



CCCM Cluster National Level Localization Strategic Workshop Report



November 12-13, 2024
Aphrodite Hotel, Addis Ababa, Ethiopia

Background:



The Camp Management and Camp Coordination (CCCM) Cluster in Ethiopia took a significant step towards localization by activating a National NGO (NNGO) in a leadership role within the cluster structure since its establishment in 2021 and it has been the first cluster in Ethiopia to onboard the NGO in coordination and decision making. Action for the Needy in Ethiopia (ANE) was appointed as a co-coordinator alongside IOM and UNHCR, aligning with the global clusters' objectives and the principles outlined in the Grand Bargain agreement of 2016. Recognizing the pivotal role of non-governmental organizations (NGOs) in humanitarian response, the CCCM Cluster in Ethiopia has been prioritizing their involvement due to their nuanced understanding of local dynamics, linguistic and cultural proficiency, extensive local networks, proven cost-effectiveness in operational partnerships and their presence in hard-to-reach areas.

On November 12-13, 2024, the CCCM cluster convened a pivotal two-day workshop on localization. The event brought together representatives from government entities, UN agencies – leading the CCCM cluster, international NGOs, National NGOs, and donors with the objective of fostering discussions on embedding localization strategies within CCCM response frameworks. The workshop aimed to review and refine the action plan developed back in 2022, address evolving challenges and opportunities, and establish key priorities to enhance localization efforts.

Mr. Muluneh from the Ethiopia Disaster Risk Mitigation Commission (EDRMC) inaugurated the workshop, acknowledging the crucial role of the CCCM cluster in supporting vulnerable populations across the country. He emphasized the importance of teamwork and knowledge sharing in achieving the workshop's objectives, reflecting a collective commitment to enhancing humanitarian response mechanisms through localization strategies. He also pledged to support the CCCM cluster from the government's

Participants:

The workshop had a total of 23 participants, with 16 male attendees and 7 female attendees representing organizations such as ANE, PAD, COOPI, OSSHD, ACTED, UNHCR, IOM, RRF, Ethiopian Women with Disabilities National Association (EWDNA), Good Samaritan Association (GSA), and Gurmuu.

Methodology:

- Groups reviewed action items from a previous workshop, adding regional insights.
- Presentation of the Local partners (PAD, DEC and ANE) citing progress and challenges towards localization.
- Plenary sessions explored emerging scenarios and benefits for IDPs.
- Group presentations led to plenary discussions with Q&A.
- Participant feedback was gathered via a "Microsoft Form."

The Sessions:



The Cluster presented an overview of the Localization Action Plan, emphasizing its historical context and progress so far. Participants were reminded to the main issues and the areas of improvement and focus on the action items. The discussion then moved into a group session to assess what were achieved and were successful, pinpoint areas needing improvement, and outline the next steps. Key topics addressed were Coordination Mechanisms, Visibility, Capacity Building, Partnerships, and Policy and Standards.

The following key discussion points were raised by participants during the group discussion:

- **Coordination Mechanisms:** Participants acknowledged the progress made in empowering local actors to take coordination roles and emphasized the importance of conducting regular coordination meetings with various stakeholders, particularly across clusters and community structures. Several areas for improvement were identified, such as the need for sustained partners' presence in operational areas, securing adequate funding, and support for coordination within the CCCM-Localization framework. Recommendations included strengthening advocacy efforts for localization, developing a clear strategy and vision for localization, and prioritizing capacity building on coordination skills.
- **Visibility:** During the group discussion, participants recognized that the growth of number of local partners working in the CCCM, which has increased from three to 14. They also noted the provision of CCCM training to government and acknowledged the CCCM cluster-led initiatives and activities at national and sub-national level. Areas of improvements were also highlighted in the plenary discussion, such as the need to include the CCCM-ABA activities and responses in key reports to enhance the local actors' visibility and recognition by potential donors. Additionally, concerns were raised regarding insufficient funding for visibility efforts and improving the cluster's ability to respond promptly to the urgent needs of affected communities.
- **Capacity Building:** Participants acknowledged the extensive range of trainings including Core CCCM, Area-Based Approach (ABA), Code of Conduct (CoC), Protection from Sexual Exploitation and Abuse (PSEA), Protection Mainstreaming and Gender-Based Violence (GBV) Prevention, and Information Management (IM), aimed at government authorities, humanitarian partners, and IDP committees. Furthermore, ACTED developed a strategic recommendation paper on ABA. In addition, material support was provided to IDP committees, including stationery, hand tools, and the construction of ABA centers. Localization workshops and experience-sharing events were also held to promote knowledge exchange and strengthen collaboration. Feedback received were mainly on localizing the materials, capacity gap assessment, and mobilizing the partners and resources effectively.
- **Partnership-** Participants highlighted several achievements, including the increased involvement of Civil Society Organizations (CSOs) and expanded geographical coverage. They also noted the extension of technical support, the implementation of proper due diligence processes, and the initiation of cluster lead evaluations. To



strengthen partnerships among local actors and stakeholders, it was recommended to continue offering practical coaching and mentoring on CCCM best practices, principles, operational tools, and methodologies. Additionally, the focus should be on enhancing problem-solving skills through the partnership because partnership does not necessarily require funding always and that fits within the CCCM operational mandate and scope of work, ensuring that these approaches are integrated into routine CCCM activities.

