

LOCALISING CCCM CLUSTER COORDINATION: A PATHWAY FORWARD

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The views expressed in this publication are the authors' alone and are not necessarily the views of UNHCR or the CCCM Cluster.

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Cover photo: The main IDP camp in Bentiu, South Sudan, the largest in the country, hosts approximately 103,000 individuals. UNHCR

Interior photos: p. 5: Alkherbah IDP site in NWS. UNHCR

p. 7: Rusayo camp for IDPs in the North Kivu province of the Democratic Republic of the Congo.. Blaise Sanyila / UNHCR.

pp. 15, 35: The main IDP camp in Bentiu, South Sudan, the largest in the country, hosts approximately 103,000 individuals. UNHCR

p. 18: IDP camp in Kanyaruchinya in Democratic Republic of the Congo. Blaise Sanyila / UNHCR

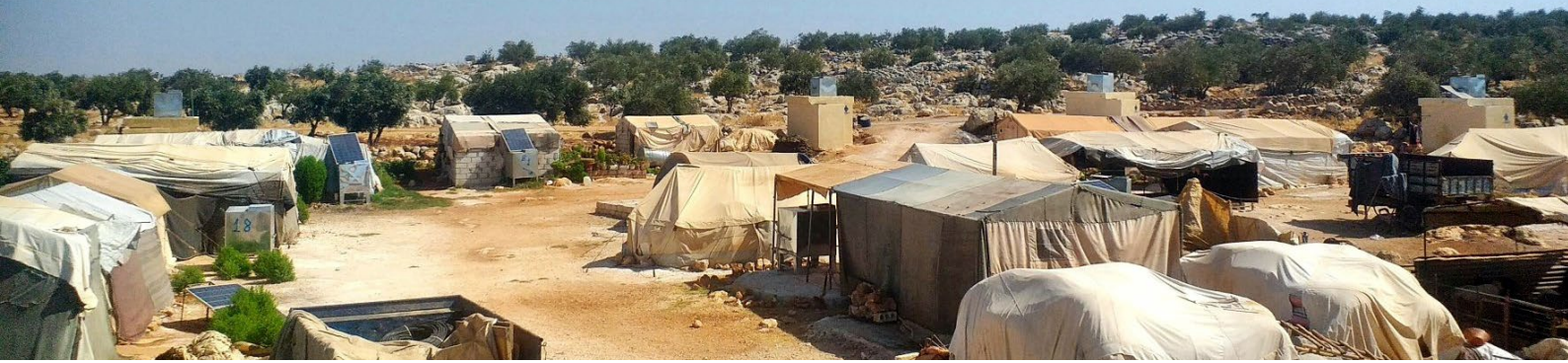
pp. 30-33: Aerial view on huts and one road, Somali Region, Ethiopia. Stanley Dullea / Shutterstock

p. 34: Sardashte Camp for Ezidi IDPs in Sinjar (Shingal), Iraq. Levi Meir Clancy / Unsplash

p. 35: Top: Participants at the CCCM Women's Committee in Mangalla IDP settlement, South Sudan. UNHCR and Bottom: The main IDP camp in Bentiu, South Sudan, the largest in the country, hosts approximately 103,000 individuals. UNHCR

TABLE OF CONTENTS

Executive summary	5
1. Introduction	10
2. Methodology.....	13
Research questions.....	13
Methods	13
Country selection	14
Limitations.....	15
3. Findings.....	16
Defining localisation for the CCCM Cluster	16
Systems in place and priority areas.....	19
Challenges in progressing localisation	27
4. Looking to the future: opportunities and recommendations.....	30
5. Conclusion	35
Annex A – Country summary.....	36
Annex B – Areas of localisation	49
Annex C – References.....	50
Annex D – Abbreviations	53



EXECUTIVE SUMMARY

Within the context of growing humanitarian needs and exacerbating crisis around the world, localisation has become a key reform priority to drive more effective and targeted humanitarian aid. In the context of the Camp Coordination and Camp Management (CCCM) Cluster, which works in some of the most challenging humanitarian contexts and supports the most vulnerable communities, local and national actors play a critical role in both the delivery of services as well as coordination within the Cluster. This places the CCCM Cluster in a unique position to operationalise the localisation agenda. As such, driving forward its localisation agenda is an important consideration for the CCCM Cluster to better serve the communities with which it works. A more localised CCCM approach will support advancing the leadership role local and national actors play in the humanitarian response, and more importantly, enable displaced communities to receive assistance from people in their own country or community who have a greater understanding of the social, cultural, and political context in which they operate.

