

CCCM Cluster Yemen

Communication Strategy

2023

This strategy is a revision and updated version of the 2021 CCCM Communication Strategy. The review of the strategy took place to be aligned with the National CCCM Strategy and to adapt the communication objectives based on the 2023 situation and identified requirements.

The CCCM Cluster SAG has been consulted and endorsed this communication approach.

This new approach reflects the current state and challenges related to CCCM interventions in Yemen for 2023 and 2024 by improving communications modalities to raise awareness on the impact of CCCM activities targeting IDPs living in hosting sites in Yemen and to give more visibility of CCCM partner's activities as well as information on the challenges the Cluster want to address.

Situation:

The humanitarian crisis in Yemen remains one of the worst in the world. With 8 years of conflict, millions of people displaced, and protracted humanitarian response led to a clear decrease of visibility worldwide.

In 2022, only 22% of all funds requested were received by the CCCM partners. After an increase of population to reach +1.6M, the second half of the year witnessed a decrease of 9% of the IDP population in sites.

The 22 CCCM partners are covering 31% of the IDP sites and 53% of the IDP population in sites.

The CCCM Cluster National Team, from field mission, identified lack in direct communication with beneficiaries.

In end of 2021 the Cluster implemented the monthly newsletter with the CCCM Situation Report. This change was to highlight the work of partners, to inform the

Inter-Cluster coordination on the main situation and activities of the CCCM Cluster members, and to identify the gaps and needs of the CCCM sector.

Aim of the strategy:

This communication strategy developed by the National CCCM Cluster is an action plan built to reach and support the strategic objectives of the CCCM Cluster in Yemen.

This document is providing the framework of steps to set-up communication and to ensure a holistic approach of communication through integrated manners using a S.M.A.R.T approach. This approach includes all members of the Cluster.

The Strategy support improving the messages, better audiences targeting, and providing more visibility at all levels, the framework is leaving space to allow innovative approach and initiatives

Objectives

For the CCCM Cluster National Team, the communication can have two aspects. It can be internal with our members, but it should also be external. Therefore, to match the requirements, expectations, and interest of the different audiences, the Cluster has developed communication objectives listed below. Objectives should have indicators. From this strategy the indicators will not be mentioned to allow some flexibility, and they may be added as an annex.

Internal Communication Objectives:

- Strengthen information and data sharing within the Cluster's structure.
- Improve internal communication and awareness of CCCM Cluster's partners and members, from all orientations: bottom-up; top-down; horizontal; transversal.
- Increase and harmonization of good practices related to pairs exchange of messages.
- Maintain Cluster members and partners engaged in exchanging information and communication messages from a regular basis.

- Strengthen the CCCM collective identity and identification by increasing cohesion and harmonization messages, and the feeling to be part of the CCCM community engaged on a common project.
- Ensure communication between Site Management and Site Administration is functional and all actors are engaged and involved in communicating plan and activities and actions.

External Communication Objectives:

The external communication can be divided into various types of external audiences. The first communication obligation is with beneficiaries. Indeed, the first persons not member of the CCCM Cluster who should be informed and receive communication messages are the IDPs. This aspect is related to the Communication with Communities (CwC), and each partner may have a specific approach due to the situation by CwC from all guidance a communication requested approach. Indeed, communication with the beneficiaries from Site Management Agency is a key element of success for all the activities and for coordination. The National CCCM Cluster team from field mission could identified and had raised in the past some discrepancies and mistakes. Therefore, from this holistic strategy communication document, the CCCM Cluster add this approach as this is also part of the AAP endorsed by the Cluster within the Inter-Cluster Coordination mechanism.

The other external audience can be divided between CCCM or other stakeholders, including the authorities, and wider audiences interested in general humanitarian action. For them the objectives will be different. They are the regular actors all members for the CCCM Cluster are communicating with, especially for fundraising, operations, and tracking of response.

CwC:

- Ensure two-way communication with beneficiaries using all technics, materials, and tools.
- Promote Community participation and engagement using communications approaches on the needs of the affected people, including too the activities for them.