- **Policy & Standards-** Participants identified several areas that can be improved related to policies and standards, including the need to enhance policy knowledge among local partners, increase their involvement in policy discussions, and provide policies and SOPs into local languages. Additionally, there is an opportunity to develop of comprehensive policies that bridge preparedness with sustainability and long-term development. It was also noted that policies are often perceived as primarily focused on emergency response which need to be articulated in transitioning the emergency response.

Key Outcomes:

During the Localization Strategic Workshop, participants engaged in comprehensive discussions and collaborative activities to enhance the localization strategy of the cluster. The key outcomes of the workshop are as follows:

Stakeholder Alignment: Through interactive sessions and group exercises, stakeholders gained a deeper understanding of the importance of localization in our operations.

SWOT Analysis: A detailed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted to assess the current state of localization practices and this analysis provided valuable insights into areas for improvement and potential growth opportunities.

Strength: - Cluster has grown from 3 to 14 partners, all geographic locations - Clear interest by local partners in staying involved and increasing their roles	Weakness: - Some misunderstandings among partners about what Cluster role is - Shrinking funding environment - Push for returns, intention and scenario planning - Access to translated training materials, tools
Opportunities: - Government engagement, Guji Gedeo example	Threats: - Donor engagement



- DS, advocacy for ABA and support from senior management on trying new solutions (cash recovery) - Increase monitoring and capacity building requested by partner - Community engagement (UNHCR planning this) - EHF for livelihoods	- Competition between agencies - Delays in Donor programming (shift from new focal point, donor timeline including the fund cycle)
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Best Practices Sharing: Participants shared best practices and lessons learned from their respective areas of expertise, fostering a culture of knowledge exchange and collaboration. These insights will be instrumental in refining and strengthening the CCCM cluster’s localization processes.

Action Plan Development: A detailed action plan was formulated, outlining specific tasks, responsibilities, and timelines to implement the proposed strategies and improvements identified during the workshop.

Continuous Improvement: Emphasis was placed on the importance of continuous improvement in localization practices, with a commitment to regular reviews, feedback mechanisms, and adaptation to evolving situation and best practices.

Next Steps:

RRF was the sole donor representative participated in the workshop. Due to the prior competing priorities, the main donors BHA, ECHO, and EHF were not unable to join the workshop despite having keen interest to join since localization is all the donors’ top priority. The participants requested the CCCM cluster coordinator to plan to liaise with the donors and schedule donors’ meetings with the CCCM partners to present and discuss the localization work plan for their support because not having the potential donors in the meeting was considered as the threat to the CCCM sector in terms of prioritization

At the conclusion of the workshop, participants collaborated with their group members to formulate an action plan for 2025, outlining the following:

1. Coordination mechanisms:

The plan focuses on several key components, including identifying potential partners, assessing capacity and knowledge gaps, and exploring ways to mobilize resources. It also



emphasizes the importance of conducting training based on needs assessments, establishing a "ready-to-go" team to respond to emergency situations as contingency planning within the CCCM partners, and organizing more frequent coordination meetings on top of regular ones at all levels. Additionally, the plan highlights the need to enhance monitoring and evaluation processes to ensure effectiveness and continuous improvement.

S. No	Activities	2024	2025
1	Map potential partners	✓	
2	Conduct capacity gap assessment	✓	
3	Plan for resource mobilization	✓	✓
4	Conduct training for partners, including government officials	✓	✓
5	Establish ready-to-go team		✓
6	Conduct regular coordination meeting at all levels	✓	✓
7	Enhance monitoring and evaluation	✓	✓

2. Visibility:

The plan focuses on increasing awareness and recognition of ongoing efforts by enhancing communication strategies, elevating the visibility of activities, and ensuring key initiatives are highlighted to relevant stakeholders and potential donors. Key actions include updating the website regularly to improve the dissemination of information across multiple channels, refining reporting mechanisms, and consistently updating achievements and action points. Furthermore, the plan emphasizes targeted advocacy to further amplify visibility and attract greater support for the initiatives.

