# CCCM YEMEN – NATIONAL CLUSTER STRATEGY 2023-2024

This document is the **National CCCM Cluster Strategy in Yemen** for the years 2023-2024.

This document aims to reflect the evolution of the situation in the country and the priorities of the cluster moving forward.

Situations between areas can differ and this document is a flexible strategy established to support and respond to changes in context including, new displacements, transitional planning, return, integration, and resource mobilization.

This strategy will be updated in close coordination with relevant stakeholders as the situation evolves and information becomes available.
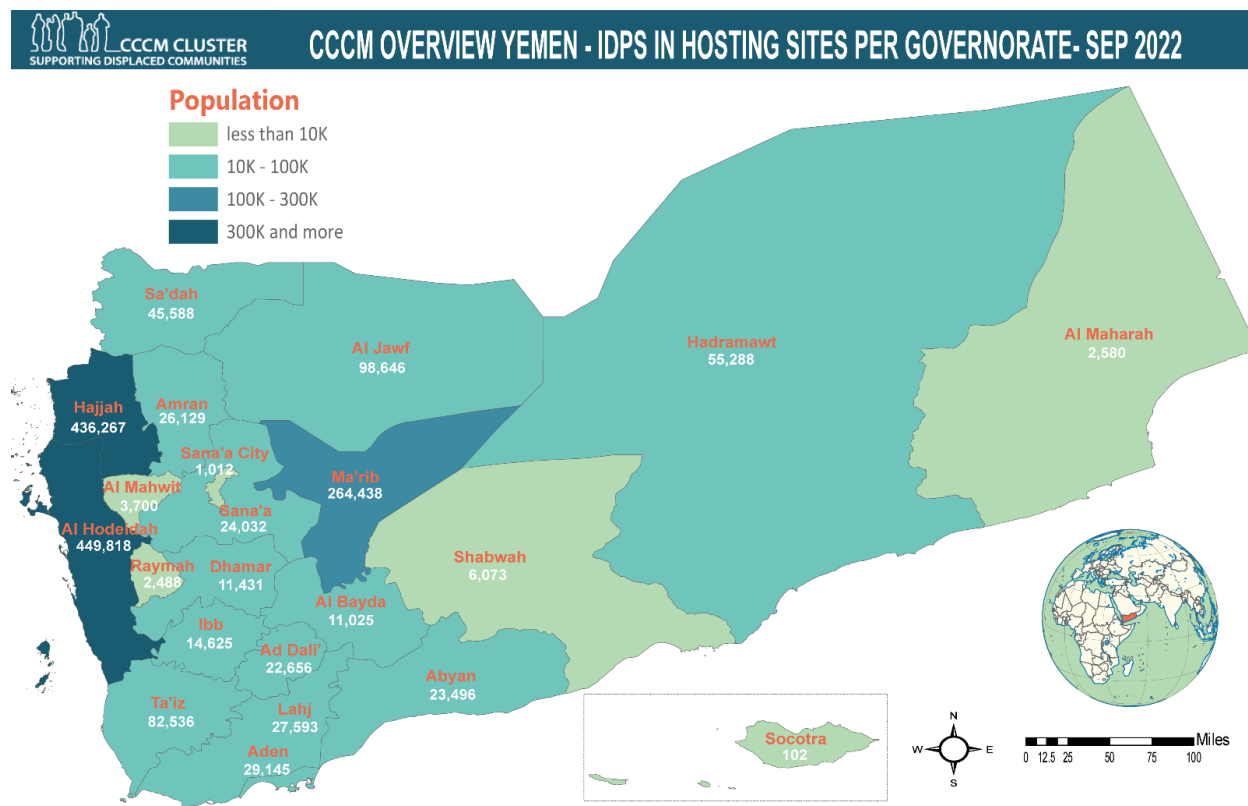
**Summary:**
- **Background and Current Context**
- **Aims and Objectives**
- **Key Approaches to CCCM implementation**
- **Exit Strategy and Durable Solutions**
- **Management, Coordination, Stakeholders**
- **Guiding Principles**

## 1. Background and Current Context:

2022 marks the eighth year of crisis in Yemen and those experiencing displacement, while stabilizing, are still increasing in numbers. In 2022 recorded IDP numbers went up 5% - compared to the 15-20% in previous years. This increase is a result of capacity and resources of CCCM Cluster's ability to verify IDP sites in previously unreached areas and newly displaced persons in areas such as Al Hodeidah, Marib, and Al Jawf.