With localisation becoming a key priority for the Cluster and its members, the Global CCCM Cluster set up a localisation task force and also commissioned this research to identify opportunities to drive forward this agenda. The research, delivered by Humanitarian Advisory Group (HAG) in partnership with local and national researchers, sought to identify opportunities and potential challenges in progressing the localisation agenda within the coordination aspect of the CCCM Cluster by looking at country-level CCCM operations in six selected settings (Ethiopia, Indonesia, Myanmar, Somalia, Syria and Yemen). In parallel, this research sought to develop a working definition for localisation for the CCCM Cluster from the perspectives of local and national actors.

In practice, the CCCM Cluster already has some good examples of how localisation has been progressed at individual country level. This includes state and non-state actors functioning as co-coordinators, as well as localisation strategies being developed at country Cluster level. The challenge is how this progress can be made more consistent across the CCCM Cluster, while remaining adaptable to the contextual factors of each humanitarian context it operates in. The research found that in order to support more consistent progress across the cluster, default practices (that are currently set up to support international leadership) need to be reoriented towards more locally led approaches.

Findings from the research indicated that there is wide support for localisation within the Cluster, while existing systems, the technical focus of CCCM and the complex environments in which it operates, create practical challenges to consistent progress. Furthermore, the research also identified that progress on localisation for the Cluster needs to include greater accountability to the communities they serve and to their local and national partners through open two-way communication.

The Cluster leadership (both at global and country level) has a great opportunity to make significant gains on localisation by building on the growing momentum within the Cluster, individual organisations and the broader sector. While this will require changes to existing processes and policies of the Cluster, it will also require a change in mindset (particularly in international actors) to embrace change and shifts in power.

DEFINING LOCALISATION FOR THE CCCM CLUSTER

Q Key Findings

Q Finding 1: While a definition of localisation can serve as a guide, its value lies in being put into practice.

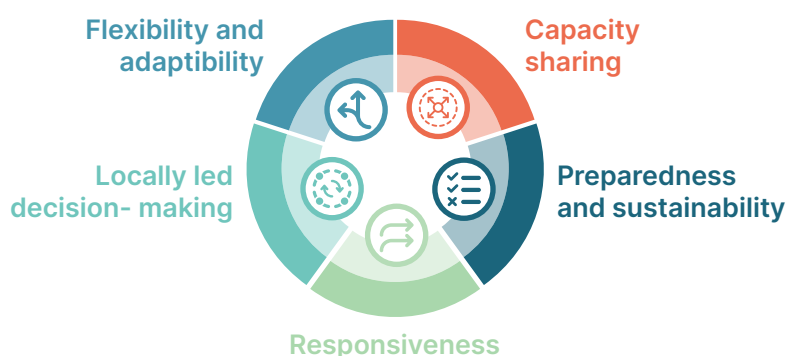
While a targeted definition of localisation was seen as needed and would support the Cluster to have a more focused approach to localisation, many stakeholders viewed the effective translation of the concept of localisation into practice within the Cluster as more important than its conceptual definition. There was also agreement that localisation in the CCCM Cluster needs to be context driven and adaptable to various scenarios and operational limitations.

Proposed definition of localisation for the CCCM Cluster:



A process of recognising, respecting and strengthening the leadership and decision-making of local and national actors to support equitable access to assistance, protection and services for internally displaced persons (IDPs) living in any form of communal displacement setting, to meet their needs with dignity, improve their quality of life, and find and advocate for durable solutions.

