster ensure awareness of existing land and property tenure arrangements, including statutory/legislative and customary access rights to land when selecting sites. If the land or property is privately held or public property, consult with relevant stakeholders to obtain authorisation and formal agreement from owners. For technical support, refer to the **IDP SITES IN NORTHWEST SYRIA: SUPPORTING TENURE SECURITY**.
HIV/Aids and COVID-19	CCCM Cluster liaises with Health cluster.
Mental Health	CCCM Cluster has the closest liaison with Health cluster.
Landmines	Ensure camps and camp-like settings meet standards for distance from borders and conflict frontlines. Consider safety risks associated with landmines, explosive remnants of war (ERW), and natural hazards. If the area of intervention is mined or contaminated by ERW, the CCCM Cluster will refer to OCHA / UNMAS.

Annex 5.   Information Management Strategy

Information Management (IM) is the foundation of CCCM Cluster's strategy and is essential for coherent cost-effective coordination as well as planning, designing, implementing and evaluating CCCM and multi-sector humanitarian interventions. CCCM´s IM system maximizes the quality of information related to both planned and self-settled sites. All public documents are published on CCCM Cluster official website. CCCM Cluster in NWS may also publish on CCCM Cluster´s social media accounts, Twitter and Facebook.

The key IM services provided by CCCM Cluster and its partners are information gathering related to all settlement locations, storage of information in organized databases (ISIMM) and analysis of and access to accurate, updated information. CCCM Cluster´s IM services also support the cluster´s internal and external communication, as well as inter-cluster mechanisms. This includes IM support to cluster meetings including ICCG, inter-cluster coordination meetings and by maintaining functional communication tools such as the CCCM mailing list and the CCCM IM Skype & WhatsApp groups. In addition, CCCM IM publishes reports, analysis, maps, dashboards, infographics, video on the humanitarian portals and provides updates from the field on websites and social media.

IM Assessments and Monitoring:

- **IDP Sites Integrated Monitoring Matrix (ISIMM)**: is a camp profiling monitoring tool conducted by the Active Cluster Members at CCCM Cluster request. Targeting all sites, this monitoring provides updated information from the IDP representatives about the multi-cluster/sector services in their settlements as well as their specific needs, and about the services providers. This information is collected on a monthly basis.
- **IDP Sites Integrated Monitoring Matrix Plus (ISIMM+):** is a Kobo tool used to add new sites to the CCCM IDP sites list. The Kobo questionnaire has been modified and simplified during 2020. ISIMM+ can be considered as a Baseline Site Assessment and it is the Cluster's in-depth site assessment tool used both to verify the current situation in IDP sites and to report new sites to be added to the Cluster's ISIMM registry. The main outputs are the IDP Site Profiles and Multi-Sectoral Service Monitoring factsheet. This information is collected on a quarterly basis.
- **IDP Tracking Tool:** CCCM have developed agreements with IOM, Humanitarian Needs Assessment Programme (HNAP) and with ACTED-REACH, IDP Situation Monitoring Initiative (ISMI), the purpose of the agreements is to track the movement of the displaced during displacement and determine the destination. This information is collected on a monthly basis. In addition, CCCM Cluster is receiving displacement reports from Site Monitoring Teams (SMT) leaded by MUZUN NGO. The received data from the three sources of information is cleaned and triangulated. The triangulation criteria used to ensure best data quality for reporting are:
  - Time of assessment (date and time)
  - Type of interview (face-to-face or remote)
  - Source of interview (number of key informants)
- **Incident Reports:** CCCM IM Team have developed a reporting tool using Kobo, to enable the cluster member who is working in the field from reporting the incidents occurred including, flood, fire, storms, shelling, and airstrikes. The tool report also on the number of the affected people and their urgent humanitarian needs.

Outputs of the Information Management System:

The data provided by partners feeds into the CCCM systems (CCCM Box) for content management and data management storage. The data is maintained in databases (Access, Activity Info, Kobo) and in dataset (excel files). The analysis is provided on a regular basis and on demand, based on request to the CCCM Information Management Officer.

IM Reporting Requirements:

- **IM Product to answer the question "Where" and "How Many"**
  The products provide to answer these questions are basic information on the number if IDPs living in settlements, settlement capacity and the camp management, by governorate, districts and sub-districts. Map options are spatial visualization of the information form where are located the IDP temporary settlements.

- **IM Products to answer the question "Who is providing services"**
  The products answering the question "who" are usually called 4Ws. They provide details of who is doing what where, and when in every sectors of a managed temporary settlement. 4Ws documents provide qualitative information or analysis of the settlement such as numbers of IDPs, camp capacity and ratio of IDPs per Camp Management Team.

- **IM Products to answer the question about gaps and needs**
  The products answering the question on the gaps and the needs should provide general overview but also information on every site to easily understand the situation and to support the cluster in the prioritization of follow up actions.

- **IM Dashboard & Factsheet Products**
  Dashboards are IM analyses solutions to provide a one pager the overview of a specific situation using different datasets. Factsheet compared to dashboard is more text oriented and support the cluster in explaining situation, including funding situation.

- **IM Camp Profile Products**
  Camp Profiles are operational products. They use all the different data collection tools and presents the overall situation at camp level. The audience must be the camp managers, CCCM Coordinators and external audience (donors, visitors etc.). Different level of data can be collected from households to camp managers. Comparison of the camp profiles between rounds provide information of evolution and can support cluster coordination and implementing partners to improve living conditions.

- **IM other Products**
  Based on information, and on request, the CCCM Cluster is producing maps at any level, with specific analysis. This service can be developed to dashboards based on the needs and on priorities, such as the available lands for camps expansion/new camp establishment purposes.

The CCCM Coordination Team

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