While the truce agreement offered some relief and saw conflict minimize, a few long term or durable solutions were solidified for those in IDP sites. A very small voluntary return movement was tracked by CCCM partners in Majzar and Sirwah districts of Marib, and in Hays district of Al Hodeidah as the conflict de-escalated. However, for approximately 94% of sites, IDPs' most common intention in the next 3 months is to stay in their current sites. While truce like conditions persist. the truce agreement officially lapsed on October 2nd 2022, and its future is unclear.
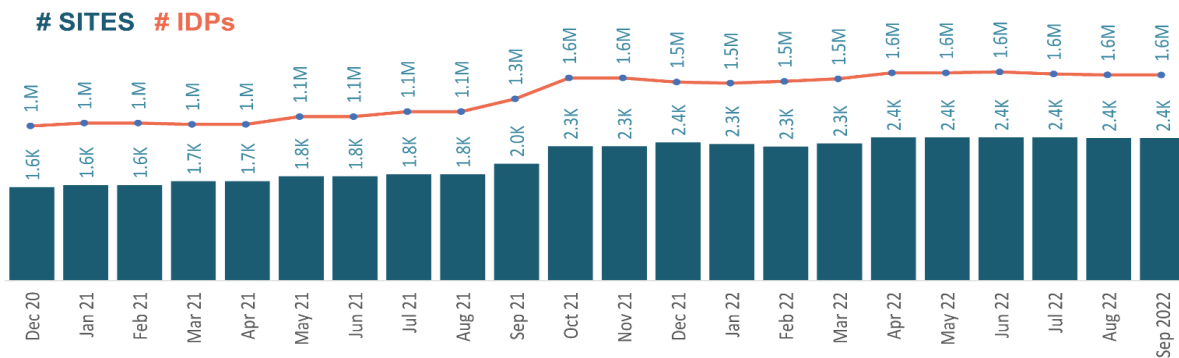


As of September 2022, 1,638,668 internally displaced Yemenis have settled in 2,432 IDP sites and require support to ensure their protection and basic needs are met. Spontaneous sites are the most common camp-like setting representing 73% of sites in Yemen. The period between 2015 – 2018 saw the self-establishment of almost 80% if sites that are still identified and present today in the CCCM Master List. The way in which these sites were settled has resulted in specific challenges and the adaptation of CCCM activities due to the average number of households per sites, and the land rights and agreement issues.

CCCM partners currently cover roughly 30% of sites and 53% of IDPs, leaving a considerable gap in coverage with access, restrictions, and minimal resources as the most notable drivers. Data shows that more than half of the sites are not reached by any humanitarian actors, and 88% of camp-like settings across the country lack basic services, such as - food distributions, protection assistance, WASH facilities, durable shelters, education, access to livelihood opportunities, etc., while 46% face critical services gaps

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leaving IDPs some of Yemen's most vulnerable populations. Consultation and capacity building of local counterparts as well as application of different CCCM methodologies have allowed CCCM partners, and CCCM Cluster members, to optimize their team's expertise and resources to reach as many sites as possible and advocate on IDPs behalf.

Findings from field data show that 87% of IDP sites lack formal land tenancy agreements, which sometimes leads to eviction threats, compromising humanitarian access, and increases the risks of secondary displacements. Simultaneously, HLP issues have been cited as a key reason for partners and communities' inability to actualize long term and durable solutions in managed sites. Sites in Yemen remain vulnerable to other risk factors of re-displacement and escalation of need, as 40% sites are at risk of flooding, and about 5% of people in IDP hosting sites are within 10 km of areas of active hostilities.

## 2. Aims and Objectives

Yemen's CCCM National Cluster Strategy, in support of the Global CCCM Cluster strategy for 2021-2023[1] aims to provide CCCM Cluster members and stakeholders with a framework for the coordination of humanitarian assistance targeted to displaced populations residing in hosting sites. It will allow partners to develop their own strategies in accordance with their respective mandates and capacities, within an overarching, common framework. This document also aims to lay out workstreams and responsibilities of the Cluster in enabling key priorities and objectives.

Within this strategy the CCCM Cluster seeks to address the current and newly identified needs by reinforcing camp coordination structures, and mechanisms at the national, governorate or district levels, facilitating and supporting the establishment of effective coordination and management in IDP sites, while respecting national context, authorities and existing structures.

### 1. Yemen National CCCM Cluster Strategy:

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

*Cluster Objectives:*

**A. Supervision, monitoring and coordination of safe and dignified access to multi-sectoral service at site level.**

Indicator 1a: # of sites with established CCCM mechanism.