Core components of the CCCM Cluster's localisation definition



● Capacity sharing:

Mutual capacity exchange between international and local and national actors should take place in a respectful way. Capacity sharing should also acknowledge, value and utilise the existing capacities, including contextual and traditional knowledge and skills, of local and national actors.

● Preparedness and sustainability:

Local and national plans to respond to displacement, including roles and responsibilities, should be discussed before the crises, and reflected upon during lessons learned activities after crises as part of preparedness efforts. Local and national counterparts should be identified and embedded within the CCCM Cluster Coordination architecture to facilitate hand-over.

● Responsiveness:

Localisation in the CCCM Cluster should aim to respond to the affected community's needs in displacement, which is the central mandate of the CCCM Cluster itself.

● Locally led decision-making:

Localisation means ensuring that local or national actors and the camp population or community are engaged in decision-making from the start, including project design, planning and implementation of CCCM programs and activities.

● Flexibility and adaptability:

Localisation should encourage the CCCM Cluster to be more flexible and adaptable in the context where it operates. It includes flexibility to adapt to the various camp and camp-like settings.

Q Finding 2: The proposed definition should have core components that help to link localisation to its implementation in practice.

The research showed that Cluster members felt that while collective commitments are important, individual (both organisational and role-related) accountability is critical to ensure practical progress is achieved on localisation.

SYSTEMS IN PLACE AND PRIORITY AREAS

Q Key Findings

- Q **Finding 3: There is broad consensus that the current systems in place can support localisation initiatives but are not yet consistently doing so.**

The research showed that the existing systems include many positive initiatives at both global and country level and these can be the foundations on which the Cluster can build to progress localisation. However, the research also showed that these systems in place are not consistently used to inform a systematic approach to support locally led Cluster coordination.

- Q **Finding 4: Capacity strengthening and resources for coordination were identified as the two key priority areas for enabling locally led Cluster coordination.**

There was recognition that long-term capacity strengthening of local and national actors (both non-state and state actors depending on relevant contexts) enables them to become the backbone of CCCM Cluster coordination at the country level. However, as also seen across the humanitarian sector more broadly, sustained resourcing is an important enabler of greater locally led coordination, and donors and international actors need to collectively support their local and national counterparts.

CHALLENGES IN PROGRESSING LOCALISATION

Q Key Findings




- Q **Finding 5: The thorniest challenges to greater local leadership in the CCCM Cluster are structural issues such as coordination meeting set-up, funding mechanisms for dedicated coordination roles and channels for two-way engagement.**








The research showed that the default set-up of CCCM Cluster coordination does not allow local and national actors (particularly non-state actors) to participate meaningfully. A fundamental challenge is that coordination rarely exists as a dedicated single function. Instead, it entails multiple roles and overlaps with operational functions. The findings also highlighted that local and national stakeholders struggled to identify channels that can support two-way engagement with Global Cluster coordination structures and feed in to decision-making processes.







KEY OPPORTUNITIES AND RECOMMENDATIONS




Opportunity 1: Strengthening locally led Cluster coordination through existing systems and long-term approaches.

 Donors
  Global Cluster
  Country Level Cluster







Priority area	Action			
 Participation and representation in SAG	Include local and national actors in all country-level SAGs		✓	✓
	Create mechanisms for local and national non-state actors from different regions and humanitarian contexts to provide input to SAG decision-making. Enable global coordinators and SAG to have more consistent two-way engagement with local civil society, women-led and disability-focused actors	✓	✓	
 Visibility: Create space for local and national actors in cluster meetings and other cluster processes	International actors invite their local and national partners to join cluster meetings (on an ongoing basis or for specific meetings)	✓	✓	✓
	Country clusters (with input from local and national partners and technical working groups) to review cluster coordination set-up, including membership and format of meetings, based on country context			✓
	Map local actors at the beginning of the crisis/establishment of the cluster to enable participation of women-led organisations and organisations of persons with disabilities			✓
 Capacity strengthening: Language and translations	Strengthen CCCM capacity and systems of local and national actors in disaster-prone countries during preparedness phases. Fundraising will be required to enable broader CCCM capability strengthening	✓	✓	✓
	Translate Cluster materials into local languages/dialects and conduct training with contextualised materials. The Global CCCM Cluster must anticipate needs for high-risk country settings	✓	✓	✓
	Strengthen capability within the cluster to contextualise material and train more trainers. Establish standing agreements with translation service providers	✓	✓	✓
 Leadership: Utilising local expertise	Utilise stand-by models to identify technical functions for cluster activations and surge support, and prioritise selection of local expertise	✓	✓	✓

