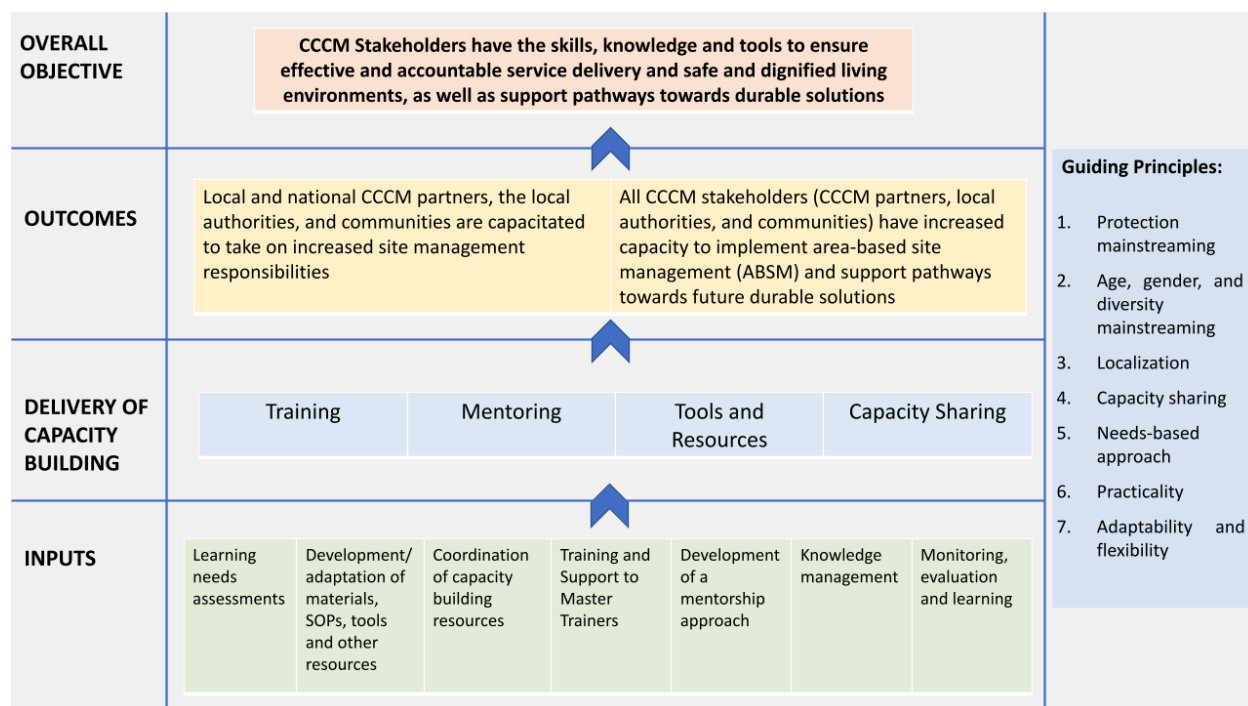


YEMEN CCCM CLUSTER CAPACITY BUILDING STRATEGY 2025-2027



© YDR Consortium Capacity Building Team

STRATEGY FRAMEWORK:



BACKGROUND AND CONTEXT:

The Yemen CCCM Cluster Strategy 2025-2027 aims to provide CCCM Cluster partners and stakeholders with a framework for the coordination of humanitarian assistance and protection activities targeted to displaced populations residing in hosting sites and displacement-affected areas. The Strategy outlines CCCM partners' approach to its core role in enhancing the coordination of services, maintaining and improving site infrastructure, strengthening participation, fostering accountability of affected populations, creating a more protective environment, and helping to create pathways towards longer-term solutions to displacement. Over its 3-year implementation period, the strategy outlines a gradual and phased transition towards an area-based approach where feasible and appropriate, as well as a greater focus on supporting pathways to durable solutions and preparing for eventual exit strategies.