Indicator 1b: # of Area Based Coordination mechanisms active and functional

Indicator 1c: # of sites with access to information on services with disaggregation by gender, disability and age, wherever possible

In support of **objective one**, the CCCM Cluster aims to coordinate multi-sectoral services in IDP sites, and to identify and escalate gaps in services to promote better living conditions based on international

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[1] https://reliefweb.int/report/world/global-cccm-cluster-strategy-2021-2023

standards within the available resources. Strengthening the referral mechanisms between partners and clusters and making sure that the identification of gaps is accompanied by a direct response to those needs, are further elements of this objective.

**B. Improving the site management quality and accountability in IDP sites.**

> Indicator 2a: # of sites with functional community-based structures with disaggregation by gender, disability and age, wherever possible
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> Indicator 2b: # of sites with functional coordination feedback mechanism (CFM)
>
> Indicator 2c: # of targeted and contextualized capacity building / trainings provided to key stakeholders including but not limited to partners, local authority, and community committees
>
> Indicator 2d: % of referrals raised in Referral Escalation System which are 'closed' within an acceptable time period to include local authorities and community committees

In line with **objective two** and in support of the Grand Bargain and building on best practices, CCCM will continue to support the development of capacity of existing and new CCCM stakeholders with specific attention paid to local and national stakeholders. While capacity of trainers and partners is necessary for a localized approach, all CCCM actors should promote and expand IDP committees and promote participatory practices and centralize accountability through two-way communication in the sites as a key part of this priority.

**C. Strengthening integrated approach which supports building blocks to develop exit strategies and pathways to resilience interventions and durable solutions where possible.**

> Indicator 3a: # of intention surveys conducted
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> Indicator 3b: # of community driven solutions identified and implemented through support from CCCM activities
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> Indictor 3c: # of multi-sectoral assessments to assess integrated durable solutions
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> Indicator 3b: # of sites mapped for potential site phase out in collaboration with the government counterparts and in line with the site definition guidelines
>
> Indicator 3c: # of community-based projects (CBP) supported by CCCM aimed at risk reduction, meaningful access, resilience building, and cohesion
>
> Indicator 3d: # of communities equipped with materials to self-engage in durable solutions

Contributing to **objective three**, CCCM will continue to prioritize internal and external coordination with partners, key sectors such as Shelter, WASH, and Protection through the Tri-Cluster approach, and development partners to ensure CCCM is able to lead integrated programming in IDPs sites. Within resources available along with key criteria, such as HLP rights, this approach is aimed at supporting pathways to transitional programming and durable solutions for displacement-affected communities. Partners should also focus on community driven solutions and information sharing to ensure IDPs are equipped with necessary information to make an informed decision on what solutions are right for them and their community.

**D. Strengthening coordination and dissemination mechanism, including operational information on IDP figures, needs, and trends on a timely basis.**

> Indicator 4a: % of site monitoring reports collected for managed sites
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> Indicator 4b: # of CCCM analysis reports
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> Indicator 4c: # of mass information campaigns to IDPs
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> Indictor 4d: # emergency response Anticipatory Action Plans including but not limited to floods, fires, and eviction

Within the scope of the **fourth objective**, CCCM Cluster aims to enhance the visibility, achievement and role of CCCM in emergency and nexus settings. By coordinating and tracking data, trends and intentions, CCCM will be able to quickly identify IDPs in need of life saving assistance, durable solutions, and exit strategies while also ensuring common understanding and approaches though evidence-based decision making and policy.

## 2. National CCCM Cluster Priorities

Through consultation with key CCCM stakeholders, and in alignment with the objectives above, the National CCCM Cluster has highlighted the following areas with high importance to ensure Yemen National CCCM Cluster is contributing to and leading best practices in the sector of CCCM and supporting the coordination and implementation of programs in IDP sites.

1. Capacity Building and Partnership
2. Information Management and Analysis
3. Coordination and Cross Cutting Programs
4. Advocacy, Accountability, and Resource Mobilization

*Enabling Objectives and Priorities*

**Capacity Building and Partnership:** CCCM Cluster has placed significant emphasis on capacity development in its push and support of a more localized and harmonized response. The CCCM Cluster is working with relevant partners (including the authorities) to improve the knowledge, skills and attitudes of those working in displacement sites though targeted and standardized training packages, ensuring common understanding of CCCM. As CCCM practitioners' learning needs continue to evolve, the Cluster will strive to map the need for practical tools and strengthen technical guidance.

Clarity of roles and responsibilities through capacity development is strongly linked to CCCM Cluster's commitment to ensure principled coaching and partnership with local authorities, actors, and the communities themselves for a sustainable and accountable IDP response.