- Ensure that the voices of communities, including the 4marginalized and vulnerable, are identified and amplified through consultation and dialogue.
- Strengthen visibility of the focal points or the person of contact at site level for the affected communities to know who to reach.
- Organize and maintain various communication and information campaigns¹

Other external audiences:

- Ensure communication line with regular messages with the authorities and governmental entities.
- Facilitate access to information to external audiences interesting in CCCM activities and services, according to the do not harm principles and in respect with the data protection
- Raise awareness about the situation of displaced Yemenis in the country
- Increase awareness about the overall humanitarian situation in Yemen, with specific focus and recognition of the Camp Coordination and Camp Management activities.
- Increase visibility of the CCCM information products.
- Let broader audiences familiarize with the work of CCCM through a simplification of terminology and figures, human interest stories, infographics, and comms products (including social media products).
- Build trust in CCCM work through posts, stories, articles on actions undertaken by Cluster partners (immediate response on newly displaced, coordination with other Clusters and authorities on life-saving services, working to improve resilience of IDPs living in hosting sites, community participation and mobilization).
- Strengthen the communication message to advocate for the increase of funding to cover the main needs through strategic messaging, public information products and stakeholder's engagement.
- Participate to Inter-Cluster, Inter-Agency and other platform where communication message can increase the awareness of the situation of IDPs and support CCCM members visibility and activities.

¹ <https://www.youtube.com/watch?v=PJwWJ2QzGec&t=62s>

Outcomes

The outcomes expected by the CCCM Cluster with the communication strategy are various.

The first outcomes, from a humanitarian principles and high quality of interventions will:

- Harmonization of communication messages and approaches.
- Strengthening communication with predictable communication key messages.

The second outcome of the strategy will be related to raising awareness of the CCCM Cluster.

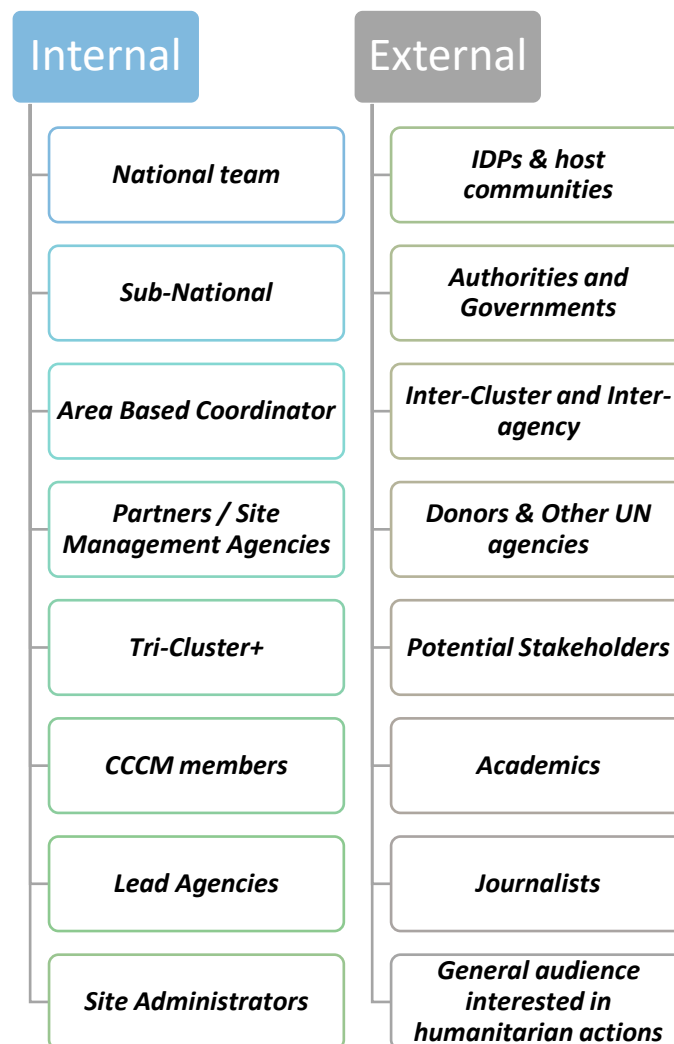
The third outcome will be a support of changing attitude and motivating members and external audience to take action to support the CCCM National Strategic Objectives and activities.