Opportunity 2: Promoting collective commitment and individual accountability.

Priority area	Action			
 Leadership: Support transition of cluster coordination to a locally led approach	Develop localisation commitments (which can be contextually applied based on different humanitarian settings) within the Cluster strategy		✓	✓
	Revise the CCCM capacity development/exchange workplan to include specific deliverables on Cluster coordination knowledge sharing with local organisations, in addition to technical skill transfer		✓	✓
	Country clusters to plan for local and national actors taking up co-coordinator roles (if context permits). Options include international leads moving to supporting roles or increasing co-coordinator seats to support transition			

	Develop localisation indicators for country CCCM clusters to enable ongoing tracking and reporting		✓	✓
Visibility: Tracking progress	Incorporate localisation indicators into existing country-level cluster strategies		✓	✓
	Advocate for donors to fund long-term partnerships, including institutional capacity strengthening related to cluster coordination alongside CCCM technical aspects	✓	✓	✓
Resourcing for coordination: Resource mobilisation and commitment	Promote financial tracking of allocations to local and national actors within the Cluster		✓	✓
	Expand Cluster membership by including more diverse stakeholders relevant to various CCCM coordination settings		✓	✓
Participation and representation: Open pathways for local and national engagement	Country clusters to prepare plans for transition to locally led cluster coordination (planned voluntary transitions, rather than resource driven)		✓	

Opportunity 3: Investing beyond the emergency phase for longer-term and consistent support for coordination.

Priority area	Action			
	Explore options to expand CCCM support services provided, for example, through community engagement forums and adding more language options		✓	✓
Capacity strengthening: Support structures and promote shared learning	Mutually develop capacity support plans (with agreed progress markers) for local and national stakeholders within the Cluster, with international members sharing responsibilities across different parts of capacity support plans.		✓	✓
	Elevate good practices and promote peer learning through case studies of practical examples of localisation in CCCM coordination	✓	✓	✓
	Coordinate with other clusters and stakeholders to ensure that the capacity support provided to local and national counterparts is complementary, targeted and cost-efficient, and avoids overlaps and duplication		✓	✓
Visibility including partnership and advocacy: Collaboration with other clusters and entities				
	Advocate for resource pooling to support local and national counterparts to develop operational and coordination capacity	✓	✓	✓
Resourcing for coordination: Resource allocation	Earmark funding to be issued to local and national actors in the Cluster	✓	✓	✓

1. INTRODUCTION

Forced displacement – due to conflict or other situations of violence and persecution, economic crisis, and the impacts of climate change and disasters – has been a longstanding focus of humanitarian response and remains one of its most pressing challenges. The United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA) estimated that at least 103 million people were displaced in 2022, with numbers continuing to grow.¹ As such, the Camp Coordination and Camp Management (CCCM) Cluster’s services and skills will be critical in meeting the needs of those displaced in the years to come.

In the context of increasing humanitarian needs, the need for faster and more efficient humanitarian response, preparedness and recovery has made localisation a priority for the sector. However, various factors, including uneven distribution of resources, geographic and political access limitations, and power dynamics between international and local and national actors often prevent national and local actors from leading decision-making. Many humanitarian clusters – key platforms in the coordination architecture of the global humanitarian system – have been exploring ways to strengthen local leadership, recognising the centrality of the role of locally and national actors.² This drive for greater locally led response is highly relevant to the work of camp coordination and management, which brings together complex networks of stakeholders with a wide range of perspectives. Local and national actors have central roles to play not only at the operational and implementation levels but in coordination and decision-making.

