

CCCM Cluster Localization Framework and Work Plan

Introduction: Since the CCCM cluster was activated in Somalia, the cluster has been adamant about making tangible improvements on progressing localization initiatives. This has included making concerted efforts to increase the number of national agencies operating within the cluster, integrating local knowledge into the cluster's overall approach and strengthening community resilience at the site-level through knowledge sharing activities. In recent years, the CCCM cluster has been successful in achieving aspects of localization through reinforcing the clusters composition of active national partners. Between 2019 and 2021, the CCCM cluster has increased the number of active NNGOs from 4 to 10 while also including a local authority agency as active cluster partners. Moreover, the cluster has been able to deliver a litany of knowledge sharing activities to cluster partners with the intention of promoting enhanced abilities to implement quality CCCM activities. In 2020, the cluster facilitated a total of 16 trainings/workshops over the course of the year intended to strengthen partner knowledge of not only CCCM approaches, but important cross-cutting themes that impact accountability and engagement with other sectors. Despite efforts to proliferate localization efforts within the cluster, many of these initiatives have not been sufficiently measured making it difficult to fully comprehend the successes and failures of such approaches. Moreover, in the past, the cluster and partners have not put forward key achievement targets and pledges for localization meaning that such initiatives were not bound against a framework or agreed upon undertakings. As a result, the CCCM cluster wishes now to initiate systems that raises accountability by instituting measurable indicators which can guide the cluster on achieving important localization milestones such as establishing equal decision-making opportunities within the CCCM cluster.

To formally kickstart this broader localization effort spearheaded by the CCCM cluster and its partners, the CCCM Cluster in close collaboration with the Somalia NGO Consortium facilitated a half-day workshop on localization approaches. The workshop which was attended by NNGOs/INGOs, UN agencies, civil society groups and humanitarian donors allowed for participants to learn more about the facets of localization, and to active discuss opportunities for the CCCM cluster to maintain its pledge for broader localization efforts in 2021 with the localization framework reviewed annually. The key recommendations and findings from this workshop have been incorporated within this document as main actionable objectives for the cluster and its partners to achieve during the upcoming year.

Localization Framework: The recent CCCM Localization Workshop has provided a strong foundation to establish the cluster's localization framework. Through utilizing these findings in addition to recommendations that have been highlighted in past CCCM partner assessments such as the 2021 Household Satisfaction Surveys and 2020 cluster coordination performance monitoring (CCPM), the following objectives have been prioritized by partners in addition to the communities where CCCM is present. The process for reviewing objectives and monitoring indicators will include collecting input from CCCM partners and other key stakeholders such as respective CCCM donors, Somalia NGO consortium leads, and cluster led UN agencies. Once reviewed and finalized, the cluster's Localization Framework will be reviewed at workshops occurring annually allowing for the cluster to review actionable progress on key indicators, and to convene and agree on additional strategy aims for the cluster based on new needs and priorities of the displaced people/situations in sites. It is important to note that the objectives of the cluster's localization framework align directly with the priority interventions that have been put forth within the *Framework for Localization in Somalia*.

The following objectives were the result of the first localization strategy workshop:

Objective 1: *Increase the overall annual funding allotment that is provided to partner NNGO with the objective of cluster NNGOs receiving at least 25% of annual CCCM funding.*

Threat 1: SHF CCCM funding is currently limited to a funding duration of 12 months creating difficulties in investing in community governance structures and further sustainable support from local authorities and the communities themselves. Community participation and site-level governance structures are the foundation of CCCM as it allows for greater decision making to occur while being central to upholding the rights of displaced populations. Therefore, in order to invest in supplementing communities with the support they need to build resilience and self-governance, CCCM projects require multi-year funding.