Therefore, through its communications efforts, the Cluster will:

- Monitor and ensure that the recommendation are in place to contribute to base on the situation to share information on IDP living conditions for awareness raising.
- Target evidence-identified gaps and barriers to Cluster partners' operations, including humanitarian access to communication even at ICCM level of the situation partners are facing (these points will support advocacy messages).
- Communicate on site coverage, site profiling, partner presence, to increase coordination mechanism, avoid duplication by informing other partners, and will support informing external audience on Situation related to CCCM.

Communication messages will support the CCCM Coordination approach for advocacy with donors and relevant stakeholders by gathering evidence-based information to support pooled funding and bilateral funding to implement or initiate projects.

Audiences



Challenges

Communication from the CCCM Cluster and from members can face challenges. The Cluster tried to identify them as they can affect the outcomes of this strategy.

- Lack of partners capacity in covering CCCM activities in the country and reduction of human resources may affect the communication capacity and force the partners to focus on delivering assistances and services only.
- Limited knowledge of CCCM work, not only among public but also stakeholders, with high expectations on the impact of the Cluster despite the current limit of resources to cover IDP in sites, may not support fundraising

campaigns, or confusion of area of responsibility with other sectors (Shelter/NFI or Protection).

- Nature of CCCM work: as its mandate is to coordinate services delivery and somehow less tangible, the impact is less visible than other Clusters. Impact and Information may look the same, or partners will focus on the other sectors when doing external communication even if the activity was tri-Cluster.
- Freedom of access and use of communication material may affect the quality of the information and content collected.
- Lack of training in content collection may affect the quality of the messages provided, especially for external audience
- Fatigue from CCCM partners and members if the impact of the communication is not followed by advocacy and fund raised and support.

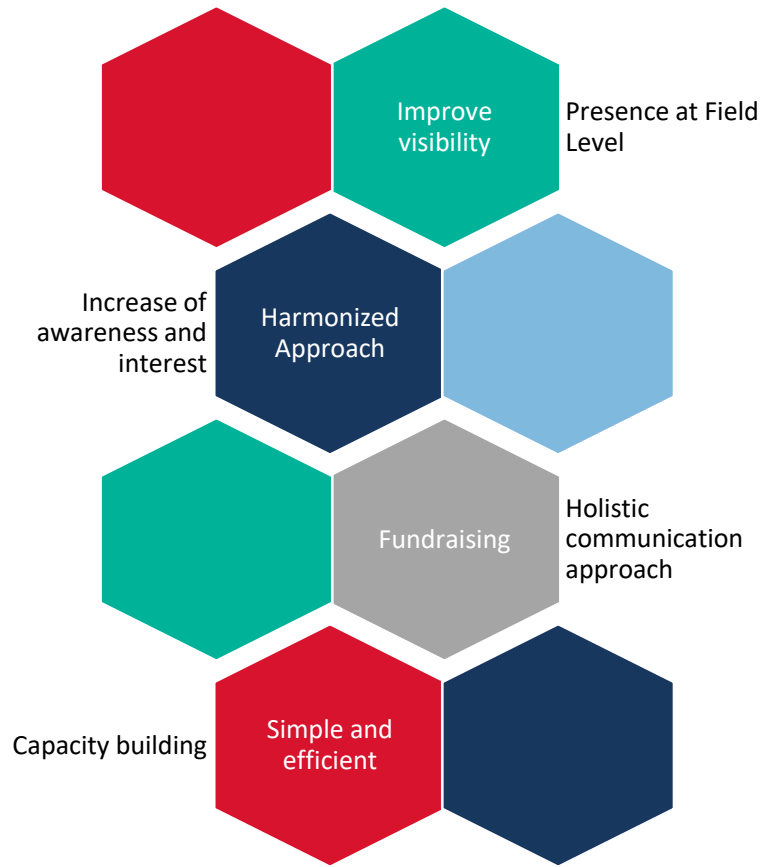
Opportunities

This strategy will give opportunities to:

- The added value of CCCM, having a holistic knowledge of conditions of IDPs in sites, it can push on cross sectoral issues that it understands
- SMC teams of CCCM partners (22 organizations) have the advantage of working daily with people hosted in the sites including hard to reach sites. They can collect success and human-interest stories on regular basis
- Contribute to the visibility of the CCCM cluster in the field by putting cluster logo on banners and in any materials distributed like fire safety instructions, kits and more.
- Communications products published by all CCCM actors in Yemen (Cluster Coordination Team / UNHCR Yemen as Cluster Lead, Cluster partners) are assets that could be echoed on the Global CCCM Cluster, Humanitarian Response / OCHA, UNHCR Global and Arabic social media accounts
- Joint communications products with other relevant stakeholders (other Clusters, REACH etc.)
- Public events: Cluster Coordination Team could explore possibilities of attending public events, briefing with donors, sessions at universities, humanitarian actors, speaking about CCCM activities and priorities



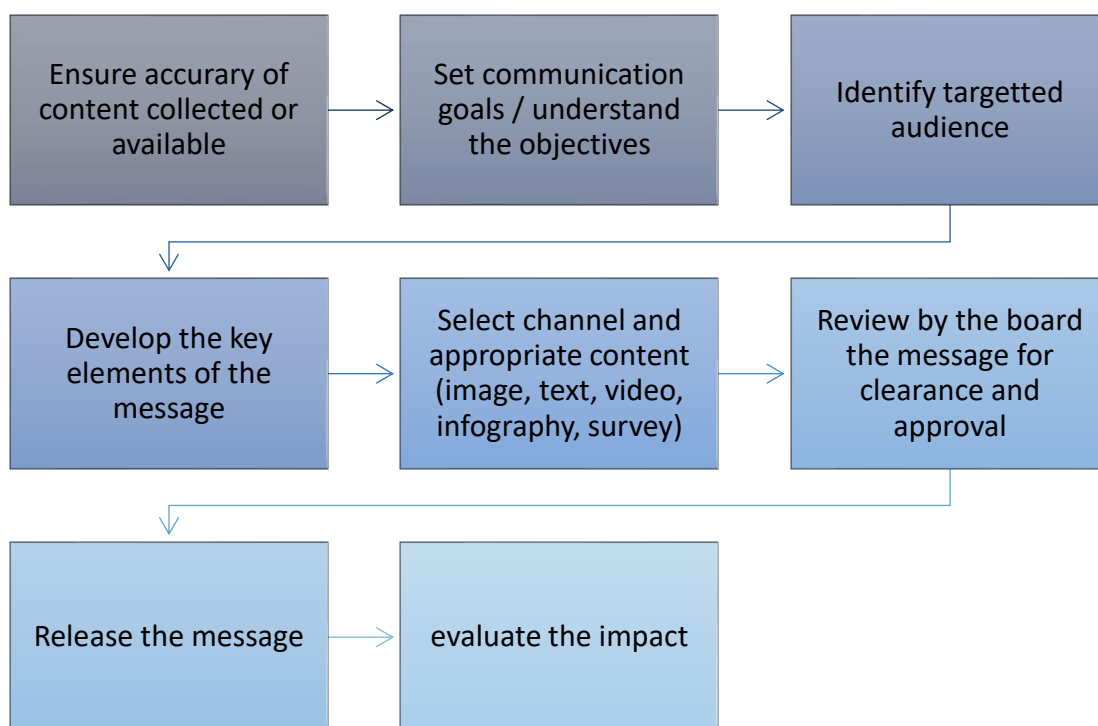
Key works related to opportunities from Communication Strategy:



Messages Process Modeling

To ensure that the message and communication are reaching the objectives from internal to external approaches, the CCCM Cluster will provide recommendation, and training to partners.