Members of the CCCM Cluster (see Box 1) have recognised the need for greater local leadership and have taken important steps to strengthen it in their work. The Cluster has embedded

local leadership as a key aspect of its 2019–21 and 2021–23 strategies.³ In line with this, working groups within the Cluster have begun to incorporate localisation into their activities, particularly to support coordination. Locally led coordination in the CCCM Cluster improves the assistance organisations deliver within and between sites,⁴ putting the Cluster in a unique position to operationalise and strengthen locally led response. In doing so, the Cluster must place communities at the centre of all facets of its operations.

“ Localisation is a process and a means, not an end. With the increased involvement of local actors, there is added value in the way communities are reached. (Representative of local and national actor at country level)

Achieving consensus on localisation definitions and approaches remains a challenge more broadly across the sector given the heterogeneity of mandates, operational models and priorities of different humanitarian actors. Despite good intentions and collective efforts, actors in the CCCM Cluster, like other global clusters, have found it challenging to develop a commonly agreed shared vision of what localisation means for their work and how it can be achieved. This report contributes to filling some of these gaps by describing current views and opportunities related to the localisation goals of the CCCM Cluster.

1 UN OCHA. (2022). *Global Humanitarian Overview 2023*. <https://reliefweb.int/report/world/global-humanitarian-overview-2023-enaresfr>

2 Nolan, A., & Dozin, M.-E. (2019). *Advancing The Localisation Agenda In Protection Coordination Groups*. <https://www.globalprotectioncluster.org/index.php/publications/60/policy-and-guidance/policy/gpc-policy-paper-advancing-localisation-agenda>; Global Education Cluster, & Child Protection-Global Protection Cluster. (2021). *Framework for Strengthening the Institutional Capacity of National and Local Actors*. <https://www.globalprotectioncluster.org/publications/764/policy-and-guidance/guidelines/framework-strengthening-institutional-capacity>; Global Shelter Cluster. (2015). *Localized Solutions and Building Back Safer*. <https://sheltercluster.org/sustainable-solutions-working-group/library/localized-solutions-and-building-back-safer>

3 Global CCCM Cluster. (2017). *Strategic Framework 2017-2021*. <https://cccmcluster.org/documents/strategic-framework-2017-2021>; Global CCCM Cluster. (2021). *Global CCCM Cluster Strategy 2021-2023*. https://cccmcluster.org/sites/default/files/2021-04/Global%20CCCM%20Cluster%20Strategy%202021-2023_0.pdf

4 CCCM Cluster. (2021). *CCCM Cluster: Paper On Area-Based Approaches*. <https://cccmcluster.org/resources/cccm-cluster-paper-area-based-approaches>

Box 1: The Camp Coordination and Camp Management Cluster

The CCCM Cluster is designed to support humanitarian response by dealing with the complex needs of affected populations living in displacement sites and preserving their rights and dignity. It was established in 2005 and is co-led at the global level by the UNHCR and the International Organization for Migration (IOM).

The Cluster has two main roles:

Operations – direct implementation of camp management activities, including technical support operations, and building the capacity of partners and authorities. Cluster partners are responsible for operations, and the Cluster coordination team for coordination.

Coordination of key stakeholders, including training Cluster members, partners, authorities and affected communities; developing policy, tools, and guidance to provide up-to-date, relevant support for humanitarian practitioners; and advocacy and resource mobilisation.

CCCM Cluster at a glance:



22 operations globally⁵



8,823 sites covered by CCCM partners⁶



16 million IDPs targeted in 2022 through humanitarian response plans⁷

More information about the CCCM's structures and ways of operating is presented in Box 2.

