CCCM CLUSTER SOMALIA STRATEGY
JANUARY 2023

Background and Context

Populations in Somalia continue to be affected by climatic shocks and insecurity, often leading to their displacement. Urban areas receive newly displaced people, who move into private IDP sites with poor living conditions and little access to basic services. IDP returns to home are extremely limited as many displaced families have lost livelihoods and are reliant on humanitarian services. People displaced to informal sites are living in precarious conditions and are not having their basic needs met due to inconsistent service provision or exclusion from accessing humanitarian support. There are over 3,300 recorded IDP sites across Somalia as of December 2022. An approximate, 85% of the sites are informal settlements on private land and 90% of site are in urban areas according to the Detailed Site Assessment (DSA) of the CCCM Cluster. Existing coordination and management mechanisms of land and land tenure are largely informal, with most sites being managed by landlords or gatekeepers. These mechanisms have limited accountability and little adherence to minimum standards. Evictions continue to occur regularly in IDP sites with 188,186 individuals evicted from informal settlements in 2022 putting further stress on displaced families and limiting their ability to integrate into social structures. Site-level coordination and management systems are required to ensure equitable access to services and protection for displaced persons.

To respond to growing displacement and in acknowledgement of the increasing coordination needs in sites, the CCCM cluster was activated on 10 May 2017, under the co-leadership of UNHCR and IOM, with an aim of improving coordination through a harmonized integrated multi-sectorial response at site level, raising the quality of interventions and monitoring humanitarian services in communal settings. The cluster has also been tasked at ensuring appropriate linkages with national authorities and building capacities of key stakeholders.

The CCCM Cluster is based in Mogadishu and from 2021, transitioned from a regional sub-national cluster coordination structure to a state-level coordination mechanism. In total, there are seven state-level coordination mechanisms (sub-national clusters[1]) in Banadir, South West State, Jubbaland, Hirshabelle, Galmudug, Puntland, and Somaliland. There are three regional focal points set up in locations with high CCCM priorities across Somalia providing greater support to the state-level system. These focal points exist in Gedo, Bossaso and Dhobley.

The Cluster Strategy is a living document that will be adapted to the needs of the evolving humanitarian situation,

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[1] The list of sub-national focal point agencies can be found in annex I.

Aims 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 informal sites and settlements. It will allow partners to develop their own strategies in accordance with their respective mandates and capacities, within an overarching, common CCCM framework. It will focus first on facilitating the implementation of life-saving activities to newly displaced persons; and second, on supporting displaced people to achieve durable solutions.

Within this strategy, the CCCM cluster seeks to address current and newly identified needs by setting up camp coordination structures at the national and, where necessary, state, 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 living conditions and overall protection of IDPs in sites 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 all stakeholders.

Specific Objectives

Objective 1: Strengthen safe and equitable access to multi sectorial services at site level through improved site management and coordination
Indicator 1: # of sites with established CCCM mechanisms with **(Coordination meetings, site verifications, service mapping exercises, CFM, Trainings)** disaggregation by gender, disability, and minority clan membership wherever possible

Objective 2: Improve living conditions of displaced people through site development, care and maintenance and decongestion initiatives
Indicator 2: # of people benefiting from site improvement projects with disaggregation by gender, disability and minority clan membership wherever possible

Objective 3: Strengthen inclusive community self-management and access to information for displaced populations
Indicator 3: # of sites with equitable access to information on availability of services and functioning CMC structures with disaggregation by gender, disability and minority clan membership wherever possible

Objective 4: Support opportunities for displaced people to achieve durable solutions
Indicator 4a: # of displaced people relocated to safe location or integrated into current settlement neighbourhoods with secure land tenure provided

Indicator 4b: # of sites mapped as viable for durable solution and # of sites mapped for potential site phase out in collaboration with the durable solutions agencies and government counterparts and in line with IDP site definition guidelines

CCCM Activity Log frame

Objective 1: Strengthen safe access to multi sectorial services at site level through improved site management and coordination

