

# CROSS-CUTTING ISSUES

## COMMUNITY PARTICIPATION

**This section covers** the community engagement activities that are carried out as part of CCCM implementation, and how a CCCM Cluster might need to support these:

- Community participation & representation, information-sharing, complaint & feedback mechanisms
- Role of the CCCM Cluster in ensuring participation of affected communities
- Tips for developing a strategy on participation

For the Cluster's own responsibilities on accountability to affected people, including on how to promote community participation in strategy development see [Toolkit Section 9.8 Accountability to Affected People](#).

## INTRODUCTION

Support to community participation, information-sharing, and feedback and complaints are core CCCM activities that must be delivered by CCCM actors, no matter the modality of support or type of site they are working in. They are vital for ensuring accountability to affected people.

As a Cluster coordination team you might need to:

- ✓ Provide technical guidance to CCCM partners
- ✓ Work with CCCM partners to standardize or ensure consistency of specific activities or procedures
- ✓ Develop a strategy on participation

For core operational guidance:

- ❖ Read [Camp Management Toolkit](#) Chapter 2 Roles & Responsibilities and 3 Community Participation
- ❖ See [CCCM Cluster Collective Centre Guidelines](#) Chapter 4 Participation and Community Involvement
- ❖ See [Minimum Standards for Camp Management](#) part 2 Community participation & representation

The Global CCCM Cluster's [Participation in Displacement Working Group](#) has been active since 2018. Its objective is to enhance practices and guidance on community engagement within CCCM activities and to coordinate and connect relevant initiatives from different CCCM agencies.

The **Community Engagement Forum** (CE Forum) is an online community of practice, established in 2022 for CCCM practitioners as complementary to the Participation in Displacement Working Group. It offers an online space to meet and sharing experiences, resources, and learnings for community engagement in displacement practitioners. To become a member, register at <https://ceforum.groups.io/g/main> You can also follow the CE Forum on Instagram via <https://www.instagram.com/communityengagementforum/> where practitioners share their top tips, challenges and experiences, and where all events are advertised.

## COMMUNITY ENGAGEMENT & AAP

There are three aspects of community engagement that help to achieve accountability to affected people (AAP)<sup>1</sup>:

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<sup>1</sup> Figure 1: from UN-OCHA, *OCHA on Message: Community Engagement*, 2015

## ACCOUNTABILITY TO CRISIS-AFFECTED PEOPLE

Helps  
achieve

### COMMUNITY ENGAGEMENT

Information  
provision

Participation in  
decision-making

Feedback &  
complaints

### PARTICIPATION IN DECISION-MAKING

According to the [Minimum Standards for Camp Management](#) (2021) Standard 2.1 “*the site population [should be] able to participate meaningfully in decision-making related to the management of the site.*” This includes establishment of governance structures and other community representation such as camp committees, and support to inclusive participation across all aspects of life in a displacement site (or the setting the CCCM actor is working in). In a transit setting this can mean providing input to parts of the decision-making process, but not all the steps. Or it can mean participating by developing proxies and providing input through these.

As a Cluster coordination team, you may need to work with Cluster members to put in place guidelines or support for establishment of these mechanisms. CCCM partners may need to conduct training on participation, including for new committee members. See [Toolkit Section 8. Technical Guidance & Standards – Capacity-Building](#) for guidance on how to develop a capacity-building approach.

#### Related Resources:

- Example – Camp Management Committee guidelines & ToR, Somalia
- Example – Community Committee guidelines for establishment, Yemen
- Example – Community participation & self-management guidance, Nigeria
- Example – Rapid Gender Assessment Report & Tool, Somalia
- Example - Camp Committee training materials, Somalia
- Exemple – Comités Termes de Référence, Tchad (French)
- Exemple – Approches participatives axées sur la communauté, Tchad (French)
- Exemple – Participation Questionnaire d’Evaluation, Tchad (French)

### INFORMATION-SHARING WITH COMMUNITIES

According to the [Minimum Standards for Camp Management](#) (2021) Standard 2.2 “*regular communication with the displaced community, host community and all other stakeholders [should be] appropriate and relevant*”. In a transit setting it is critical that information is available and accessible at arrival for all demographic groups.