The successful implementation of the CCCM Cluster Strategy 2025-2027 will be dependent upon CCCM partners, the local authorities and targeted communities having the necessary skills, knowledge and tools to provide an effective and sustainable response in sites and displacement-affected communities. Enhancing local leadership and community participation and empowerment are, in particular, key enabling factors. This Capacity Building Strategy, which feeds directly into the CCCM Cluster Strategy, has therefore been developed. It builds upon CCCM partners' existing capacity building

initiatives, which to date have been led by the Yemen Displacement Response (YDR) consortium¹ and its dedicated Capacity Building Team. These efforts have included considerable investment in establishing and capacitating community-level committees to undertake various site management roles, as well as providing training and other capacity building support to local authorities, particularly site focal points, and national, and international CCCM partners. A cadre of Master Trainers (staff from CCCM partners) has also been established, giving the CCCM Cluster a set of skilled trainers who will play a key role in the implementation of this Strategy. Finally, the Cluster established a Capacity Building Working Group (CBWG) in late 2023 to provide strategic direction and oversight to capacity building initiatives.

AIMS AND OBJECTIVES:

This Capacity Building Strategy aims to provide the Cluster Coordination Team (CCT) and CCCM partners with a framework for the planning, coordination, and delivery of capacity building initiatives from 2025-2027, in support of the overall CCCM Cluster Strategy. It seeks to address identified gaps in capacities among CCCM stakeholders, notably CCCM Cluster partners, the local authorities, and communities. This Capacity Building Strategy is also aligned with the Global CCCM Cluster Strategy 2025-2029 which recognizes capacity strengthening as a key enabling action.

The Strategy has the following overall objective, which corresponds to sub-objective 5 of the overall Yemen CCCM Cluster Strategy:

“Ensure that CCCM Stakeholders are equipped with the skills, knowledge and tools necessary for effective and accountable service delivery, the creation of safe and dignified living environments, and to support pathways towards durable solutions”

This objective will be achieved through two outcomes, the first focuses on site-level interventions, while the second targets area-level initiatives:

1. ***National CCCM partners, the local authorities, and communities are capacitated to take on increased site management responsibilities:*** Given that local and national actors play a critical role in both the delivery of services as well as coordination, the CCCM Cluster is in a unique position to operationalise the localisation agenda. The CCCM Cluster will continue strengthening the capacities of local actors to effectively manage and coordinate humanitarian responses at the site-level. Strengthening site-level management capacities will facilitate the transition to area-based site management (ABSM) and lay the foundation for exit strategies, including the handover of site management to local organizations, local authorities, or communities and the

¹ The Yemen Displacement Response (YDR) Consortium was established in 2019 to provide a coordinated response to displacement. It is a partnership of four leading CCCM agencies in Yemen and globally, with DRC leading the Consortium, and partners Acted, NRC, and IOM. The Consortium responds to the needs of internally displaced persons (IDPs) in camp-like settings and hosting communities through an integrated, multi-sectoral programming approach

eventual phase-out or closure of IDP sites, with support for return or local integration initiatives

2. **All CCCM stakeholders (CCCM partners, local authorities, and communities) have increased capacity to implement area-based site management (ABSM) and support pathways towards future durable solutions:** CCCM partners, local authorities, and communities will be supported to operate in a transitional environment through a thematic focus on topics such as ABSM, durable solutions, mediation and HLP in the Cluster's capacity building initiatives. CCCM stakeholders will have a clear understanding of what ABSM is and how to operationalize it effectively in close collaboration with the Global CCCM Cluster, humanitarian and development stakeholders.

TARGETING AND PRIORITIZATION

The following stakeholders will be the key target groups for capacity building under this Strategy:

- ❑ **Community structures:** Primary engagement will be with the community structures that the CCCM sector has established and regularly engages with. These include CCCM community committees, flood committees, and maintenance committees, as well as structures established by other Clusters such as water user committees, and community protection groups. In areas prioritized for ABSM, membership of these structures will be expanded to include host community members and IDPs living outside of sites.
- ❑ **Local authorities:** At site-level, there will be a continued engagement in capacity building of site focal points in both DFA-controlled and IRG-controlled areas. At district-level and governorate-level, there will be increased targeting of Executive Unit staff (in IRG-controlled areas) and MoFA and MoSaL staff (in DFA-controlled areas) as well as relevant line ministries. With the shift towards ABSM, governorate and district-level councils will increasingly be targeted by capacity building initiatives.
- ❑ **CCCM partners:** all partners (currently 22) will be targeted under this strategy.