- ❖ The CCCM cluster to hold discussions with OCHA's HFU advocating for establishing multi-year funding opportunities for clusters in Somalia. Under this advocacy, the case would be made for the CCCM cluster to receive multi-year project considerations prior to the formation of a SHF general allocation strategy

Indicator: SHF establishes multi-year projects commencing in 2022 with the CCCM cluster working with SHF for considerations of benefitting from such projects. Multi-year funded projects will prioritize national agencies (Verification: Inclusion of a multi-year project within the 2022 SHF allocation strategy).

Threat 2: While national partners now make up 63% of all active cluster partners, national organizations only receive 15% of the total funds that are allocated to the CCCM cluster (2020, FTS).

- ❖ The CCCM cluster to establish agreements with cluster lead agencies ensuring that at least 75% of the sub-granting of CCCM operations will be awarded to national organizations that are best positioned to respond. Such agreements should utilize the cluster's knowledge of operational partners in each geographic zone and move from year-on-year partnership agreements to strategic partnerships that move beyond project-based activities. (to be operational starting in 2022).
- ❖ Through meetings with CCCM donors such as ECHO and BHA, ensure that there is a firm understanding of the cluster's localization framework, and pledges from the donor-level to establish either direct funding for national CCCM partners, or partnerships between INGO/NNGO that adhere to an equal ownership of the projects elements (project design, logical framework, work plan, etc). It's important that these projects are inclusive of indirect costs and overheads for NNGOs with an equitable distribution of financial resources.

Indicator: Via 2021 FTS data and analysis of UNHCR/IOM sub-granted partnerships, at least 25% of the percentage of overall cluster funding that has been awarded to national CCCM partners (Verification: FTS/UN lead agency funding data).

Objective 2: *Strengthen the capacity of national CCCM partners ensuring that agencies continue to evolve as reliable CCCM partners, and that agency support structures are reinforced through support from cluster lead agencies, and other external stakeholders.*

Threat 1: There is a continued requirement for the CCCM cluster to bolster long-term capacity building exercise aimed at equipping national partners with the capacity to respond with high-quality CCCM interventions, improving the ability for national partners to respond with CCCM interventions and commencing program support unit knowledge sharing activities.

- ❖ Create an agency capacity assessment that can be implemented at the sub-national level by state-level cluster focal points. This assessment will look to highlight areas where national agencies that are well positioned to respond with CCCM interventions states/regions based on their prowess in operating within IDP sites.
- ❖ The CCCM cluster to hold a certain number of CCCM capacity building exercises annually (this includes virtual Introduction to CCCM modules, tool review workshops and in-person intensive trainings with individual partners). Such activities should be developed in partnership with international and national CCCM agencies. Through the cluster's CCPM and feedback arrangements, CCCM partners are to recommend key thematic trainings and cross-sector knowledge sharing activities that would best serve agency CCCM staff. The cluster will also establish a kobo form that will allow for partners to request various thematic, technical and cross-cutting trainings that would benefit their teams. The CCCM Cluster will also advocate for establishing a national ToT which will work to develop a pool of national CCCM trainers who could be responsible for providing continuous capacity support.
- ❖ National CCCM partners to have access to programme support unit training modules that are either delivered by cluster lead agencies, or through external channels that have been opened through coordination by the CCCM cluster. Overall, this should include the succession of planning and performance management systems to NGOs for the promotion of accountability and sustainability of operations. National CCCM partners to have receive programme support knowledge sharing activities that are aimed at fortifying an agency's support structure and in turn, improving an agency's positioning to secure funding, avoiding cases of fraud, completing reporting requirements and handling PSEA cases in a way that adheres to organizational standards

Indicator 1: Agency capacity assessment tool has been created by the CCCM cluster and is being administered annually at the state-level (Verification: Completed assessments submitted by sub-national cluster focal points)

Indicator 2: The CCCM cluster to hold a total of 12 capacity building activities annually, retroactively starting for the 2021 year (Verification: training invitations, pre/post KAPS, reporting on Global Cluster training tracker)

Indicator 3: 40% of active national CCCM partners to receive a training in at least one programme support module selected by participating agencies (either delivered by cluster led agencies, or through external networks unlocked through CCCM cluster support) (Verification: attendance sheets, training invitations).

