

**MEETING MINUTES**  
**Global CCCM Cluster**  
**STRATEGIC ADVISORY GROUP**

6<sup>th</sup> December 2017, 14.00, DRC Office, Copenhagen

<b>ACTION POINTS</b>	<b>Focal Point</b>
1. Support team to draft Cluster Retreat planning road map and clarify on timeline, responsibilities, etc. to share with SAG before February meeting	Wan
2. Review of the Capacity Building strategic workframe for update and alignment with the cluster strategy	Daniela/Natalia/ Jennifer?
3. CB Focal point to ensure depository of tools and materials, etc. are in order before leaving at the end of the year.	Natalia
4. Updates on NORCAP deployment to be shared, (and follow up discussion planned for the next meeting)	Natalia (Wan)
5. Cluster coordinators/support team, SAG and NORCAP to meet	Daniela
6. Guidance Note (or Technical Notes or Do's and Don'ts) on dealing with non-traditional Camp Managers such as the military, CBOs, volunteers / CM-light modality (ACTED) / UNHCR's pre-existing guidance on CivMil(?) / Linkage to GPC on civilian/humanitarian nature of camps. For follow up at the next SAG meeting.	? any volunteer? + Daniela
7. Establishing direct communication to global cluster coordinators for flagging issues in the field with obligation to respond (recommendation of the retreat).	Daniela
8. TOR for Sphere companion to be renamed as working group and shared with those who signed up during the cluster retreat and SAG members, along with the latest draft.	Wan
9. Review the first page of ABA note based on discussion during the meeting, and to share with those interested in joining the working group.	Wan / Giovanna (Ruxandra to help)
10. Plan for re-integrating mid-year call to be part of the global cluster 11. Update team members on the website, 12. clarification of who needs to be in CC in the SAG email communications and in which capacity 13. Create schedule for SAG meetings for 2018	Support Team
14. Create budget on 2018 requirements – including core staffing, global cluster deliverables, project cost, activities, working groups etc.; contribution from the cluster lead agencies, identify shortfalls in funding and identifying possible filling in from different modalities – before Feb's donors' meeting with global cluster coordinators	Wan/Daniela
15. DRC is handing over chair of the SAG to NRC for 2018	Chris to Giovanna

Participants:

<i>Global Cluster Coordinators</i>	<i>Strategic Advisory Group</i>	<i>Support Team</i>
Kimberly Roberson  <u>Absent:</u> Nuno Nunes	Christian Gad (DRC) Giovanna Federici (NRC) JP Antolin (IOM) Andre Krummacher (ACTED)  <u>On skype:</u> Roland Schlott (LWF) Dher Hayo (UNHCR) Conrad Navidad (IOM)  <u>Absent:</u> Andrew Cusack (UNHCR)	Wan Sophonpanich Daniela Raiman  <u>On skype:</u> Jennifer Kvernmo Natalia Pascuali  <u>Absent:</u> Alistair Bremnath Garrett Flint

**MEETING NOTES**

(note: related documents will be placed in the shared google drive)

**1. CLUSTER RETREAT FEEDBACK & LESSONS LEARNED**

Summary of comments from the facilitator and feedback from participants:

- There should be better engagement of target participants in the planning of the retreat, setting priority, etc.
- There need to be better preparation for and with presenters – ensuring that presenters are introduced and have time for joint planning of the session, provision of session planning guidelines, etc.
- Main appreciation and interest were for discussions on collective outcome and the way forward, but the participants would like to have more time to engage on the setting of priorities for the global cluster. Similarly, a consultation session like the Sphere will need more time to get proper engagement on.
- More time could be made for discussion and networking – i.e. having less topics and more time.
- Special events (provided by the Norwegian delegation this year) – could be useful with more connection to those present at the global/Geneva level – other global clusters, etc.