Outcome:	***CCCM coordination mechanisms are established/reinforced at appropriate levels***
Activity:	Maintain CCCM coordination structures at the field level
Activity:	Ensure through CCCM coordination that relevant responders are mobilized towards providing sectorial assistance to those identified as very vulnerable
Activity:	Monthly eviction risk data completed with community groups able to contact respective HLP, CCCM and protection partners if a threat occurs.
Outcome:	***Site- level information is available and shared with stakeholders***
Activity:	Conduct site verifications on bi-annual basis (quarterly basis for Baidoa)
Activity:	Establish/update service mapping of partners operating in sites
Activity:	Carry out site monitoring activities aimed at highlighting service gaps at the site-level and ensuring that minimum standards are being adhered to
Activity:	Enhance Areas Based Approach (ABA) particularly in districts with high concentration of IDP sites such Banaidr and Baidoa in line with site definition guidelines and recommendations, enhancing service needs and gaps analysis from ABA
Outcome:	***Improved management of IDP sites***
Activity:	Establish roving site management teams to ensure coordination with community governance structures
Activity:	Provide capacity building to existing governance structures/focal points ensuring that complaints about governance structures are investigated and acted on
Activity:	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.
Activity:	Engage with national government and local authorities to develop contingency plans for future IDP influxes and the ability to respond to emergencies
Activity:	Hold site-level coordination meetings aimed at bringing together all relevant stakeholders to discuss initiatives and ways to solve critical issues

Objective 2: Improve living conditions of displaced people through site development, care and maintenance and decongestion initiatives

Outcome:	***Activities aimed at improving site-level living conditions are administered***
Activity:	Provide trainings on-site maintenance and site planning to camp committees
Activity:	Support inclusive community-led site maintenance activities to ensure upkeep of sites (cash for work, site maintenance committees, distribution of tools)
Activity:	Through referrals to OPDs (organization for persons with disabilities), procure mobility aids for persons with disabilities (PwDs) in need of strengthened mobility assistance through OPD physical and environmental assessments
Activity:	Construct community centers that are accessible to all populations with centers used for meetings, designated activities aimed at certain populations and awareness sessions.
Activity:	Implement emergency site improvement projects to minimize protection risks and ensure safety in sites (flood mitigation, fire prevention).
Activity:	Administer joint stakeholder site decongestion activities allowing for medium-term improvements in settlement standards, minimizing protection threats and risks and bolstering more robust land tenure arrangements

Activity:	Conduct safety audits annually to inform site improvement activities and to illustrate targeted initiatives that sector agencies should administered

Objective 3: Strengthen community self-management and access to information for displaced populations

Outcome:	***Sites have a governance structure in place that serves to fulfil the needs of the displaced population.***
Activity:	Mapping of existing community structures
Activity:	Identify and support governance structures, encouraging participation of all different segments of the displaced population and, as relevant, from the host communities
Activity:	Provide core trainings (CMC Training Package) to community governance structures
Outcome:	***Affected populations living in sites have the information they need to access services and how to raise concerns***
Activity:	Establish/reinforce mechanisms for communication of multi-sector services available per geographical area or in IDP sites in the appropriate language. • Communication/ information centers (in coordination with local authorities and protection actors) • Mobile outreach teams • Mass sensitization (Radio programming, sign boards, text campaigns)
Activity:	Hold information awareness sessions using audio, verbal and visual means targeting all members of the population (with special considerations for some of the sites most vulnerable populations). Provide examples of cases involving vulnerable site residents that have been successfully resolved to build confidence in submitting complaints
Outcome:	***All members of the displaced community and other stakeholders have the opportunity to submit feedback and complaints having such issues addressed.***
Activity:	Establish and maintain common CCCM CFM while evolving an inter-sector complaints feedback mechanisms (CFMs) at the IDP site-level.