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| ➢ Work with partners and local authorities to identify and support targeted training materials and resources |
| ➢ Collaborate with relevant stakeholders, such as YDR Consortium, Clusters, and specialized Agencies to support the expansion and roll out of mentorship and/or training opportunities |
| ➢ Support the resources and advocacy around principled partnership to enable knowledge transfer to empower a localized approach |

> ➤ Supporting the adaptation and roll out of CCCM Minimum Standards[2]

> ➤ Increase national organizations, CSOs, and women led organizations' presence in all levels of CCCM coordination structures

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**Information Management and Analysis:** The Cluster has well-established information management system, with recurrent information and operational updates regularly shared with partners and published on the CCCM website and the operational data portal. These systems will be further strengthened in 2023 with the approval of the new Site Monitoring Tool, a comprehensive qualitative data collection aimed at supporting evidence-based decision making. Based on the evolution of the situation, Information Management tools could change or be added to support the objective the Cluster develops regular and ad hoc assessments, monitoring tools and secondary desk reviews, in particular to devise its PiN and severity scoring, inform its programmatic interventions and produce high-quality maps and analysis through its partnership with REACH.

> ➤ Establish and update online platforms and dashboards for user friendly interface and shareability of key information

> ➤ Progress to qualitative information and analysis data products and assessments to empower evidence-based programming and decision-making

> ➤ Audit informational tools and products through consultation with partners to minimize duplication and adapt tools as necessary

> ➤ Strengthen monitoring capacities of Cluster members

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**Coordination and Cross Cutting Programing:** Access to basic services will be facilitated by CCCM actors at the site level and in surrounding areas through further improvement of the area-based approach; gaps in service provision will be identified, monitored and addressed. Through the Referral and Escalation System (RES), the Cluster partners will escalate gaps that cannot be resolved at the site level to a higher coordination structure (i.e. area, sub-national, and national), and the Cluster will be able to keep track of the gap determination progress.

The Cluster will also actively participate, and where needed establish, key working groups and inter-sector mechanism that strengthen sectoral linkages to durable solutions, such as the Yemen Partner Technical Team (YPTT), to ensure CCCM priorities, values, needs, and challenges are reflected.

Through multi-level coordination structures, the National CCCM Cluster, Sub-National Clusters, and Area Based coordinators will be able to contextualize and support tailored solution and action-oriented programming in IDP sites. Moreover, the Cluster will look to bolster information management initiatives that aim at supporting durable solutions programs both, in terms of site targeting as well as the provision of site-level data which can improve the effectiveness of their activities in an integrated and coordinated response.

> ➤ Technical Working Groups (TWiG) to be formed within and under the Cluster to support specific areas of interest, such as but not limited to "localization", "Area Based Approach",

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[2] CCCM Minimum Standards DOC https://cccmcluster.org/resources/minimum-standards-camp-management

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| "integrated programming" and "HLP" to support internal common understanding and strategies across partners. |
| ➢ Actively engage and participate in inter-sector WGs such as, but not limited to, CEAAP, Durable Solutions, Nexus programming, and HLP, to ensure CCCM needs, policies, and knowledge is represented and understood. |
| ➢ Continue to host effective and efficient coordination meetings in a timely and predictable manner to ensure relevant partners and other cluster participation. |
| ➢ Tri-Cluster (Plus) approach to be continued with CCCM, WASH, Shelter/NFI, and Protection piloting further coordination and integrated activities in suitable IDP sites. |
| ➢ Ensure protection mainstreaming in all CCCM activities |
| ➢ Promote and engage in cross cutting coordination including, but not limited to, the in-country Gender Network, Gender advisor, MHPSS working group, Inclusion Task Force, CEAAP WG. |

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| **Advocacy, Accountability, and Resource Mobilization:** The Cluster through its Information Management products will disseminate information and analysis to all relevant stakeholders and the wider public to mobilize support, including financial, for the activities its partners conduct. This communication will emphasize the value and contributions of CCCM partners' activities with the aim to familiarize broader audiences with CCCM activities and challenges in Yemen. This will be accomplished through sharing facts and figures, human-interest stories, infographics, case studies and multimedia products. The CCCM Cluster will also structure meetings with predictability following thematic trends in IDP sites in Yemen to ensure inclusive programming and strategies at all levels of coordination where CCCM plays a central role.<br><br>To ensure the Cluster is well placed to advocate on behalf and in support of our partners and the displacement-affected communities we serve, we will be using and updating the 2021 Advocacy strategy developed to strengthen CCCM efforts in this regard. The 2021 Advocacy Strategy can be found in annex of this strategy. |
| ➢ Schedule regular meetings and feedback sessions with key stakeholders to allow coordinated and agreed messaging, policies, and procedures for CCCM partners on key issues, challenges, and blockages |
| ➢ Support HCT's advocacy and engagement with development and finance actors for inclusive predictable financing for IDP solutions, while advocating for, and engaging in, coherent coordination of data at country level focused on solutions to internal displacement. |
| ➢ Establish more formalized and predictable engagement with existing and potential donors by expanding understanding of CCCM's importance and value |
| ➢ Promote, publicize and share CCCM related trends, reports, and achievements on a regular basis to support advocacy and engagement with all stakeholders |
| ➢ Promote and adapt common data collection tools such as Referral Escalation, Flood Response, and Eviction tracking to respond and organize responses in IDP sites |

