**CCCM Working Group Afghanistan Strategy**

**Strategy 2024-2025**

## Background and Context

In Afghanistan, in 2024, despite the policy of the Defacto Authorities (DfA) to stimulate/motivate/push / force / pressure inhabitants in informal settlements to return to their places of origin, a very large majority of the mixed population will continue living in informal settlements. *De*spite the restrictions implemented by DfA in terms of access and ability to use services from female colleagues, and the delays in re-evaluating the negatively impacting restrictive policies, the CCCM WG continues to collect data on informal settlements (ISETs)). In the HRP, the CCCM WG falls under the Shelter and NFI cluster, with the overall People in Need (PiN) for the shelter cluster being 6.6 million. The target is to reach 1.7 million people. Out of that, the CCCM WG aims to assist 454,000 individuals. As per the latest update of the ISET SWEEP finalized in December 2023, recorded 871 ISET located in 24 provinces (111 districts), with an estimated 393 461 HHs.

The IDP situation is highly complex, involving a mix of protracted IDPs, new displaced IDPs, migrant workers, and poverty- stricken host communities, with displacement primarily caused by prolonged armed conflicts and natural disasters.

Despite a better accessibility to all Afghan region and free movement of the population since Taliban took control of the country, IDPs returns to their homes are extremely limited, as many displaced families have lost their livelihoods, homes, connections and are reliant on humanitarian services. People who have been displaced to informal sites are living in precarious conditions and their basic needs are not being met due to inconsistent service provision. This situation is further exacerbated by the recent deportations of Afghans from Iran and Pakistan. Up to January 27, 2024, there have been over 508,000 returnees recorded from Pakistan and Iran, with the numbers increasing from less than 200 per day in early October to more than 25,000 by early November.

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

## Overall Objective:

The overall objective of the CCCM strategy is to *ensure the provision of effective coordination and management of camps and camp-like settings in humanitarian emergencies*. This includes ensuring the safety, dignity, and well-being of displaced populations, promoting access to basic services, and facilitating the transition from emergency to more sustainable solutions for displaced individuals and communities.

## Strategic Objective:

These Strategic Objectives (SO) are designed to guide the overall direction and focus of the CCCM strategy, aiming to improve the coordination, management, and support provided to displaced populations in camp and camp-like settings during humanitarian emergencies.

**Strategic Objective 1: Improve access to safe and equitable multi-sectoral services at the site level through enhanced capacity development, coordination, and improved site management.**

Strategic Objective 1 underscores the critical importance of ensuring effective coordination with relevant stakeholders to ensure timely and equitable provision of basic services. Furthermore, to enable an effective response, its essential to strengthen data sharing and triangulation among humanitarian actors. Increased collaboration among these actors helps avoid duplicating efforts and expands access to critical information. The evidence and data collected will facilitate the efforts of the CCCM WG, its members, and other stakeholders in delivering informed and tailored assistance.

The CCCM WG will also work towards strengthening its integrated mobile CCCM team set through various partners covering several strategic areas in the country. To facilitate this the CCCM WG will work towards strengthening its coordination meetings at national but also at regional level from 2024. Service mapping, site verifications, CFM and trainings for both partners and communities. CCCM WG will continue to advocate for the continuous funding of the community centres, as they act as a service hub, and ensure the community are able to receive different services from different actors.

## Strategic Objective 2: Strengthen information management and data collection.

## Establish and maintain an information management system to collect, analyse, and disseminate relevant data on the camp population, needs, and services. To reach such objectives, various tools will continue to be develop including particularly the standardized reporting mechanisms. In addition, to the tools the CCCM WG will also deliver regular trainings to its members to improve the collect, reporting and quality of data being submitted, and this also includes supporting in the harmonization of the ISET names.