Objective 4: Support opportunities for displaced people to achieve durable solutions

Outcome:	***Site populations are able to make an informed and voluntary choice on what durable solution to pursue.***
Activity:	Implement site decongestion and improvement activities in a way that leverages assistance for more secure land tenure agreements with IDP residents.
Activity:	Coordinate/ conduct intention surveys with relevant partners and clusters to ensure the intentions of populations are understood and supported
Activity:	Support communities in IDP sites towards self-reliance in locations where prospects of obtaining land rights is achievable
Activity:	Advocate with local authorities and landowners for additional land used for better planned IDP sites and more secure land tenure.
Activity:	Mapping sites that are viable for durable solution based on permanent land tenure allocated by relevant government authorities including lands with permanent land tenancy legally purchased by IDPs
Activity:	Mapping sites potential for phasing out as IDP sites in collaboration with durable solutions agencies and government counterpart and in line with the site definition guidelines

Response Strategy and Operational Priorities

The CCCM strategy will take into consideration all phases of the camp life cycle (from planning/set up to closure and handover) as adapted to the context in Somalia, whereby the planning/set up is in most cases done informally and with little intervention from the humanitarian community. Additionally, the response strategy acknowledges that sites in Somalia are rarely closed formally with transitions to local authority supported sites uncommon within Somalia. The CCCM Cluster strategy will ensure that CCCM activities best support the populations as well as the response of the service providers and endeavor to have formalized processes such as formal site handover and site closure or phase out where possible. The CCCM cluster has been an active participant of various coordination forums and

will continue advocating for the support of early return, early recovery and durable solutions for displaced populations.

Key principles guiding CCCM 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. The CCCM cluster will focus on ensuring that protection mainstreaming becomes perceived as standard CCCM programming in 2023

- ❖ **Gender and Diversity (AGD):** Women, men, girls' and boys, elderly and persons living with disability 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 need 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 through installing complaints feedback mechanisms (CFMs) and holding site-level coordination meetings with actions taken.

- ❖ **Disability Inclusion:** Persons with Disabilities (PwDs) make up an estimated 20% of the IDP population in Somalia (Disability Inclusion Study, Kismayo 2021). Access to humanitarian services in IDP sites is often made onerous or unachievable for PwDs due to insufficient exposure to humanitarian information or poor mapping of PwDs that are residing in IDP sites. Disability inclusion within CCCM can be enriched through improved disability data collection, inclusionary efforts that allow PwDs to operate in self-governing structures and initiatives that aim to deliver humanitarian information and AAP mechanisms to such populations. Moreover in 2023, disability inclusion activities will aim at pushing CCCM partners to work closely with the protection cluster as well as organizations of persons with disabilities (OPDs) at the site-level supporting in provision of mobility aids to persons in need.

- ❖ **Minority Inclusion:** The CCCM Cluster will aim to establish an evidence-base site targeting matrix that will include data categories related to sites where minority clan

affiliated beneficiaries are residing. Through this targeting system, the cluster will enforce that site targeting focuses on sites that have the largest acute humanitarian needs with such sites having minority groups residing within them. Furthermore, the CCCM cluster will encourage broader empowerment of minority rights groups working with the cluster intending for such agencies to implement CCCM activities across Somalia. Through work with minority rights groups, the CCCM cluster will continue guiding CCCM partners on how they can meaningfully include minority groups within CCCM activities ensuring that partners are not doing more harm with such activities.

❖ **Localization:** The CCCM Cluster established a Localization Framework and Work Plan in 2021 created in a participatory manner via two localization workshops. With the Localization Framework, the CCCM Cluster outlines various objectives, indicators and deliverables that have been agreed upon by cluster members as priority topics to achieve meaningful progress on localization topics. Furthermore, the Localization Work Plan details the various deliverables that the cluster pledged to fulfil through 2022 and will continue in 2023 with the aim of this document being updated quarterly. Two Localization Focal Points have been elected by cluster members to manage these documents and to continue to push the cluster on realizing critical localization outputs in 2023.