A Cluster coordination team may need to work with Cluster members on technical guidance to support the establishment of regular information-sharing mechanisms with displaced families. You may also need to work

with CCCM partners and other actors such as specialist communications with communities (CwC) actors and Protection to develop standard messaging, materials, or CwC processes for specific events or incidents.

**Related Resources:**

- Example – CwC Guidance for Camp Managers, Iraq
- Example – CwC Rumour Tracking, South Sudan

## FEEDBACK AND COMPLAINTS

According to the [Minimum Standards for Camp Management](#) (2021) Standard 2.3 “*site populations, both displaced and host, [should] have access to safe and responsive mechanisms to handle feedback and complaints to service providers*”. A CCCM actor should ensure that complaints and feedback mechanisms (CFM) are in place in the setting they are working in. In a transit setting these are often simplified systems where the displaced can provide quick feedback, and where closing the feedback loop must often be done over the phone or via networks or representatives, in the following location at a later stage.

A CCCM Cluster coordination team may need to work with Cluster members on guidance or minimum standards for CFM, and to help escalate issues which cannot be resolved at site level. In a few responses, CCCM partners have worked within the Cluster to establish a CFM system used by all CCCM actors, although this is not common.

**Related Resources:**

- Example – CFM Minimum Standards, Iraq
- Example – CFM referrals system, Nigeria
- Example – CFM system, Somalia

## COMMUNITY-LED PROJECTS - YEMEN

The minimum activities that CCCM partners are meant to implement in Yemen includes Community-Led Projects. These are projects within a site that are identified by community members and have community participation through all phases of implementation. This includes input to design, contribution to implementation, and participation in evaluation of outcome and recommendations. Projects might be designed to contribute to community infrastructure, services, environment, social cohesion, or empowerment.

See Toolkit Resources below for [Community-Led Projects Guidance](#), developed by a Technical Working Group of the CCCM Cluster which included specialized local organizations as members (such as organisations focusing on sociology and psychology and with experience in development) as well as UN agencies and international NGOs. The Guidance draws on experience of partners implementing Community-Led Projects in recent years, and on NRC's [Community Coordination Toolbox](#).

## [NRC COMMUNITY COORDINATION TOOLBOX](#) (English, French, Arabic)

A collection of tools for training and supporting CCCM actors and community-based governance structures. It can be used in displacement sites, and as part of an area-based or settlement response approach. Contains guidance on coaching methodologies, and steps for designing a community engagement strategy.

## [WOMEN IN DISPLACEMENT TOOLKIT, IOM](#)

Resource for CCCM actors to assess, design and evaluate interventions aimed at enhancing women and girls' participation in decision-making and governance to improve their sense of safety and mitigate risks of gender-based violence. Includes training materials and tools for baseline assessments, intervention design, evaluations, and tools and methodologies to engage with persons with disabilities and young people.

## ROLE OF THE CCCM CLUSTER IN ENSURING PARTICIPATION

### ROLE OF THE CLUSTER

A CCCM Cluster coordination team should support participation in CCCM response including through:

1. **Facilitating the establishment of participatory structures:** ensure CCCM partners establish participatory structures that enable the active engagement of affected populations in decision-making processes. This can include community-based committees and other mechanisms that allow for the voices of affected populations to be heard.
2. **Advocating for meaningful participation:** advocate for the meaningful participation of affected populations in all phases of the response, from planning to implementation and monitoring. This means ensuring that affected populations have the opportunity to provide input on issues that affect them and that their views and feedback are taken into account in decision-making processes.
3. **Ensuring inclusivity:** work to ensure that all affected populations, including the most vulnerable and marginalized groups, are included in participatory structures and have a voice in decision-making processes. This can involve actively seeking out the views and perspectives of those who may be less visible or less likely to participate in traditional consultation processes.
4. **Provide information and feedback:** ensure CCCM actors put in place structures to ensure that affected populations have access to information about the response, including roles and responsibilities of different actors, and how decisions are made. They should also ensure feedback mechanisms are in place so that affected populations can provide input, raise concerns, and feedback on the response.
5. **Monitoring and evaluating participation:** include monitoring and evaluation of the effectiveness of participation mechanisms in CCCM response monitoring, so Cluster members can make adjustments as necessary to ensure that they are meeting the needs of affected populations. This can involve gathering feedback from those who have participated in the process, as well as analyzing participation data to identify trends and gaps.
6. **Coordinate different engagement strategies** or modalities of different CCCM actors.
7. **Sensitise local actors** on the importance of participation and governance.
8. **Advocate for recognition of affected community representation groups** by all different stakeholders.
9. **Train (or advocate for) CCCM partners** on community engagement techniques and tools

### TIPS FOR DEVELOPING A STRATEGY ON PARTICIPATION

In consultation with CCCM partners, you might wish to develop a strategy on participation either as part of the CCCM Response Strategy, or as a standalone if identified as a priority by Cluster members.

Developing a country-specific strategy on increasing participation requires a comprehensive approach that involves different stakeholders, including the affected population, humanitarian actors, and local authorities. The following steps can guide a CCCM Cluster Coordination team in developing a strategy:

1. **Assess the context:** The first step is to understand the local context, including the cultural and socio-economic factors and power dynamics that influence the participation of affected populations. An understanding needs to be established of existing levels of participation, who participates and how, either formally or informally. This assessment can be done through various means, such as community consultations, surveys, and secondary data review.
2. **Identify barriers and enablers to participation:** Once the context is understood, the next step is to identify the barriers and enablers to participation. This can be done by consulting with affected

communities, including marginalised groups, and identifying the factors that hinder or promote their participation in decision-making processes and in community governance structures.

3. **Develop an action plan:** Based on the assessment, the CCCM Cluster Coordination team can develop an action plan that addresses the identified barriers and enablers in order to develop/support representation structures and ensure they become the key actor within coordination and decision-making fora. The action plan should include specific interventions that can be implemented to promote the participation of affected populations and should be followed by a capacity building plan on how to practically do this with the displaced community.
4. **Capacity building:** identify capacity gaps / need for capacity-building of CCCM actors & stakeholders
5. **Mobilise resources:** The CCCM Cluster Coordination team should identify the resources needed to implement the action plan and mobilize them. This can involve seeking funding from donors, engaging with local authorities, and partnering with other humanitarian actors.
6. **Monitor and evaluate:** the implementation of the action plan. This involves tracking progress towards the objectives, assessing the effectiveness of the interventions, and making adjustments as needed.

#### USING COMMUNITY FEEDBACK TO INFORM CCCM APPROACHES - SOMALIA

The Somalia CCCM Cluster and Cluster members conduct Satisfaction Surveys at a household level in IDP sites on an annual basis, designed to provide evidence of the successes of CCCM approaches and areas that could be improved. In 2021, as a pilot project, nine CCCM partners participated and collected information from 700 households in 77 IDP sites. Findings from the survey were compiled into a general recommendation document, presented at a national CCCM Cluster meeting and provided to all CCCM partners for their action. Recommendations for action included: scaling up awareness activities on how to access CFM; refresher trainings for Camp Management Committees on ToRs and Code of Conduct; rotation / new elections for Camp Management Committees; strengthening PSEA reporting mechanisms.

See [Toolkit Section 4.1 CCCM Response Strategy](#).

## KEY MESSAGES ON PARTICIPATION

1. Facilitating community participation is an important part of a CCCM Cluster Coordinator's responsibility<sup>2</sup>
2. Meaningful participation of affected communities is essential for effective humanitarian response and ensuring the dignity and rights of affected populations are upheld.
3. Community engagement is a critical component of humanitarian response as it allows for a two-way dialogue between responders and affected communities, promoting accountability, and building trust.
4. Participation and engagement must be inclusive, taking into consideration diverse needs and perspectives of all individuals and groups, including women, children, elderly, persons with disabilities.
5. Effective governance structures and mechanisms are essential for ensuring accountability, transparency, and participation in humanitarian response efforts.
6. Coordination among humanitarian actors, local authorities, and affected communities is necessary to ensure interventions are complementary and appropriate, and avoid duplication or gaps.
7. Participation and engagement should be integrated throughout all phases of the humanitarian response, including needs assessments, planning, implementation, monitoring, and evaluation.