## Strategic objective 3: Support the transition from emergency to durable solutions.

Work towards durable solutions for displaced populations, such as voluntary return, local integration, or resettlement, in collaboration with relevant actors will remain a main priority for the CCCM, when thousands of IDPs and returnees from Iran and Pakistan may reach their places of origin in the coming months and years. CCCM will continue playing a n Important role advocating for policies and resources that promote sustainable options in liaison with key humanitarian and developing partners as well as the authorities. The CCCM WG will work towards mapping sites and places of return viable for durable solutions and for potential phase out in collaboration with the durable solutions working group, government and in line with IDP site definition guidelines. In addition to that, CCCM WG recognizes the importance of data and information sharing to ensure evidence-based programming. Therefore, in close collaboration with the Protection cluster, Durable Solutions WG and House Land Property AOR, the CCCM WG will work toward harmonizing the eviction tracker to:

* Systematically document and analyse cases of forced evictions,
* To create a centralized database of information on HLP rights violations in the context of forced eviction available different stakeholders, including clusters, ICCT and HCT to increase advocacy and inform programming.
* To empower affected communities with information and resources to defend their HLP rights and seek legal remedies.
* To liaise with authorities to find adequate safe and dignified solutions for the whole population at risk of eviction.

## In addition to the eviction tracker, the working group will also focus on harmonizing the ISET profiling tools. The harmonized ISET profiling tool will be used for needs assessment, resource prioritization, contextual understanding, evidence-based programming, progress monitoring, and stakeholder coordination. It is a crucial step in ensuring that respective context, situation, challenges, and interventions in informal settlements are recorded, targeted, effective, and responsive to the needs of the affected population. These ISET/site profiles can serve as effective advocacy tools to raise awareness about the needs and challenges of the targeted informal settlements at both the national and cluster levels. The profiles provide accurate and up-to-date information on living conditions, vulnerabilities, and specific needs of the population, which can be utilized to advocate for prioritized interventions and resource allocation.

In addition to the above, CCMM and durable solutions have natural interlinkages in terms of their objectives and approaches. Below are some of the key synergies that can be explored within and beyond the strategy.

* **Protection and Safety:** Both aim to protect and ensure the safety of displaced populations. CCCM focuses on immediate protection in camps, while durable solutions address the root causes of displacement for long-term safety and well-being.
* **Empowerment and Participation**: Both approaches emphasize involving affected populations in decision-making. CCCM promotes community participation in camp management, while durable solutions engage displaced individuals in shaping strategies for their own reintegration and self-reliance.
* **Access to Services and Livelihoods**: CCCM improves access to essential services within camps, while durable solutions prioritize long-term access to livelihood opportunities, education, healthcare, and housing in new or original communities.
* **Transition and Exit Strategies**: CCCM provides immediate support in temporary settings, while durable solutions focus on facilitating a smooth transition to sustainable solutions, such as voluntary return, local integration, or resettlement.

By recognition and leveraging these synergies, CCCM and durable solutions can work together to address the immediate needs of displaced populations while simultaneously promoting long-term solutions that ensure their safety, well-being, and durable reintegration. In addition

## Response Strategy and Operational Priorities

The CCCM strategy will consider all phases of the informal and formal settlements life cycle in Afghanistan. It recognizes that in Afghanistan, despite the no camp policy, a large majority of affected population is living in informal settlements, The planning and setup of such settlements are often done informally and without involvement from the humanitarian community as well as the authorities. With the sudden massive influx of returnees from Iran and Pakistan since the end of 2023, the authorities have decided to establish temporary formal settlements at the border and areas of return sheltering most vulnerable returnees awaiting to identify final location to settle. Without creating any pool factor and closed cooperation with the ICCT members, the CCCM strategy aims to ensure that CCCM activities effectively support both the affected populations and the service providers. It strives to establish formalized processes, such as formal/informal site handover and closure, whenever possible. The CCCM WG actively participates in various coordination forums and will continue advocating for long term, sustainable solutions for internal displacement including options such as local integration, relocation as well as returns that are determined voluntarily by the affected population themselves.