Comments in the meeting

- Engagement with participants and decision on the key topic for the retreat need to start earlier – creating core group for preparation especially for engagement with country-level operations. A different/complementary methodology (other than online survey) may need to be explored to get feedback on themes suggestions from the field.
- Should part of the cluster retreat provide division of discussions based on:
  - conflict vs. natural disaster context?
  - camp management vs. camp coordination?
  - IM? – to have more cluster IMs participating

- Keeping in mind that participation level also depends on available funding. Having a diverse group of participants also presents a challenge in managing level of engagement and discussion focus.
- Good structure to have an external facilitator.
- More NGOs participation and engagement in the global cluster are needed in order to have a wide representability.
- Need to keep in mind that this is a global cluster retreat, the focus should be on the best use of bringing everyone together, to discuss topics that can be resolved at the global level
  - Consideration for formats that is relevant to the purpose: communication vs. discussion and use of panels vs. breakout groups, etc.
  - Elephants in the room – there are certainly also difficult discussion topics to be had, but being provocative doesn't necessary have to be destructive.
- There is a need for clarity on planning process, road map, engagement and decision making process and task team. IOM's support team has just started a road map and 2018 cluster retreat planning guidelines for internal use – but can expand to include other components discussed. To be shared to SAG by February meeting.
- Funding: It will be IOM's turn to host the event for 2018, and the team will be working on preparing the budget to present (see also in below section on 'how we work together')

## 2. CAPACITY BUILDING

- NORCAP will be ending its support of the CB focal point position by the end of 2017.
  - NORCAP sees this as responsibility of the global cluster lead – CB and tools development
  - UNHCR would like to have a formal confirmation of this from NORCAP, to be able to use it with other donors for fundraising.
  - Big thank you to Natalia Pascual for having done a great job in this position with great outcomes and tools developed over the years.
    - It was noted that having a cluster-dedicated position for capacity building is very positive
  - CB Focal point to ensure depository of tools and materials, etc. are in order before leaving at the end of the year.
- There was a Capacity Building strategic workframe dated June 2016 that predates the current cluster strategy that requires review, updates and/or renewal, and to align this with the current strategy.
- Priorities for 2018 from retreat – CB was part of the recommendations, especially on strategic objective no. 1.
- Moving forward – Recommendations from the current CB Focal Point (next 3 months' priority gap in red)
  - The SAG to agree that the cluster need to have dedicated CB focal point for both agencies
    - This was generally agreed – the question is whether we can find funding or divide up the workload in the meanwhile during transition period?
    - Consideration can also be had for pooled funding for the position
    - See Resource point below under 'how we work together'
  - Need to significantly improve tracking of trainings including evaluations

- Tracking on what has been done for 2017 and planning for 2018 (for non-IOM trainings)
- Community of Practices – This could be formed as a working group, with Web forum, and improve Communication platform
  - IOM can likely contribute to the web forum set up.
  - UNHCR – previous discussion on CoP web forum similar to that used by GPC, including with the cluster CB focal point, this could also be further explored.
- Own online training platform
  - There is an on-going cost to keep the current online training platform – this is currently covered for 2018 by UNHCR. The cluster should explore ways of hosting this more independently.
  - This is being included in the TOR of the web-developer consultant IOM is recruiting, following earlier discussion with UNHCR support team.
- Translations of CM e-learning - French and Arabic
  - On-going –funding available for French translation, need to identify funding for Arabic translation (Gaziantep CXB cluster)
- NORCAP to regularly provide updates to SAG on plans for deployment for CB activities. For tracking but also for forward planning - understanding where the capacity gaps and need are. – Natalia to share document and SAG can plan for discussion in next meeting.
- Regional TOT follow ups
  - IOM is following up on country-level action plans for all agencies as part of its project deliverables, however, having a global CB focal point would facilitate this.
- Cluster Coordinators' training:
  - Both IOM and UNCHR support teams have also been discussing the need for this and it has been identified as priority for 2018, although there's currently no plan for joint trainings (as no training materials have been developed).
- It was recommended that cluster coordinators/support teams, SAG and NORCAP meet to define the relationship and working modalities between the Global CCCM cluster, its SAG (where NRC is a member but does not represent NORCAP), country clusters and NORCAP.