**3. Target Population**

In 2023-2024, the CCCM Cluster will work with 21 partners to provide assistance to 852,000 people in 756 IDP hosting sites across Yemen[3] to strengthen their safe access to critical services and safeguard their physical and mental wellbeing. The prioritization of these sites has been carried out following the below criteria:

1. Severity score: under the Humanitarian Needs Overview (HNO) 2023, severity scores will be established from 0 to 5 per each district: only sites falling under severity scores 4 and 5 have been prioritized. The Site Monitoring System will support frequent update and tracking of the severity of the sites to have a continuous monitoring of priority areas.
2. Concentration of displaced population: the prioritization has been given to the districts with the highest concentration of IDPs in hosting sites;
3. CCCM partners' presence: due to the ongoing conflict and the informal nature of sites in Yemen, a high proportion of sites are in proximity to active hostilities and/or in remote areas. Therefore, to best utilize the limited resources of the CCCM partners, priority was given to the sites where CCCM partners are already present, to ensure their access to the sites with mobile teams and thus utilizing available resources in an efficient way.

Based on these criteria, CCCM partners will focus their efforts on improving the conditions in the 756 prioritized sites and mobilizing displaced and host communities in these sites.

## 3. Key Approaches to CCCM implementation

**CCCM Modality:**

1. *Static CCCM*:

Static camp management refers to sites that require, based on typology, size, or geography to have a permanent, dedicated team to deliver core CCCM functions to one specific site/ area on a daily basis.

2. *Mobile CCCM:*

A mobile CCCM response employs core camp management functions and pillars within a mobile team who covers displaced persons living in settlements that are not suitable or not permittable to have permanent or static camp management. These clusters or grouping of sites still benefit from the predictability, advocacy, and services influenced and provided by CCCM presence.



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[3] This data is based on the figures from September 2022, and may change based on latest update, on localization and on funds.

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A number of modified modalities in how partners implement a mobile response are available and acceptable based on resources, typology, and access in their area.

*3. Remote CCCM:*

Remote CCCM refers to sites and areas, that are physically inaccessible for teams but where community structures are present and CCCM support and resources have been dedicated to the sites. This differs from 'light touch' as there are associated services and activities beyond information management and referrals available to the communities. Remote management should be used as a necessary modality in a time bound responses if and when mobile or static access by humanitarian actors is not available.

*4. Light CCCM:*

Light CCCM refers to a 'light touch' in areas where traditional CCCM partners or mobile approach are not available. This response should be limited to short term coordination, emergency response and information management. This approach requires extensive support and reliance on counterparts on the ground while limited capacity or physical support from a traditional CCCM stakeholder is often unavailable.

**Area-Based Approach and Tri-Cluster Approach:**

The Area-Based approach to camp coordination falls within the wider concept of area-based approaches. The most widely discussed and agreed upon components that characterize CCCM area-based approach in Yemen are:

1. Targeting of specific geographic areas delineated mostly by administrative boundaries, and in some occasions by physical and/or social boundaries, with high levels of need – these could vary in scale from small neighborhoods or villages, up to a whole district or governorate.
2. Active engagement of multiple and diverse stakeholders present in the target area, including local government, civil society, international humanitarian and development actors, the private sector, and the affected communities.
3. Provision of multi-sectoral support that addresses a range of (though not necessarily all) needs with consideration of the whole population of the target area (including affected people out of sites).

The Tri-Cluster approach aims to promote complementarity of interventions and capitalize on the comparative advantages of Cluster partners. This can lead to enhanced planning and evidence-based decision making for improving standards and quality of services for both, internally displaced Yemeni people and accommodating host communities through an integrated multi-sectoral settlement planning approach, promoting longer-term resilient outcomes and environmental management of shelters, service infrastructure and settlements generally. Through the framework of solutions-oriented programming[4], the CCCM Cluster within, and beyond the Tri-Cluster approach will focus on

- Operational field management,
- Mobilization, participation, and communication with communities (CWC),
- Settlement programming,
- Cluster Coordination.