Objective 3: Expand the integration of local knowledge within the overall Somalia CCCM strategy and approach that partners are upholding

Threat 1: The CCCM cluster and its partners are not utilizing local knowledge of camp management committee (CMC) members, or other members of the IDP site. The absence of community-led activities that feed into the cluster's strategy are creating a hindrance for creating exit strategies and stronger community-level, and government-level resilience. In order to adhere to the Camp Management Minimum Standard of ' % of community workshops that are used to develop and share site-level plans', there is a requirement for community members to feed directly into our broad CCCM approach.

- ❖ Through the leadership of the CCCM cluster, CCCM partners to hold consultation meetings with members of the IDP community adhering to inclusion principles. Such consultations will focus on CCCM-related activities that beneficiaries believe partners should scale up, and through support from CCCM partner staff, ascertain cross-cutting initiatives that would greatly benefit IDP beneficiaries in 2022. The results of such consultations will be presented during the 2021 strategy review session and enveloped within the cluster's strategy and HRP for 2022.
- ❖ The CCCM cluster and its partners to continue knowledge sharing initiatives with local authorities and key government ministries with the intention of incorporating these important stakeholders into CCCM activities. Formal trainings, inclusive site verification exercises, attendance of such stakeholders during safety audit reviews and site-level coordination meetings, and review sessions highlighting site/district-level data should be continued during 2021 and beyond. Attendance of local authorities and Federal Government Bodies during cluster meetings should be further promoted.

Indicator 1: Number of districts where CMC/community consultation on CCCM activity design has occurred. (Verification: CCCM partner reports)

Indicator 2: Completion of one CCCM strategy workshop facilitated by the National CCCM cluster with the objective of incorporating suggestions for approach enhancements from the community, but also from CCCM partners. (Verification: CCCM strategy workshop meeting minutes, email invitation)

Indicator 3: 2022 CCCM cluster strategy created considering feedback generated via the CCCM strategy workshop (Verification: Reference of community-level/cluster-level recommendations in 2022 CCCM cluster strategy and/or 2022 HRP)

Indicator 4: Number of Local/Federal authorities that have participated in CCCM activities in 2021. (Verification: CCCM cluster meeting minutes, site verification information products, workshop/meeting attendance documents)

Indicator 5: # of NNGOs in leadership positions throughout the response (cluster/sub-cluster co-leads, thematic work groups, etc.) ensuring greater autonomy, responsibility, and local knowledge utilisation.

CCCM Localization Work Plan 2021-2022									
Completed									
Ongoing									
Not started yet									
Thematic Area	Activities	Timeline				Lead agency	Output targets	Progress	Remarks (progress report)
		Q3	Q4	Q1	Q2				
-									
<p>Objective 1: Increase the overall annual funding allotment that is provided to partner NNGO with the objective of cluster NNGOs receiving at least 25% of annual CCCM funding.</p> <p>Objective 2: Strengthen the capacity of national CCCM partners ensuring that agencies continue to evolve as reliable CCCM partners, and that agency support structures are reinforced through support from cluster lead agencies, and other external stakeholders.</p> <p>Objective 3: Expand the integration of local knowledge within the overall Somalia CCCM strategy and approach that partners are upholding</p>	<p>The CCCM cluster to hold discussions with OCHA's HFU on establishing multi-year funding opportunities for clusters in 2022. Target districts will be based on an evidence-base that highlights acute CCCM needs</p>	X	X	X		CCCM Cluster, OCHA HFU	SHF establishes at least one multi-year project for CCCM interventions commencing in 2022.		
	<p>The CCCM cluster to establish agreements with cluster lead agencies ensuring that at least 75% of sub-granting of CCCM operations will be awarded to national organizations that are best positioned to respond. Such agreements should utilize the cluster's knowledge of operational partners in each geographic zone and more from year-on-year partnership agreements to strategic partnerships that move beyond project-based activities. (to be operational starting in 2022).</p>		X	X		CCCM Cluster, IOM, UNHCR	Via 2021 FTS data and analysis of UNHCR/IOM sub-granted partnerships, at least 25% of the percentage of overall cluster funding that has been awarded to national CCCM partners.		
	<p>Through meetings with CCCM donors such as ECHO and BHA, ensure that there is a firm understanding of the cluster's localization framework, and pledges from the donor-level to establish either direct funding for national CCCM partners, or partnerships between INGO/NNGO that adhere to an equal ownership of the projects elements (project design, logical framework, work plan, etc).</p>		X	X		CCCM Cluster, BHA, ECHO	Via 2021 FTS data and analysis of UNHCR/IOM sub-granted partnerships, at least 25% of the percentage of overall cluster funding that has been awarded to national CCCM partners.		
	<p>Create an agency capacity assessment that can be implemented at the sub-national level by state-level cluster focal points. This assessment will look to highlight national agencies that are well positioned to respond with CCCM interventions states/regions based on their prowess in operating within IDP sites.</p>		X			CCCM Cluster	Agency capacity assessment tool has been created by the CCCM cluster and is being administered annually at the state-level.		