As example for an external communication message, the process to get it released with be:



Depending on the communication goal, the process will be different. However, the CCCM Cluster will recommend tracking the impact of the message, especially when the message is for external audiences, including IDPs. Tracking impact of messages can be challenging. If the messages are on public platform tools can be used to track the audience and interaction. In case of messages to beneficiaries, the impact may be more difficult to evaluate.

Activities / products / channels / tools

For Internal Communication, the Cluster developed several communication channels and products:

1. **CCCM meetings.** This meeting is not only for information, but also for operation. However, it's a good platform to share messages and to communicate within the Cluster.
2. **TEAMS.** This tool support internal communication, support content management, and encourage partner to participate in dedicated channels. From this tool, for internal purpose, the cluster will share information as intranet system, including Information Management messages and analysis. This intranet is there to support pair exchanges too.
3. **Newsletters.** From a monthly based the CCCM Cluster is sharing information using newsletter. The tool selected is mailchimp. Communication is on situation, information products, partners activities. The Cluster is encouraging the partners to have newsletter and encouraging the partners to share with them the report and case studies,(this tool is common with external communication too).

For External Communication, the Cluster implemented tools and methodology to communicate:

1. **Signs and information board** in IDP sites.
2. **Newsletters.** Indeed the newsletter is shared with external audience, like donors and other Clusters. The newsletter is providing information on situation, data analysis, and more such as case studies, or stories.
3. Direct **presentation** during conference, retreat and meeting.
4. **Website.** The main one is for the CCCM Cluster in Yemen the data portal: https://data2.unhcr.org/en/situations/yemen_cccm. This platform will changed in the coming weeks based on implementation of a new website supported by Global CCCM Cluser. There the Cluster will implement a webpage to facilitate audiences to get to the information of their interest. This new page will have the same key information and will give access to more analysis and visibility of partners.
5. **Social Media.** Most of the CCCM partners have social media and are frequently sharing information on activities in English and Arabic. To support their initiatives, the Cluster encourage them to use the hashtag *#CCCMYemen*. In parallel to share with a larger audience the Cluster implemented also the CCCM Cluster social media (see below for details)

Example of activities, products, and channels from the CCCM Cluster in Yemen.

Activities	Products	Channels
<ul style="list-style-type: none"> - Capacity building training on content collection (stories, photos, video clips) for CCCM partners - Public events (seminars, conferences, university symposiums) - Comms partnerships: REACH/Impact Initiative, Global CCCM Cluster, CCCM Cluster partners, OCHA Yemen, other Clusters - Field visibility from Cluster to partner visibility 	<ul style="list-style-type: none"> - CCCM monthly factsheets - Situation Report - Web Newsletter - Concept notes for donors - Maps and infographics - Ad-hoc briefing notes - Pieces on camera - Human stories - Features of relevant-innovative projects - Social media posts - Appeals for funding gaps 	<ul style="list-style-type: none"> - CCCM Cluster Operational Data Portal and other webpage created / as well partner websites. - Global CCCM Cluster website and social media - Cluster partners' websites and social media - REACH, OCHA Yemen, other Clusters' websites and social media - UNHCR Yemen social media - Personal accounts Cluster Coordination Team (when needed) - TEAMS

The CCCM Cluster in Yemen developed social media to target additional external audiences:

Product	Targeted Audience	Comments	link
Twitter	Donors - Institutions – Journalist	The aim of this communication channel is more to highlight the post of the CCCM partners, but also to share short information related to CCCM in Yemen	Click here
Facebook page	Partners – Colleagues – IDPs – other audiences interested in humanitarian action	The facebook page can reach to beneficiary too. For this the Cluster will have more content and explanations	Click here
Youtube channel	Partners – Journalist – other audiences	This channel will be used to upload the video produced, but for the moment only a list of videos from partners related to CCCM and IDP in sites in Yemen is available	Click here