❖ **Durable Solutions Principles:** CCCM Cluster is an active member of various inter-cluster and sub-cluster working groups. In undertaking its tasks linked to durable solutions, CCCM will be guided by the 7 durable solution principles including engagement with the relevant government counterparts in seeking to find durable solutions. The cluster will continue collaborating with other partners in finding durable solution thorough a multi-stakeholder participatory process..

Target Populations

An estimated 2.9 million people are displaced in Somalia (SNBS 2020). The displaced population's coping mechanisms have been affected over successive years of drought and conflict, leaving them vulnerable to shocks and inhibiting sustainable return to places of origin. 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. Where appropriate, the cluster will support cash-based interventions to improve site safety, primarily in order to strengthen the purchasing power of vulnerable community members.

In 2023, the CCCM cluster will aim at targeting 2.4 million IDPs with CCCM activities that aim at enhancing local empowerment of targeted communities, and improved site conditions leading to increased dignity for IDPs.

IDP Site Criteria and Site Definition Guidelines

- Following the successful development of site criteria guidelines in collaboration with government counterpart SODMA, UN. I/NGOs amongst other stakeholders, the CCCM Cluster will aim to operationalize the site definition guidelines across the respective states. Such work will be channelled through government authorities both at ministerial and federal member-state levels. This work will focus on continuous awareness and common understanding on settlement characteristics corresponding with contextual definitions of an IDP site targeting site population and land-use agreements at the settlement level as agreed upon in the guidelines. Ultimately, this work will culminate in the CCCM cluster being able to highlight IDP sites that continue to require humanitarian support versus IDP sites that have been formalized and integrated into the town or city. Furthermore, the cluster will work with durable solutions agencies to better distinguish sites that may be prime for durable solutions and development activity based on broader site mapping of tenure agreements and other settlement attributes important for targeting.

IDP Site Prioritization Matrix

- The CCCM Cluster will spearhead the continued development of the IDP site prioritization matrix and its subsequent use, further supporting IDP site targeting for humanitarian and durable solutions activities. The site prioritization matrix will look to combine detailed site assessment findings, service mapping/monitoring data, vulnerability mapping conducted by the World Bank and eviction risk data collected by Benadir Regional Authority (BRA) and other humanitarian stakeholders. This comprehensive database outlines IDP sites that register certain IDP site-level risks related to key indicator measurements for the humanitarian clusters. Furthermore, the IDP site prioritization matrix will include important data columns related to minority clans, land-use status and duration of site's operation. Through measuring these critical indicators, humanitarian and durable solutions partners will be better able to target IDP sites that register needs or characteristics that require a response. Additionally, the site prioritization matrix will look to reconceptualize how stakeholders view IDP sites within Somalia providing the language needed to narrow focus on sites that have acute humanitarian needs using an evidence base.

Enhanced Focus on Durable Solutions/Nexus-Related Programming

- The CCCM Cluster intends to establish new partnerships with durable solutions consortium and durable solutions-focused agencies to support IDPs in generating long-term communities' solutions. Activities such as site decongestion and site planning will receive more focus as an entry point into positioning CCCM as the anchor for any durable solutions project in IDP sites. Moreover, the cluster will look to bolster information management initiatives that aim at supporting durable solutions programmes both in terms of site targeting but also the provision of site-level data which can improve the effectiveness of their activities. The CCCM cluster will also strive to identify partnerships between authorities, IDP communities, private enterprises and develop agencies to further solve longstanding, systemic challenges in IDP sites such as substandard solid waste management and latrine desludging. The cluster will endeavour to provide evidence-based data and mapping of sites viable for durable solutions, integration with the host community and potential sites for closure or phasing out.