	<p>The CCCM cluster to hold a certain number of CCCM capacity building exercises annually (this includes virtual Introduction to CCCM modules, tool review workshops and in-person intensive trainings with individual partners. Through the cluster's CCPM and feedback arrangements, CCCM partners are to recommend key thematic trainings and cross-sector knowledge sharing activities that would best serve agency CCCM staff. The cluster will also establish a kobo form that will allow for partners to request various thematic, technical and cross-cutting trainings that would benefit their teams.</p>	X	X	X	X	CCCM Cluster	The CCCM cluster to hold a total of 12 capacity building activities annually, retroactively starting for the 2021 year.		
	<p>National CCCM partners to have access to programme support unit training modules that are either delivered by cluster lead agencies, or through external channels that have been opened through coordination by the CCCM cluster. National CCCM partners to have receive programme support knowledge sharing activities that are aimed at fortifying an agency's support structure and in turn, improving an agency's positioning to secure funding.</p>		X	X	X	CCCM Cluster, UNHCR, IOM	1. 40% of active national CCCM partners to receive a training in at least one programme support module selected by participating agencies (either delivered by cluster led agencies, or through external networks unlocked through CCCM cluster support). 2. # of NNGOs in leadership positions throughout the response (cluster/sub-cluster co-leads, thematic work groups, etc.) ensuring greater autonomy, responsibility, and local knowledge utilisation.		
	<p>Through the leadership of the CCCM cluster, CCCM partners to hold consultation meetings with members of the IDP community adhering to inclusion principles. Such consultations will focus on CCCM-related activities that beneficiaries believe partners should scale up, and through support from CCCM partner staff, ascertain cross-cutting initiatives that would greatly benefit IDP beneficiaries in 2022. The results of such consultations will be presented during the 2021 strategy review session and enveloped within the cluster's strategy and HRP for 2022.</p>	X	X	X	X	CCCM Cluster	1. Number of districts where CMC/community consultation on CCCM activity design has occurred. 2. Completion of one CCCM strategy workshop facilitated by the National CCCM cluster with the objective of incorporating suggestions for approach enhancements from the community, but also from CCCM partners. 3. 2022 CCCM cluster strategy created considering feedback generated via the CCCM strategy workshop		
	<p>The CCCM cluster and its partners to continue knowledge sharing initiatives with local authorities and key government ministries with the intention of incorporating these important stakeholders into CCCM activities. Formal trainings, inclusive site verification exercises, attendance of such stakeholders during safety audit reviews and site-level coordination meetings, and review sessions highlighting site/district-level data should be continued during 2021 and beyond. Attendance of local authorities and Federal Government Bodies during cluster meetings should be further promoted.</p>	X	X	X	X	CCCM Cluster	Number of Local/Federal authorities that have participated in CCCM activities in 2021.		