## Target Population and Funding:

The CCCM WG works with displaced populations residing in formal and informal sites: this includes internally displaced people, arrivals from Pakistan and Iran transiting through the Reception and Transit Centers near the border, and returnees who settle in existing displacement sites across the country, as their destination. As perthe2024, the humanitarian response of the CCCM Working Group aims to target 432,000 people in 7 provinces (13 districts), where at least one operational CCCM Working Group partner is present in these areas. The CCCM WG Response strategy for both 2023 and 2024 are similar and will focus on three modalities:

* Cash- Based Intervention: Assistance is provided through conditional or unconditional cash transfers, as well as restricted or unrestricted vouchers. These mechanisms empower beneficiaries at the individual, household, or community level to directly acquire goods and services of their choice. The implementation of cash-based interventions aims to empower displaced individuals, enhance their choice and dignity, and stimulate local economies. By providing cash, beneficiaries have the flexibility to prioritize their own needs and make decisions based on their unique circumstances. The CCCM Working Group recognizes that careful planning, targeting, and monitoring are necessary to ensure transparency, accountability, and beneficiary safety. The CCCM WG, along with its members and SAG, will collaborate to harmonize cash interventions within the group.
* In-kind support: Commodities and/ or services paid/ bought/ purchased/ procured by agencies and provided in-kind to pre-identified and pre-selected/ determined/ assessed/ identified beneficiaries.
* Profiling: Profiling serves as a regular data collection exercise accented at informing better planned and coordinated humanitarian assistance.

As per the HRP, CCCM interventions targeting internally displaced persons (IDPs) in Afghanistan have incurred significant costs. The provision of cash assistance reached a total of 454,000 individuals, which accounts for 80% of the overall target. With an allocation of $10 per person, this intervention alone amounted to approximately $4.5 million. In parallel, the in-kind assistance was extended to 113,500 people, covering 20% of the overall target. Based on the same valuation of $10 per person, this component incurred costs of around $1.1 million. Furthermore, the profiling effort was undertaken for all 567,713 individuals within the targeted population. At a rate of $13 per household, this profiling initiative accounted for an additional $1.1 million. Collectively, these investments highlight the substantial financial commitment that CCCM has dedicated to supporting IDPs and meeting their specific needs in Afghanistan.

**Key Principles Guiding the Interventions**

* **Do No Harm:** Ensure that humanitarian actions do not inadvertently cause harm to the affected populations, and actively seek to minimize negative consequences.
* **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 WG will focus on ensuring that protection mainstreaming becomes perceived as standard CCCM programming in 2024.
* **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.
* **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 durable solution principles including engagement with the relevant government counterparts in seeking to find durable solutions. The WG will continue collaborating with other partners in finding durable solution thorough a multi-stakeholder participatory process.
* **Coordination and Collaboration:** Foster coordination and collaboration among various stakeholders, including government bodies, non-governmental organizations, and international agencies, to ensure a cohesive and effective protection response.
* Localization and Community Engagement: Enhance localization efforts and empower local organizations/communities in the decision-making processes and implementation of CCCM activities and to build the capacity of local actors and promote their leadership in camp/settlement management.

## Strategic Operations for 2024

## **Area-Based Approach and Exit Strategy:** The objective of this approach is to enhance effectiveness in identifying beneficiaries, delivering services, ensuring accountability, and engaging the community. Within the neighbourhood or umbrella approach, CCCM partners who already conduct coordination meetings at the site level may be well-suited to lead the coordination efforts for services within a specific area. Implementing this area-based approach in CCCM will also serve as a transition plan, enabling local agencies and authorities to assume responsibility for coordinating neighbourhood-level activities. The CCCM approach that focuses on specific areas aligns with the broader concept of area-based approaches. The Working Group has agreed on the following approaches:

* Targeting specific geographic areas primarily determined by administrative boundaries, and occasionally by physical and/or social boundaries, where there is a high level of need. These areas can vary in size from small neighbourhoods or villages to entire districts.
* Actively engaging with various stakeholders within the target area, such as local government, civil society, international humanitarian and development organizations, and the affected communities.
* Providing multi-sectoral support that addresses a range of needs for the entire population in the target area, although not necessarily addressing all needs and including those affected individuals who are not residing in designated sites.
1. **Enhance Focus on Durable Solutions:** The situation in Afghanistan remains a significant humanitarian and development challenge, with deteriorating human rights, economic instability, food insecurity, and climate shocks affecting the region. To address these issues, the CCCM will implement its strategy and continue building synergy with developmental actors, such as the durable solutions working group, within the strategic framework approach to support IDPs and host communities in Afghanistan through area-based approaches. The CCCM working group will remain an active member of the durable solutions working group, implementing SO3 and engaging with relevant government counterparts to find durable solutions. CCCM will continue to collaborate and adopt a common approach involving various humanitarian and development agencies to support the durable solutions strategy in Afghanistan.
2. **Strengthening of access to data and information for informed and evidence-based programming:**
* Promote and advocate to have area-based approach to strength enhance data access by focusing on specific geographic areas or communities. Strategies like mapping, community engagement, partnerships, data analysis, tailored information dissemination, capacity building, and an iterative approach are used. These approaches improve informed decision-making by gathering relevant data, understanding community needs, and empowering local stakeholders.
* Establish clear data collection methods, ensure consistency in data collection methods to enhance reliability to promote transparency and facilitate timely information sharing for effective response and advocacy.
* Implement data quality assurance measures with validation processes to maintain data accuracy, completeness, and consistency.
* Enhance data storage and organization: data will be hosted on the CCCM server centralizing information, making it easily accessible and secure.
* Promote data sharing and transparency: Encourage open sharing of data within the organization and with relevant stakeholders. Ensure data security protocols are in place to safeguard sensitive information.
* Utilize data visualization tools: Present data in a visual format through charts, graphs, and dashboards to facilitate easier interpretation and decision-making. Use visualization tools to communicate complex information effectively.
* Build data analysis capacity: Train staff on data analysis techniques to extract meaningful insights from the data. Invest in analytical tools and resources to support evidence-based decision-making.
* Feedback mechanisms: Establish channels for feedback on data usage and information needs to continually improve data accessibility and relevance for programming.
1. **Contingency Planning for evictions:** Addressing evictions in Afghanistan requires a comprehensive and common approach among humanitarian and developing partners which will not only consider the immediate housing issues but also the broader humanitarian context characterized by economic instability, conflict dynamics, and protection concerns. Collaborative efforts involving government entities, international organizations, and other stakeholders are crucial to developing effective contingency plans to mitigate the impact of evictions on vulnerable populations in Afghanistan. The CCCM outlines the vulnerability of women to evictions in Afghanistan due to various factors such as bans on female representation in court and advocacy refusals. The country faces significant protection threats, including gender-based violence, child protection issues, and housing, land, and property challenges. The CCCM will closely work with the Protection Cluster/HLP AoR, other cluster and the ICCT in emergency preparedness and response in Afghanistan.

## Coordination and Management; Partnerships and Coordination Mechanisms

The CCCM WG is co-led by UNHCR and NRC with representation at regional level. The working group strengthens its coordination with the authorities and aims to ensure effective coordination through a harmonized, integrated, multi-sectoral response at the site level, with the goal of improving the quality of interventions and monitoring humanitarian services in communal settings.

The CCCM WG will closely and collectively work with the Durable Solutions WG, clusters, and other humanitarian partners, as well as local and national duty bearers, to enable access to services for displaced populations. Protection will be mainstreamed into all CCCM activities to respect and promote the rights of the most vulnerable. Additionally, the WG, through its Informal Settlement WG, will closely collaborate and work with the Durable Solutions WG, CCCM members, the protection cluster, and HLP AoR colleagues to discuss evictions. Emphasis will be placed on the importance of participatory approaches to decision-making and the inclusion of vulnerable and marginalized groups in the planning and implementation of eviction-related interventions. The aim is to promote a coordinated humanitarian response since evictions are multi-dimensional, requiring a cross-sectoral approach. Additionally, the WG will strive to broaden its membership and scope by including national and local organizations that have a presence in diverse and challenging field locations. This expansion aims to improve coordination and adopt a comprehensive area-based approach to address the needs of the displaced population. The WG has already identified focal points at the field level and will coordinate with colleagues to enhance information sharing and coordination at all levels.