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[4] [Implementation Planning Tool for IDP Contexts-Building Blocks (1).pdf – pls check the link, not able to open](#)

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Area-based approaches and Tri-Cluster approach overlay the above-mentioned modalities of CCCM and typology across Yemen.

## 4. Exit Strategy and Durable Solutions

Given the evolving and complex context in Yemen, with the majority of sites being self-settled, developing a firm exit strategy or durable solutions for the IDPs in sites is challenging. To date there has been a lack of predictably with self-settled camps and a subsequent absence of camp management systems in a majority of them to allow these conversations to fully develop. With the non-extension of the Truce, changing frontlines, as well as multiple actors vying for control, the future situation remains uncertain for many that currently reside in these sites as well as the partners providing services within them.

In spite of these contextual challenges, CCCM activities are intrinsically solutions oriented and the CCCM Cluster and its partners are involved in site management, advocacy, and capacity building across Yemen, working jointly with key sectors such as WASH, Shelter, and Protection to support such conversations and integration. Leading global CCCM agencies are supporting national organizations, as well as government counterparts through mentorship and direct support, to implement suitable CCCM practices.

Potential long-term phase-out plans include principled approaches to handing over to national partners or the community themselves, integrations into existing systems and communities though government support, and supporting transparent information sharing on areas of interest for those wishing to voluntarily return or relocate. The CCCM Cluster aims to achieve Durable Solutions through mainstreaming protection in coordination with protection partners especially for voluntary returns and freedom of movements.
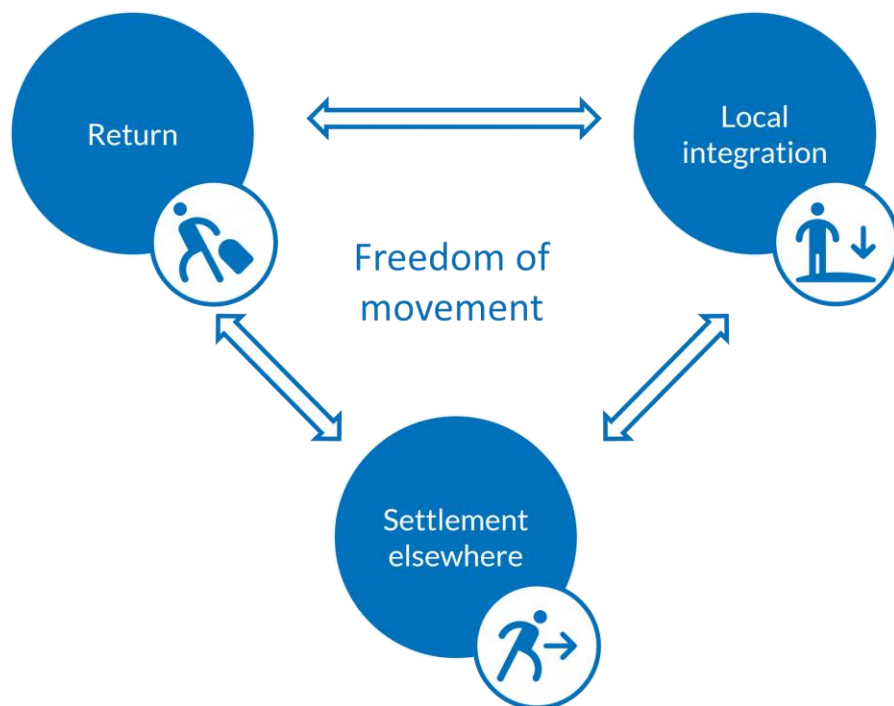


The CCCM Cluster will also actively engage with development partners and donors, as identified and available, to strengthen the link to development programming and entry points for resilience

interventions that can lead to durable solutions, even if the priory area of the Cluster remains under emergency response.