### 3. LESSONS LEARNED ON BANGLADESH

- This is currently the biggest camp-based humanitarian emergency operation, and another non-CMA-centric modality. The focus on camp management is on how to work with state actors and capacity building, with a lot of balancing acts, localization – on top of non-traditional 'sector' coordination structure and having NGO co-lead, etc.
- Considering that as a refugee operation, the Bangladesh response is not under the purview of the Global CCCM Cluster and its SAG, discussions were held on what could be the added value of its review. The SAG could potentially explore on:
  - Lessons learned and strategic takeaway around specific operational challenges for camp management;

- Lessons learned from other operations that can contribute to the CXB response, in particular linking up with CCCM cluster in Myanmar for its knowledge of the profile of the displaced populations in Bangladesh and the impact of this profile characteristics on camp management practices.
- Guidance Note (or Technical Notes or Do's and Don'ts) on dealing with non-traditional Camp Managers such as the military, CBOs, volunteers / CM-light modality (ACTED) / UNHCR's pre-existing guidance on CivMil(?) / Linkage to GPC on civil nature of camps. For follow up at the next SAG meeting.
- In addition, it also brings up pre-existing discussions:
  - On the SAG and support teams' engagement and support in settings which don't concern internal displacement or where the cluster has not been formally activated. How to best provide advice, guidance, etc. The topic will also be discussed again at the Global Cluster Coordinators' retreat in January (included last year but not discussed).
  - Another action point from the retreat: establishing direct communication channel from the country operations to global cluster coordinators for flagging issues in the field, with an obligation to review the issue and respond by the GCCs

#### 4. HOW WE WORK TOGETHER

##### Working Groups and Community of Practices

- Set up – we need a mechanism for this. It was generally agreed that a working group can mostly be formed in one of the 2 ways:
  - Cluster priorities/ SAG commitments
  - Cluster members (country-level)/Agency projects => proposing a WG to SAG
- Resource commitment for Working Groups
  - There is a need to clarify on available resource for working groups activities – see below in the 'resource section'
- Development of Guidance Notes
  - Some issues raised can also be addressed through development of guidance notes from the SAG/support team side consolidating already existing practices. The cluster has been rather inactive on this front and could re-energise a bit more on this.

##### Working Groups to be activated:

- Sphere companion – TORs were shared - to be renamed as working group and shared with those who signed up during the cluster retreat and SAG members, along with the latest draft. It would be good to expand the members of the working group to ensure adequate expertise in different areas of camp management.
- Area-based Approach
  - There is the need to ensure engagement with ABA/Settlement Approach working group initiated under the shelter cluster.
  - The main areas of discussions centered around core vs. non-core responsibilities of the cluster – and how CCCM can add value to the multi-cluster discussion in this regards.
  - Key consideration would also include relationship to existing coordination structures – namely with OCHA, and clusters
  - The discussion on ABA also lead to 2 different areas of focus/interpretation:

- How CCCM contribute towards and inform on **dispersed, non-camp, and/or urban displacement response**. Particularly on linkage to other clusters, multi-sector approaches and localization. Keeping in mind that this is outside of the cluster's core strategy.
- OR collection of small informal sites that don't qualify for having dedicated CM and are currently falling through the cracks for coordinated provision of assistance and protection whether as the result of access and/or size. A CCCM response strategy could be to address this as an 'area' for camp management. This could be also separate discussion under **Mobile / Remote management** methodology, and is very much part of the cluster's core responsibility.
- The support team to work with Giovanna to revise the first page of the note based on today's discussion, and have the WG to contribute towards objectives/timeline, etc. Acknowledging these two different streams of work, the working group will propose the modality to organize the work around the two topics (dedicate period of time, sub-working group etc.)
- It was noted that often reality on the ground may not be so clear cut and there will likely be overlap and correlation between these 2 different streams of thoughts. Also, based on the number of people who have expressed interest, the two streams may initially form as a joint working group.

#### Mid-year CCCM Call

- The mid-year CCCM call has been discontinued in 2016 due to very low level of participation. It was generally agreed that there is a need to revive this to provide a level of linkage and continuity between the annual retreats.