S. No.	Activities	2024	2025
1	Regularly Update website	✓	✓
2	Develop communication policy	✓	✓
3	Develop visibility and branding	✓	✓
4	Providing technical supports (Coaching, Mentoring and monitoring) members	✓	✓
5	Develop standard templates for case studies	✓	
6	Publishing periodic updates that outline key achievements and highlight ongoing advocacy issues.	✓	✓
7	Providing training for members on communication policy, visibility and branding guidelines		✓

3. Capacity building:

This plan outlines several strategic actions, including conducting a training needs assessment for local actors, prepare training materials, offering ongoing mentoring and



coaching, translating key training resources into local languages, and organizing experience-sharing events to promote collaboration and knowledge exchange

S. No.	Activities	2024	2025
1	Conduct Training need assessment for local actors including the government authorities and service providers	✓	✓
2	The CCCM Cluster has established a contingency pool of local trainers	✓	✓
3	Prepare training materials in accessible formats (including audiovisuals and brails)	✓	✓
4	Provision of mentoring, coaching to the local actors	✓	✓
5	Establish ready-to-go team		✓
6	Translating key training and other CCCM relevant resources into local languages	✓	✓
7	Organizing experience-sharing events	✓	✓
8	Mobilizing adequate funds from donors for core CCCM-ABA trainings as well as other technical capacity building as necessary.	✓	✓

4. Partnerships:

These include the need to roll out a community-based response approach for CCCM, strengthening social cohesion activities, conducting decommissioning efforts, designing projects focused on community resilience and self-reliance, and implementing capacity-building initiatives to enhance local capabilities.

S. No.	Activities	2024	2025
1	Roll out a community-based CCCM response,		✓
2	Social cohesion activities		✓
3	Decommissioning activities		✓
4	Designing and implementing projects focused on community resilience and self-reliance		✓
5	Capacity-building initiatives and implementing to enhance local capabilities in partnership with the local actors and service providers.	✓	✓

5. Policy and standards:

These include standardizing policies in a participatory manner, translating existing policies into local languages and disseminating them as needed, identifying and utilizing the most effective communication channels, and conducting capacity-building activities to strengthen understanding and implementation of these policies.

Activities	2024	2025
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1	Standardizing policies in a participatory manner		✓
2	Translating existing policies into local languages and disseminating		✓
3	Identifying and utilizing the most effective communication channels		✓
4	Capacity-building initiatives and implementing to enhance local capabilities.		✓
5	Reviewing existing CCCM standards which require updating in the evolving contexts		✓

Closing remarks

Mr. Phillipe Branchat, the Cluster Lead Agency Focal Point from IOM, wrapped up the workshop by passionately urging all participants to carry the action plan forward with dedication and unity. He emphasized the critical need for ongoing collaboration to ensure sustained support for the communities facing challenges, underscoring the collective impact their continued efforts could bring on those in need.

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Annex A: Workshop Agenda

CCCM Localization Strategic Workshop Agenda

12th – 13th of November 2024, Kazanchis, Addis Ababa, Ethiopia

Time	Day 1 (Tuesday)	Time	Day 2 (Wednesday)
08:30 - 09:00	Participant Registration	08:30 - 09:00	Participants (Recap of 1st day)
09:00 – 09:30	Welcome and Opening Remarks Hussein Awol (CCCM Cluster Co-Coordinator) Ato Muluneh (EDRMC Focal Point)	09:00 – 09:30	Visibility Towards Localization IOM/UNHCR
		09:30 – 10:00	Tea/Coffee Break
09:30 - 10:30	Review of the action items from the participants' perspective (All) – group discussion and reflection	10:00 - 12:30	Localization in Donors' Perspective in the Context of CCCM Cluster BHA/ECHO/EHF/RRF and Q&A
10:30 - 11:00	Tea/Coffee Break	12:30 – 13:30	Lunch
11:00 - 12:30	Localization Action Plan (Historical Overview and Progress) Hussein and Beza	13:30 – 15:00	Action Planning
12:30 - 13:30	Lunch	15:00 - 15:30	Tea/Coffee Break
13:30 - 15:00	Priorities, Engagement and Advancement in Localization in the CCCM from the local partners' perspective Assigning Local Partners for this session (30/30/30minutes)	15:30 – 16:00	Closing Remarks/Wrap Up
15:00 - 15:30	Tea/Coffee Break		
15:30 – 17:00	Participation and Decision Making in the CCCM Sector		

Annex B: Photos:



Ato Muluneh, EDRMC focal point during inauguration of the CCCM localization workshop



Participants presenting on the group discussion action items



Participants observing the presentation of the local actors focusing on localization strategy



RRF Focal person, Philip briefing about the RRF funding mechanism to the participants