The scope of the CCCM sector's work necessitates a wide range of thematic areas for capacity building, with priority given to the following topics:

Core CCCM Standards and Approaches, including coordination and monitoring of service provision; roles and responsibilities; data and information management; monitoring of protection risks; two-way communication; governance and community participation; community-led projects; site improvement; and site closure and exit planning.

Protection mainstreaming, including building understanding of what it is and what it involves; how to incorporate protection principles – access, safety, dignity, participation and empowerment, and accountability – in different sectors; how to consider age, gender and other diversity factors when creating policies, programs, and services; how to

mitigate GBV risks; and how to develop and implement protection mainstreaming actions plans.

Area-based site Management, including what it is; how to define catchment areas, how to apply it in urban areas and in scattered sites; conflict sensitivity and social cohesion within ABSM; different modalities that can be used, namely mobile teams and community resource centres; and exit strategies. A focus will also be placed on how to adapt core CCCM activities – coordination and monitoring, community participation and representation, and two-way communication – to the area-level.

Durable solutions, including durable solutions concepts and definitions in the Yemen context; the IASC Durable Solutions Framework and its 8 criteria; settlement options (local integration, return and settlement in a third location); pathways and opportunities for durable solutions; and key principles. A focus will be placed on how CCCM activities can concretely contribute towards creating pathways for durable solutions.

Housing, land, and property (in coordination with HLP Working Group), including HLP rights; the national legal framework and land classification in Yemen; how land is managed in Yemen; common HLP issues in displacement-affected communities in Yemen; HLP Case Management and roles and responsibilities within this; women’s HLP rights; and HLP disputes and negotiation.

Other thematic areas which link into the above will also be considered, including Emergency preparedness and response, climate resilience and environmental sustainability, and mediation and dispute resolution;

Ongoing learning needs assessments conducted during the 3-year strategy implementation may identify new areas of focus.

METHODS OF CAPACITY BUILDING:

A multi-faceted approach to capacity building will be adopted, with a focus on the methods outlined below:

Training	Training, including on-the-job training, will be delivered by CCCM partners, with Masters Trainers playing a key role in delivery. This will be supported by Training of Trainers (ToT) to develop and strengthen the skills of trainers. Training will be practical, with materials adapted to local and national contexts, and tailored to the findings of learning needs assessments. Opportunities will also be sought for stakeholders external to the CCCM Cluster to provide relevant trainings (for example, the HLP Working Group on HLP). Training activities will be closely coordinated within and outside the CCCM Cluster to ensure complementarity and avoid duplication. Thematic areas for training will be those outlined in the Targeting and Prioritization section above.
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Mentoring	A focus will be placed on mentoring the local authorities at site and district-level and community committees, contributing to a more sustainable response and supporting the eventual handover of sites. Thematic areas for mentoring will include site management, coordination, community engagement and participation, protection, hazard mitigation and response, protection mainstreaming, community-led projects and contingency planning. Mentoring would also be complemented with peer learning opportunities for mentees to facilitate knowledge sharing.
Tools, resources, and guidance	All CCCM partners will benefit from a centralised repository housing all tools and resources in one accessible space. This will include training materials for the thematic areas outlined above, the development of SOPs to guide the work of CCCM partners including for ABSM, and the adaptation of existing Information Management tools to the area-level.
Capacity sharing	A capacity sharing approach will be adopted, recognizing the diverse strengths and contextual knowledge of local actors, whereby opportunities will be created for CCCM stakeholders to learn from one another. This will include learning and reflection sessions bringing together stakeholders to identify learning, good practices, and recommendations for future interventions. This approach recognizes that all stakeholders- CCCM partners, local authorities, and communities- have skills and knowledge from which others can benefit. Such an approach will be relevant for all thematic areas of capacity building, but particularly relevant for some new areas of work around ABSM and exit strategies.