#### Available Resources and global CCCM cluster support team

The 2 lead agencies share on their available resources for the cluster for 2018

- IOM – getting some core funding allocated for 2 cluster positions (cluster coordinator and support),
  - Recruitment will be taking place for the cluster coordinator (P4)
  - As part of a IOM project funding, it will also be recruiting for IM, M&E and web-development functions – this projects will be focused on IOM's CCCM operations, but partially cater for the global cluster needs
  - It will also continue to support the drafting and consolidation process for camp management Sphere companion.
- UNHCR – all positions are core-funded, and currently include:
  - Cluster coordinator P5 (partial), P4 (CCCM Support), 2 P2s (IM, and general support), as well as two Rapid Response Officers

#### Structuring the clusters: learning from other Global Clusters

- Food-Security & Livelihood
  - Global Cluster coordinator is one joint dedicated position, on FAO contract, reporting to emergency directors for FAO and WFP, and
  - Funding is done through resource mobilization from global cluster.

- In addition, 4 dedicated staff are provided (2P5s and 2P4s) from both FAO and WFP
- Funding structure
  - Collective – as a consortium or as global cluster? Limitation on UNHCR raising project-based funding, IOM and the NGO members of the SAG can do so.
  - Individually – core funding provided by each agency, mainly for staffing
- Funding strategies.... Collectively
  - The SAG's NGO members, along with IOM, can potentially put forward proposals for collaborative funding for global cluster activities, expanding on existing donors base, that will focus on improving CCCM response (UNHCR has limitation on seeking project-based funding).
  - The 2 support teams to create generic budget for the Global CCCM Cluster on what would be required for 2018 – core staffing, global cluster deliverables, project costs, activities, etc.
  - Identify shortfalls in funding and identifying possible filling in from different modalities – before Feb's donors' meeting with GCCGs
- Who's who in the cluster support teams
  - Division of labor: there need to be clear focal points for different areas of work
  - Clarification of who needs to be copied in the SAG email communications and in which capacity
  - Need to update the cluster website for support team.

## 5. Priorities for 2018

This is a list in no order of priorities, based on the most discussed issues during SAGs and partially based on the feedback from the retreat, although it will have to be reviewed and prioritized

- Area-based Approach / Remote Management
- Capacity Building – human resource as well as the need to increase capacities within the sector; Cluster Coordination training
- Sphere companion
- Cluster Retreat preparations
- Collecting Case studies, lessons learned, and creating global Guidance – could potentially entail a consultant
- Cluster Strategy review and monitoring
- Country-level Support for clusters – providing evidence-based on value added of the global cluster. Create log sheet for country-level support – regardless of agency.

### AOB:

- AidForum event on Refugee Resilience 2018 – 03 May 2018, Amman, Jordan
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  - The AidForum organizes every year 3-4 events/summits around displacement, uniting UN agencies, NGOs, Government representatives and the private sector for one day of networking, panels and case studies. Alexandra Brown has reached out to a number of individuals working in camp management for initial thoughts on a one day summit in 2018 on camp management in the context of the Syrian refugee displacement.

- Daniela to carry on existing relationship with the forum (<http://www.aidforum.org>) as focal point from cluster should this prove to have relevance to cluster/SAG.
- Myanmar
  - DRC and NRC expressed concern about the focus of the sub-national cluster in Sittwe, Myanmar, which is a merged shelter/CCCM cluster led by UNHCR. The concern is about perceived insufficient visibility/consideration given to CCCM in the merged sub-national structure – would a form of co-chairing arrangement with one of the NGOs address the concern?
  - The sub-national cluster coordinator has not changed for over a year, but the situation might have been impacted by the withdrawal of IOM from the structure (serving as the national cluster focal point for CCCM CB, based in Sittwe), hence tipping the focus more towards shelter.
  - DRC/NRC to talk with UNHCR’s support team bilaterally.
- Libraries without Borders
  - Recreation/safe spaces <https://www.librarieswithoutborders.org/ideasbox/> Have done some collaboration with UNHCR’s Innovation team, and something in Haiti.
  - DRC interested in collaboration, will check with UNHCR’s Innovation team and Haiti experience before finalizing the thoughts. LWB also want to share/participate their experience/approach/modalities with a wider CCCM audience - to be discuss the best forum for it either in the mid-year call or as part of a market place set up at the cluster retreat.
- Chair of SAG
  - For 2018, DRC is handing over the chair of the SAG to NRC.
- Next meeting: - support team to provide schedule for the rest of the year.
  - a call – every month
    - Next one 3-4<sup>th</sup> week of Jan?
  - In person – every quarter – next one in March