ABOUT THIS RESEARCH

The research involved case studies in Myanmar, Indonesia, Somalia, Ethiopia, Yemen and Syria. The research partners were UNHCR (on behalf of the Global CCCM Cluster), The Global CCCM Cluster Task Force on Localization (UNHCR, IOM, ACTED), Humanitarian Advisory Group (HAG), and researchers based in the target countries. Their aim was to develop a common understanding of localisation in the CCCM Cluster and guide the concept's application in practice. Researchers proposed a working definition of localisation and explored the opportunities and challenges for the CCCM Cluster to progress its localisation agenda.

This report provides examples of best practice and insights on how the CCCM Cluster can embed and progress the localisation agenda, particularly in relation to coordination. It explores five key areas: participation, leadership, capacity strengthening, resourcing for coordination, and visibility (described in more detail in Annex A), and provides recommendations, some of which are relevant to both operations and coordination. (In the CCCM context, the conversation around operational roles and decision-making focuses on coordination.)

The report has five sections; the next section outlines methodology, followed by the findings (the localisation definition discussion, systems in place, priority areas, and challenges to progress), and the final section describes the opportunities and ways forward (practical recommendations). Annex B contains summaries of localisation progress in each selected country, including examples of good localisation initiatives.

5 CCCM Cluster: <https://www.cccmcluster.org/where-we-work>

6 UN OCHA. (2022). *Global Humanitarian Overview 2023*. <https://reliefweb.int/report/world/global-humanitarian-overview-2023-enaresfr>

7 CCCM Cluster: <https://www.cccmcluster.org/where-we-work>

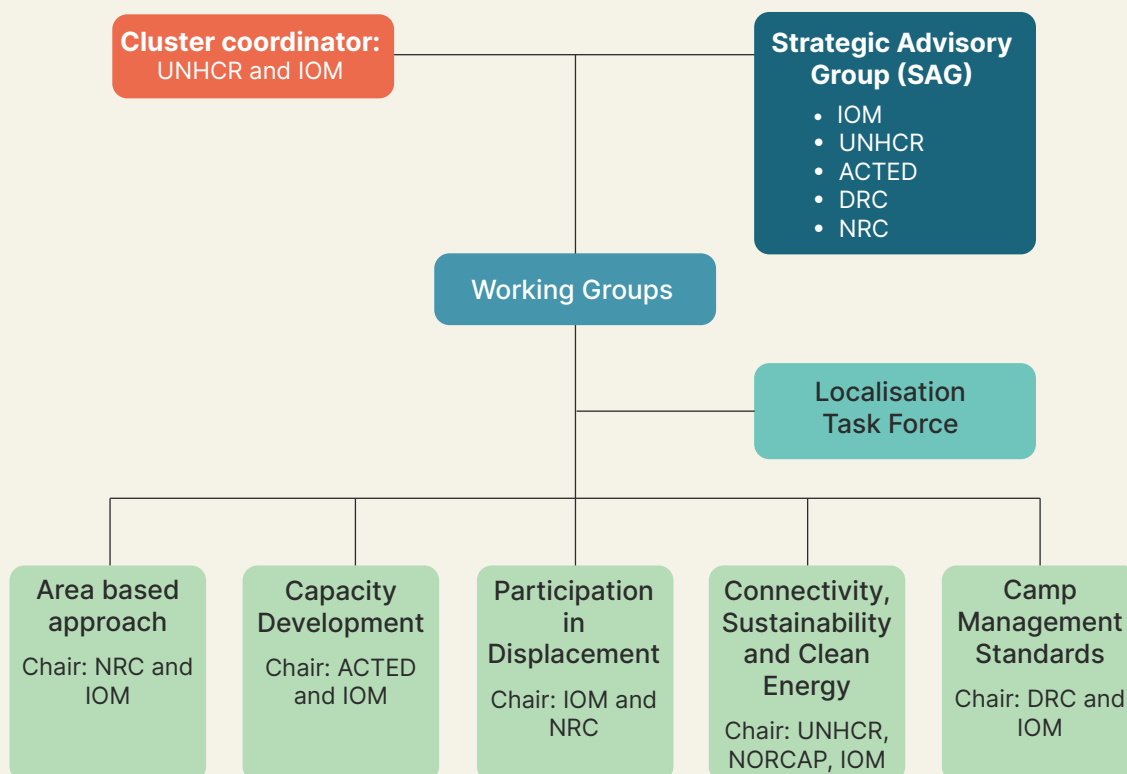
Box 2: The CCCM Cluster Set Up

The CCCM Cluster is operationalised at **country level** through models based on the scale of the response, needs and the operational context.