## MULTILATERAL FRAMEWORKS



**1. SHORT TERM**

**EMERGENCY RESPONSES**

**Objectives**
Respond temporarily to immediate needs.

**Example of activities**
Distribution of WASH kits, construction of water points in the camps.

Back to need if deterioration

OVERLAP

OVERLAP

Back to need if deterioration

**DEVELOPMENT RESPONSES**

**Objectives**
Move forward, improve the situation

**Example of activities**
Construction of new water points, strengthening the capacity of the actors

**STABILIZATION RESPONSES**

**Objectives**
Restore the state preceding the crisis

**Example of activities**
Rehabilitation of water points, support for resilience.
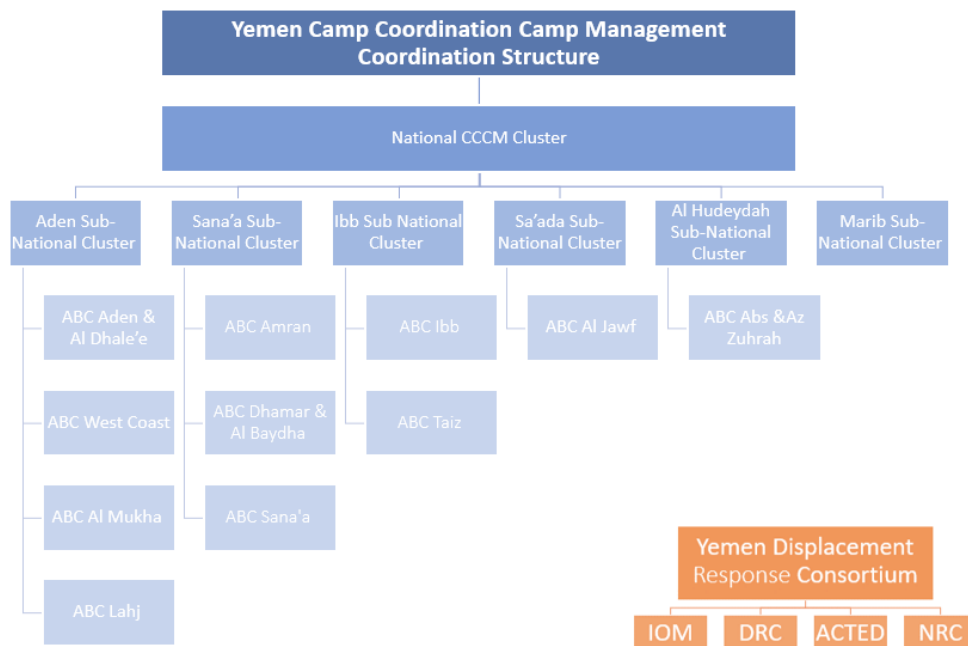
OVERLAP

**3. LONG TERM**

**2. MIDDLE TERM**

## 5. Management, Coordination, Stakeholders

The CCCM Cluster lead agency is UNCHR with Danish Refugee Council hosting its NGO Co-Coordinator. The SCMCHA (Sana'a) and the Executive Unit for IDPs Management (Aden) are the government counterparts of the Cluster, and de facto recognized by the Cluster with the responsibility of Site Administrator.

The Cluster will strengthen collaboration with local authorities, NGOs, host communities and community-based structures to ensure their inclusion in the response, particularly in reaching out to inaccessible areas.

In 2022, the CCCM Cluster has 21 partners, 6 Sub-National Clusters, and 13 Area-Based Coordinators (ABC) as illustrated in the organigram below:

**Yemen Camp Coordination Camp Management Coordination Structure**

National CCCM Cluster

- Aden Sub-National Cluster
  - ABC Aden & Al Dhale'e
  - ABC West Coast
  - ABC Al Mukha
  - ABC Lahj
- Sana'a Sub-National Cluster
  - ABC Amran
  - ABC Dhamar & Al Baydha
  - ABC Sana'a
- Ibb Sub National Cluster
  - ABC Ibb
  - ABC Taiz
- Sa'ada Sub-National Cluster
  - ABC Al Jawf
- Al Hudeydah Sub-National Cluster
  - ABC Abs & Az Zuhrah
- Marib Sub-National Cluster

**Yemen Displacement Response Consortium**
IOM | DRC | ACTED | NRC

**Strategic Advisory Group**

A Strategic Advisory Group (SAG) has been formed to serve as a forum at national level to provide strategic guidance, recommendations and take key strategic decision making concerning the CCCM Cluster response at national level. In consultation with all partners, this group is appointed by the Cluster coordination team which includes key decision-making partners.

**Yemen Displacement Response (YDR) Consortium**

The YDR Consortium, conceptualized in 2019, was formed to provide a collective voice of international NGOs and one UN agency who are leaders in CCCM, in Yemen and globally. A partnership of four agencies, DRC (lead), NRC, ACTED and IOM, funded by ECHO and other humanitarian donors, the Consortium provides a coordinated response to displacement, with focus on the internally displaced persons (IDPs) in camp-like settings and hosting communities, while strengthening the CCCM coordination structures and supporting the overall quality of implementation and operations of CCCM activities in Yemen through each agency's technical expertise and collectively.

**Cluster Coordination Meetings**

CCCM Cluster will ensure that the coordination structures established at national, sub-national and area levels are adapted to the context and capacities to maximize its efficiency. Coordination meetings will take place in Sana'a, at sub-national and at area levels, according to needs, on a monthly basis. At sub-national and area 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.