Area-Based Approach and Exit Strategy

- In 2023, the CCCM Cluster will develop an area-based approach strategy that will attempt to strength service delivery in neighbourhoods or sectors of districts that have a large number of IDP sites. Area-based approaches to CCCM in Somalia will entail moving away from a site-level package of interventions focusing on neighbourhoods or area of IDP sites. For example, in the districts of Kahda and Daynile within Banadir region, IDP sites are located within certain ''umbrellas'' that serve as specific geographic areas where land is owned by the same landowner. Within each umbrella, one CCCM partner should be managing all umbrella sites with the CCCM cluster advocating for a similar approach to be administered by other humanitarian clusters. In this sense, services will be provided by one partner serving one umbrella or one neighbourhood. This area-based approach will look to promote efficiency in beneficiary targeting, service delivery, accountability and community engagement. Under the neighbourhood or umbrella approach, CCCM partners may be best positioned to lead coordination for services that intend to be provided within an area as partners currently hold similar site-level coordination meetings. There will also be a curtailment of intra-communal conflict which has become exacerbated due to disjointed site targeting leading to beneficiaries being confused about why certain sites are targeted and not others. The creation of this area-based approach to CCCM will also serve as an exit strategy for the cluster allowing for local agencies and authorities to take over neighbourhood-level coordination.

Coordination, Management and Stakeholders

The CCCM Cluster is co- led by UNHCR and IOM. The Somalia Disaster Management Agency (SODMA) is the government counterpart of the Cluster. 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 has 37 partners and will strive to identify more 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 members[2].

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 or through virtual means and at sub-national 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. In 2023, the cluster will explore the possibility of cluster co-lead elections in states that require additional sub-national cluster support. Additionally, 2023 will include the positioning of dedicated sub-national cluster focal point in key hotspot locations that will spearhead CCCM cluster coordination.

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[2] As of December 2022, the CCCM partner has 37 partners active within cluster coordination at both the national and sub-national levels. A list of CCCM partners can be found below as Annex II.

Technical Working Groups and Focal Points

The CCCM Cluster will establish/maintain/reinforce appropriate sectoral coordination mechanisms, including working groups at the national and sub-national level as needed. Decision-making for cluster approaches and initiatives will occur in a transparent and inclusive manner via workshops and technical meetings. All cluster members including government line ministry and local authorities that have close collaboration with the CCCM cluster are implored to attend and participate in these important forums.

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. For example, the CCCM cluster previously established technical groups to discuss solar lighting, fire safety measures etc in IDP sites with similar technical groups potentially established in 2023 when needed.

The CCCM Cluster will co-lead the Disabiltiy Inclusion Working Group in 2023 and will play an active role within the Community Engagement Taskforce, Durable Solutions Working Group, PSEA Taskforce, Minority Inclusion Working Group in addition to future technical groups established to coordinate key CCCM cross-cutting topics.

Strategic Review Committee (SRC)

The CCCM Cluster's strategic review committee was voted by cluster partners to represent the vetting process for SHF and HRP projects submitted by partners. The current SRC composition of partners is valid until July 31st 2023.

The breakdown of SRC participants:
➤ Two CCCM Cluster Coordinators.
➤ One UNHCR Representative.
➤ One IOM Representative.
➤ Two International NGO Representatives (ACTED, IRW)
➤ Three National NGO Representatives (IRDO, DEH, Juba Foundation)

CCCM Cluster Focal Points

From 2021, the CCCM cluster established four cluster focal points tasked with supporting the cluster on incorporating tangible progress on the pertinent topics of inclusion and localization. The CCCM cluster has two inclusion focal points (ACTED and UNHCR) that possess ToRs which outline areas in which both focal points can strive to foster greater inclusion-related programming within the CCCM cluster. An inclusion work plan has been established for 2023 which will act to steer the national cluster in a direction that unlocks enhanced programming that seamlessly promotes broader inclusion of PwDs, minority groups, women and other marginalized demographics into CCCM activities. The CCCM cluster has also established two localization focal points (CESDO, PMWDO) that are tasked with managing the CCCM Cluster's Localization Framework and Work Plan which pushes the cluster to deliver various agreed upon activities that unlock localization successes within the

cluster. Both focal points will also coordinate closely with the NGO consortium linking the cluster with various localization initiatives that are being spearheaded by the consortium.