## Monitoring Plan

To ensure accountability and constant learning, the working group will use several tools to monitor, evaluate, and learn, and provide timely and accurate information on the scope of CCCM interventions. The impact will be measured through the following tools:

1. The CCCM WG will maintain ongoing monitoring of its partners' activities using a set of predefined indicators. This monitoring will be conducted through regular reporting in the WG Activity Info database, as well as through direct monitoring of CCCM activities during field visits and through the WG focal points.
2. **Cluster Coordination Performance Monitoring (CCPM):** We will review the level of satisfaction of partners and the performance of the WG based on 6 core functions, and the survey will be conducted on an annual basis.
3. **Strategic Review:** CCCM WG will undertake mid-term and end-term review/evaluation to evaluate the achievements and assess lessons learned for the 2024-2025 strategy.

To track progress with the implementation of this strategic plan, the WG Coordinators will present an annual update. This annual review will include indicator tracking for progress achieved, lessons learned, challenges, and recommendations.

## Risk analysis and Mitigation Measures:

## CCCM encompasses the organization and management of camps to support displaced populations during humanitarian crises. Within CCCM, conducting risk analysis and implementing mitigation measures are essential components to safeguard the safety, well-being, and dignity of the affected population. Risk analysis is a vital part of CCCM, encompassing contextual analysis, vulnerability assessment, hazard identification, and infrastructure assessment. Through coordination and support from the CCCM WG members, authorities, and other actors, the Working Group will work towards implementing mitigation measures that may involve site selection, camp planning and design, safety and security measures, emergency preparedness and response, health and hygiene initiatives, community participation, coordination, and collaboration, as well as monitoring and evaluation. By conducting thorough risk analysis and implementing appropriate mitigation measures, CCCM aims to ensure the safety, well-being, and dignity of displaced populations in camps during humanitarian crises.

## Annex 1. CCCM Workplan

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| **Objective** | **Response/Activity** | **Responsible actor/person** | **Timeline** |
| Improve access to safe and equitable multi-sectoral services at the site level through enhanced capacity development, coordination, and improved site management. | * **Service monitoring and coordination at site/area lev**el involves engaging with service providers and operational entities to facilitate service mapping and timely provision of assistance and protection.
* Strengthening coordination mechanisms among CCCM partners, service providers, and site management to ensure effective collaboration and information sharing.
* **Capacity building and support to localization:** the WG will strengthen its efforts for CCCM capacity building of all different stakeholder groups with a particular focus on community self-governance structures, national and local organizations, and government authorities.
* In partnership training the CCCM WG members **on Protection Mainstreaming**
* **Regularly reviewing and updating the CCCM activities** based on feedback, monitoring data, and evolving needs to ensure ongoing relevance and effectiveness.
* **Facilitating assessments to identify gaps** and **needs in multi-sectoral service delivery** and **coordinating** with relevant stakeholders to address those gaps.
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| Strengthen information management and data collection. | **Training and capacity building:** Provide regular training and capacity building sessions for CCCM partners on data tool (3w)* **Developing data collection tools:** Design and implement standardized data collection tools to capture relevant information on service provision, population demographics, needs, and feedback mechanisms.
* **Regularly reviewing and updating** the CCCM activities based on feedback, monitoring data, and evolving needs to ensure ongoing relevance and effectiveness.
* Development of monthly CCCM updates based on the 3W submitted by the partners.
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| Support the transition from emergency to durable solutions. | * **Support for Durable Solutions:** CCCM will leverage its pivotal role linking service providers, IDP and host communities, and government authorities, to becoming a catalyst for effective and sustainable solutions.
* **Strengthening eviction monitoring:** CCCM WG with the support of NRC will strengthen the eviction monitoring tools to systematically document and analyze cases of forced evictions. HLP AoR will also be engaged in this process including the HLP members.
* **The harmonized ISET profiling tool:** To beused for needs assessment, resource prioritization, contextual understanding, evidence-based programming, progress monitoring, and stakeholder coordination.
* Awareness raising and capacity building for Community structures that impact social and cultural norms.
* **Advocacy and awareness-raising**: Advocate for the rights and needs of displaced populations in the transition phase, raising awareness among stakeholders about the importance of durable solutions and the inclusion of displaced communities in decision-making processes.
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