## 6. Guiding Principles

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| **Protection mainstreaming** | Mainstreaming of protection and prevention activities can require additional time to implement but should be started as soon as possible in the emergency response. Often these actions require only a little more effort and can be addressed through greater staff awareness, heightening partner sensitivity, or creating awareness among the site population themselves, to promote community-based protection prevention and response, as soon as the organizations start to be involved in the site operations. |
| **Gender, Age, & Disability (GAD)** | Women, men, girls, boys, elderly and persons with disability and/or impairment often experience crises very differently due to their different roles, limitations, and opportunities, as well as unequal power dynamics that exist among these different groups. This means that the protection and assistance needs of affected populations can differ greatly, as can capacities and opportunities for recovery. Camp management actors' work must ensure that the camp/communal settlement population has access to assistance and services and that responses and site infrastructures are tailored to the specific needs of all groups. |
| **Accountability to Affected Population** | 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 and access to means ensuring two ways communication enabling them to voice their opinions, participate in needs assessments and verification, as well as in service delivery and monitoring, and get direct feedback from service providers. In line with CCCM Cluster standards, the Cluster will ensure site residents have access to an independent complaints feedback and response mechanism (CFRM) allowing them to raise complaints and share feedback with CCCM in a safe manner to ensure accountability and meaningful participation. Inputs from the CFRM will enable the Cluster and its partners to better understand and analyze trends, needs, and concerns of IDPs for broader advocacy, service provision, and bridging the gap between people of concern with the broader humanitarian community. |
| **Persons with disability Inclusion** | Persons with Disabilities (PwDs) make up an estimated 15 % of the IDP population in Yemen. Access to humanitarian services in IDP sites is often made inaccessible to 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 organizations of persons with disabilities (OPDs) at the site-level supporting improved data collection and modifications to information activities to include PWDs. |
| **Localization** | The CCCM Cluster, guided by the Grand Bargain and the IASC will establish a Localization Framework and Work Plan in 2023, created in a participatory manner via workshops with key stakeholders and if necessary, create a TWiG. This will be in line with the five 'Principles of Partnership'. |

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| | With the Localization Framework, the CCCM Cluster will outline objectives, indicators and deliverables that have been agreed upon by Cluster members as priority topics to achieve meaningful progress on localization topics. |
| **Durable Solutions and Nexus** | In 2023, the CCCM Cluster intends to establish new partnerships with durable solutions consortium and durable solutions-focused agencies as a way to support IDPs in generating long-term communities. In undertaking its tasks linked to durable solutions, CCCM will be guided by the 3 durable solutions principles[5] including engagement with the relevant government counterparts in seeking to find durable solutions. The Cluster will continue collaborating with other partners in finding durable solutions thorough a participatory process of all stakeholders, enhancing a rights-based approach with age, gender and diversity lens.<br><br>CCCM Cluster will advocate and participate within the twin-track system set in motion by the Resident Coordinator (RC) to better coordinate with development donors and actors as Yemen is moving to Nexus planning in key areas. |
| **Camps as last resort** | A no-camp policy[6] was adopted in Yemen to advance solution-oriented programming in line with the national Guidance on Alternative to Camps in Yemen.[7] In essence, the no-camp policy follows the global guidance where CCCM sees camps as an option of last resort since the establishment of 'formal' camps can increase the population's exposure to protection risks, promote aid dependency and require a substantial investment of resources.<br><br>Rather, the Yemen CCCM Cluster seeks to establish and maintain dignity and standards in camps and camp-like settings if they are created, and to develop exit strategies and durable solutions when feasible. This includes planned camps, spontaneous self-settled informal sites, collective centers, reception centers and transit centers. |
| **Humanitarian principles** | The CCCM Cluster supports it partners through its mandate to operate within the framework of key humanitarian principles: Humanity, Neutrality, Impartiality, and Operational Independence. While operating environments in Yemen remain complex and may require a pragmatic approach to reach those in need, the CCCM Cluster aims to enable and support pathways for partners to do so in a principled manner. |

*This Strategic document has been writing by the National CCCM Cluster team in coordination with the CCCM SAG members.*
*This document has been endorsed by the SAG in December 2022 to be the reference document for the coming two years.*

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[5] Voluntariness, Safety, Dignity
[6] https://cccmcluster.org/sites/default/files/2018-08/GUIDELINES%20FOR%20IDP%20Hosting%20Sites%20YEMEN-%20FINAL.pdf
[7] https://sheltercluster.s3.eu-central-1.amazonaws.com/public/docs/guidelines_on_alternatives_to_camps_in_yemen_june_2018.pdf