Monitoring and Evaluation of the CCCM Strategy

The cluster has established annual satisfaction surveys that focus on evaluating the effectiveness of CCCM activities and CCCM coordination in areas where partners have active programming. Satisfaction surveys will be conducted at the end of each year and will allow for CCCM partners and the CCCM cluster to monitor and evaluate the successes and shortcomings of implemented CCCM interventions. Furthermore, the CCCM cluster will execute local knowledge tools in August followed by a CCCM cluster strategy review intending to develop the CCCM cluster's strategy for the following year while making sure that CCCM partners are able to contribute to the HPC process. The cluster will hold annual interactive strategy review workshops in September to allow partners, donors, community members (via the local knowledge tool) and government authorities to develop the CCCM Cluster Strategy for the following year. Moreover, the CCCM Cluster will also roll out activity-based third-party monitoring of some CCCM services such as NAT.

Funding

The CCCM cluster will advocate for CCCM partners to receive pooled funding through the Somalia Humanitarian Fund (SHF) and the Central Emergency Response Fund (CERF).

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. Such efforts will support localization efforts intending to forge partnerships between INGO/NNGO and bilateral donors and national CCCM actors. Various funding aspirations and pledged can be found within the CCCM cluster's Localization Framework such as a commitment for 75% of sub-granted CCCM funding from cluster-lead agencies to go to local CCCM partners and at least 25% of all funding for the 2023 calendar year going to local partners.

Annex I:

Sub-National Focal Agencies (Coordination Hubs)

Sub-National Coordination Hub	Sub-National Lead Agencies
Banadir	UNHCR
Jubbaland	UNHCR/IOM
South West State	UNHCR/IOM
Hirshabelle	UNHCR/DRC
Galmudug	UNHCR
Puntland	UNHCR
Somaliland	NDRA with agency support provided by UNHCR and ACTED

Annex II: List of CCCM Cluster Partners (#37)

ACTED	NOFYL
DRC	DAN
IRDO	CESDO
IRW	AYUUB
ASAL	DEH
AVORD	SFH
MRDO	SOVA
UNHCR	DKH
KAF	READO
SCC	IOM
IRC	SYPD
WRRS	SOYDA
HAPEN	SSWC
JF	NRC
PSA	PMWDO
WARO	HRDO
HIWA	PDA
SOMLIFE	HINNA
HIJRA	

List of Non-HRP CCCM Partners

SODEN	National Disability Agency
REACH	Humanity and Inclusion
MCAN	KAALO
SODEN	WISE
MCAN	Minority Rights Group International
KARDO	AADSOM

List of Local Authorities in Close Engagement with the CCCM Cluster

Jubbaland Commission for Refugee and IDPs- JUCRI	Ministry of Humanitarian Affairs & Disaster Management (MOHADM)
Southwest Commission for Refugees and IDPs SWCRI	Galmudug Commission for Refugees and IDPs GCRI
Hirshabele Commission for Refugees and IDPs HCRI	National Displacement and Refugee Agency NDRA
Benadir Regional Authorities (BRA)	National Commission for Refugees and IDPs (NCRI)
Somalia Disaster Management Agency (SODMA)	

NOTE: These are some of the main government authorities regularly engaged with the CCCM cluster. However, the cluster is in collaboration with all other respective government stakeholders in related and respective cluster activities.

Conclusion:

The strategy is a guiding document for the CCCM cluster members that provides an overall and overarching perspective of the cluster response in 2023. Partners are encouraged to customize the strategy into their specific sub-state or regional responses. Moreover, the cluster strategy should be read in conjunctions with other cluster guiding documents such as the disability action plan, solar lighting guidance framework, fire response guidance framework, the localization framework amongst other cluster documents.