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<sup>2</sup> Minimum Standards for Camp Management, 2021

8. Capacity building and training for community representatives, including women, youth, and marginalized groups, is necessary to enable them to fully participate and engage in decision-making processes.
9. Communication with affected communities should be clear, timely, and accessible, using appropriate language, formats, and channels.
10. Participation, engagement, and governance structures should be viewed as a long-term investment in building community resilience and promoting sustainable recovery and development.
11. Finally, it is important to recognize and respect the expertise and agency of affected communities in their own recovery and development, and to work in partnership with them to achieve shared goals.

## Related Resources

Title	Type	Language	Date
<a href="#">Example CFM Minimum Standards, Iraq</a>	Example	English	2017
<a href="#">Example CFM system, Nigeria</a>	Example	English	2021
<a href="#">Example CFM system, Somalia</a>	Example	English	2021
<a href="#">Example Committee guidelines &amp; ToR, Somalia</a>	Example	English	2021
<a href="#">Example Committee Guidelines for Establishment, Yemen</a>	Example	English	2021
<a href="#">Example Community Participation &amp; Self-Management Guidance, Nigeria</a>	Example	English	2017
<a href="#">Example Camp Committee Training Materials, Somalia</a>	Example	English	2020
<a href="#">Example CwC Guidance for Camp Managers, Iraq</a>	Example	English	2018
<a href="#">Example CwC Rumour Tracking, South Sudan</a>	Example	English	2020
<a href="#">Exemple Approches participatives axées sur la communauté</a>	Example	French	2022
<a href="#">Exemple Comités Termes de Référence</a>	Example	French	2022
<a href="#">Exemple Participation Questionnaire d'Évaluation</a>	Example	French	2022
<a href="#">Rapid Gender Assessment Report, CCCM Cluster Somalia</a>	Report	English	2021
<a href="#">Example Rapid Gender Assessment Tool, CCCM Cluster Somalia</a>	Example	English	2021
<a href="#">Example Community-Led Projects Guidance, CCCM Cluster Yemen</a>	Example	English	2023
CDAC Network, <a href="#">What to consider when designing your Communication, Community Engagement and Accountability response for the Ukraine crisis</a>	Guidance	English Polish Romanian Russian Ukrainian	2022

## References and further reading

- Global CCCM Cluster, [Introduction to CCCM Training, Module 9. Participation](#), 2023
- [Camp Management Toolkit](#), 2015
- [Minimum Standards for Camp Management](#), 2021
- [Sphere Handbook, 2018 \(multiple languages\)](#): provides guidance on minimum standards for humanitarian response, including standards for participation, which CCCM Cluster Coordination teams can use to ensure that participation is adequately represented in CCCM response.
- [Core Humanitarian Standards \(CHS\)](#): sets out a framework of nine commitments that organizations involved in humanitarian response should meet. Commitment 4 of the CHS focuses specifically on participation and provides guidance on the meaningful participation of affected populations.
- [Inter-Agency Standing Committee \(IASC\) Accountability and Inclusion Resources Portal](#): resources and guidance on how to ensure the meaningful participation of affected populations in humanitarian decision-making.

- **Humanitarian Accountability Partnership (HAP) Standard**: provides a framework for ensuring that organizations involved in humanitarian response are accountable to affected populations. Standard 4 of the HAP Standard focuses specifically on participation.
- **Grand Bargain**: a global agreement between donors and humanitarian organizations that aims to improve the effectiveness and efficiency of humanitarian action. Commitment 5 focuses specifically on ensuring greater participation of affected populations in humanitarian decision-making.