KEY INTERVENTIONS:

Identification of learning/capacity building needs: Capacity building initiatives will be tailored to the specifics of local contexts. The CCT, with support from the CBWG and YDR Consortium, will develop harmonized tools for learning needs assessments. Utilizing these tools, the CBWG will conduct periodic learning needs assessments across all target groups to identify current knowledge, skills, and practices of CCCM stakeholders, pinpoint gaps in understanding of relevant principles, tools, and approaches, understand contextual challenges, and prioritize thematic areas for training and capacity building. The timing of learning needs assessments will also be influenced by the need to introduce new themes or refresh existing topics, ensuring that the information gathered remains current and reflective of emerging trends and priorities. The aim is for all trainings and capacity building initiatives implemented by CCCM partners to be informed by a learning needs assessment.

Development/adaptation of operational tools and guidance: This will include the development of SOPs to standardize and guide the work of CCCM partners. An SOP on ABSM will be developed by the Area-based Approach Working Group of the CCCM Cluster in early 2025 to guide the piloting and rollout of this approach under the CCCM Cluster Strategy 2025-2027. Further SOPs will also be developed on hazard mitigation and response and complaints and feedback mechanisms. The CCCM Cluster's Community-level Project (CLP) Guidance will also be updated, with consideration given to what it means to implement CLPs under ABSM. The Cluster's existing Information Management tools will be adapted to the area-level. Finally, scenarios and guidance on exit strategies will also be developed.

Development/adaptation of training materials: The Global CCCM Cluster's ABSM training materials will be adapted to the Yemen context and rolled out in 2025, with refresher trainings held throughout the Strategy period. Yemen-specific durable solutions materials will also be developed. The development and adaptation of training materials will be coordinated by the CCT, with technical inputs provided by YDR Consortium and the CBWG.

Training of Master Trainers: Master trainers will play a critical role in the implementation of the Capacity Building Strategy. During the strategy period, Master Trainers will continue to be identified (expanding the existing pool), trained and provided with the support they require to rollout trainings under the Strategy. The Master Trainer Program will be led and coordinated by the CCT, with the CBWG and YDR Consortium providing support in terms of identifying potential new trainers and designing and delivering new trainings for Master Trainers.

Development and implementation of a CCCM mentorship approach: The CBWG will develop guidelines for mentoring initiatives. The approach will involve the identification of gaps and needs, followed by pairing experienced CCCM Master Trainers and experience CCCM practitioners with representatives of the local authorities for on-the-job coaching. The guidelines will be developed in the first half of 2025; this will be followed by a period of piloting with the capturing of learning and adaptation of the approach before wider rollout.

Knowledge management: The CCT will lead efforts to capture, share and store capacity building materials. Tools, training materials, guidance and other relevant CCCM resources will be disseminated through a variety of means, including workshops, learning events, and monthly CCCM Cluster Updates. Additionally, a repository for these resources will be established and managed by the CCT, with the CBWG and YDR Consortium contributing to this repository.

Monitoring, evaluation and learning of capacity building activities: A robust monitoring system for measuring the results and effectiveness of training and mentoring will be developed, which will include standard indicators, as well as tools for monitoring and reporting. CBWG will also serve as a space for information sharing, reflection and learning on capacity building activities, identifying what is going well and what could be improved, as well as recommendations for the future to inform the adaptation of ongoing initiatives.

GUIDING PRINCIPLES:

1. **Protection mainstreaming:** The four protection mainstreaming principles – meaningful access, safety and dignity, participation and empowerment, and accountability- will be incorporated across all capacity building interventions. Protection mainstreaming will also be a key thematic area of focus in training and other capacity building initiatives.
2. **Age, gender, and diversity mainstreaming:** Women, men, girls, and boys, as well as older persons, persons with disabilities and minority groups, experience displacement and crises very differently due to their different roles and opportunities, as well as unequal power dynamics that exist among these different groups. CCCM partners will facilitate their participation in capacity building initiatives and ensure that these initiatives are tailored to the specific needs of all groups.
3. **Localization:** This Strategy prioritizes strengthening the capacity of national CCCM partners, local authorities, and communities, enabling them to take on increasing leadership roles in planning for and responding to displacement. Local and national CCCM partners will also contribute to the implementation of this Strategy as active participants in the CBWG and through the delivery of training and other capacity building initiatives at field-level.
4. **Needs-based approach:** Capacity building interventions will be based on learning needs assessments, and thereby tailored to the specific needs, capacities and gaps in local contexts.
5. **Practicality:** Training, mentoring, and other capacity building initiatives will prioritize practical, hands-on approaches that are directly relevant to the day-to-day work of target groups.
6. **Adaptability and flexibility:** Capacity building tools will be tailored to local contexts and adapted to changes in context. Through regularly evaluating the effectiveness of capacity building interventions and carving out space for learning and reflection, this Strategy will remain flexible and adaptable based on learning and changes in the operational context.

COORDINATION AND MANAGEMENT:

The Cluster Coordination Team will assume overall leadership and responsibility for the implementation of this strategy, ensuring coordination of capacity building initiatives and the best use of available resources. The CCT will also lead on engagement on capacity building with external stakeholders including with the authorities in both IRG- and DFA-controlled areas, other clusters, as well as other nexus/development actors providing capacity building support to local authorities and communities.

The Capacity Building Working Group (CBWG) will provide oversight and guidance to the implementation of the Strategy, and its members will also provide technical guidance and inputs to the capacity building initiatives implemented under the Strategy. CBWG meetings will serve as the main forum for reviewing progress on the implementation of this Strategy. The CBWG is chaired by the CCT and co-chaired by YDR Consortium, with membership open to all CCCM Cluster partners. CBWG members, as Cluster partners, will be responsible for the delivery of field-level training and mentoring.

The **Yemen Displacement Response Consortium** and its dedicated capacity building team have laid many of the foundations for the successful implementation of this strategy, and they will continue to serve as a critical technical resource during its implementation. YDR Consortium will play a key role in developing/adapting tools, resources, and training materials; contributing learning from its history of leading of CCCM-related capacity building initiatives in Yemen; and identifying and training Master Trainers and direct implementation of capacity building activities in target locations. The YDR Consortium will also support the CCT's overall leadership through co-chairing the CBWG.

Engagement and collaboration with external stakeholders will be prioritized during this implementation of this Strategy. Close coordination with **other Clusters** will ensure that training and other capacity building support delivered to community structures and the local authorities are complementary and make the best use of available resources, recognizing that different Clusters often target the same stakeholders and community structures. Opportunities will be sought for CCCM and other stakeholders to benefit from training delivered by other Clusters (e.g. HLP training delivered by the Protection Cluster). The CCCM Cluster will also engage other Clusters to strengthen their knowledge of the work of the CCCM sector and clarify roles and responsibilities.

Given the evolving political and funding landscape, including recent FTO designations, the CCT and CBWG will ensure that engagement strategies remain flexible and context-sensitive, with continued donor engagement to clarify compliance boundaries and adjust programming accordingly.

The Executive Unit for IDP Camps Management (in IRG-controlled areas) and **Ministry of Foreign Affairs (MoFA)** (in DFA-controlled areas) are the direct government counterparts for this Strategy. The CCT will ensure close coordination through engaging both in the planning and implementation of capacity building initiatives under this Strategy, as well as facilitating approval and permits for trainings to take place.

MONITORING, EVALUATION AND LEARNING:

CCCM Cluster will monitor the progress of this Strategy through the regular measurement of indicators detailed in an Operationalization Plan. Progress against these indicators will be regularly reviewed in CBWG meetings. This Operationalization Plan also includes a workplan outlining timeframes and responsibilities for key activities.

The CCT will organize biannual workshops with CCCM partners, community committees and other stakeholders to reflect on progress made during strategy implementation, identifying what is going well, areas for improvement, and recommendations for the work of CCCM partners and other stakeholders. An adaptive management approach will be adopted, which will allow for flexibility during the strategy period with appropriate adaptations being made in response to changes in context and lessons learned during implementation. This will be particularly important for the rollout of ABSM, the approach which will evolve over time based on learning from piloting.