- **Formal activation through the CCCM Cluster:** The Cluster is established through a formal activation as part of an emergency response, based on analysis of humanitarian needs and coordination capacity in consultation with national partners. As of September 2023, the CCCM Cluster was operating in Burkina Faso, Democratic Republic of the Congo, Ethiopia, Honduras, Mozambique, Pacific Region, Somalia, South Sudan, Syria (Türkiye cross-border), Ukraine and Yemen.
- **Formal activation through merged cluster:** The CCCM Cluster is formally activated but merged with other clusters, such as the Shelter and Non-Food Items Cluster. As of September 2023, the CCCM Cluster was operating as a merged cluster in the Central African Republic, Chad, Haiti, Myanmar and Nigeria.
- **Sector/Working Group:** The CCCM Cluster is not formally activated but operates as a working group or sector to support some CCCM-related activities. As of September 2023, this configuration was present in Afghanistan, Bangladesh, Cameroon, Colombia, Indonesia, Philippines and Sudan.

At the **global level** the CCCM Cluster provides technical, operational and enabling support to country-level clusters or cluster-like mechanisms. Figure 1 presents the structure of the CCCM Cluster at the global level.

Figure 1: Structure of Global CCCM Cluster



2. METHODOLOGY

This research involved iterative consultation between the research team and localisation taskforce under the Global CCCM Cluster. This process guided selection of the country case studies, design of the research approach, presentation of findings and formulation of recommendations.

RESEARCH QUESTIONS

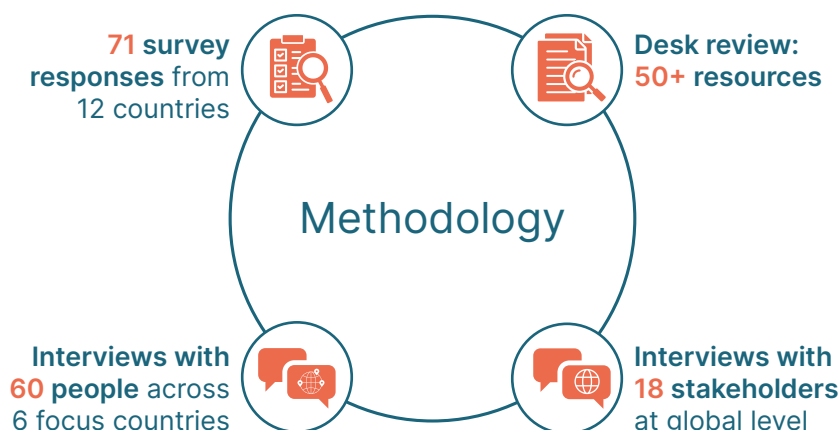
This study sought to answer the following research questions:



1. What is a suitable working definition of localisation that the CCCM Cluster can use to reflect the priorities of local actors?
2. What are the opportunities and potential challenges for the CCCM Cluster to progress on localisation?

METHODS

Both quantitative and qualitative data informed the analysis and findings. Quantitative data was gathered through a survey of CCCM Cluster stakeholders located in 11 countries, including six focus countries. Qualitative data was collected through conversations with key stakeholders from the focus countries. The survey measured broad perceptions of various aspects of localisation, while the interviews sought a deeper understanding of contextual factors. The desk review provided additional information used in developing findings. The initial findings and recommendations were presented at the 2023 CCCM Annual Meeting; participants were invited to provide feedback that would be used to refine the findings and recommendations. Figure 2 summarises the methods of data collection used in the research.

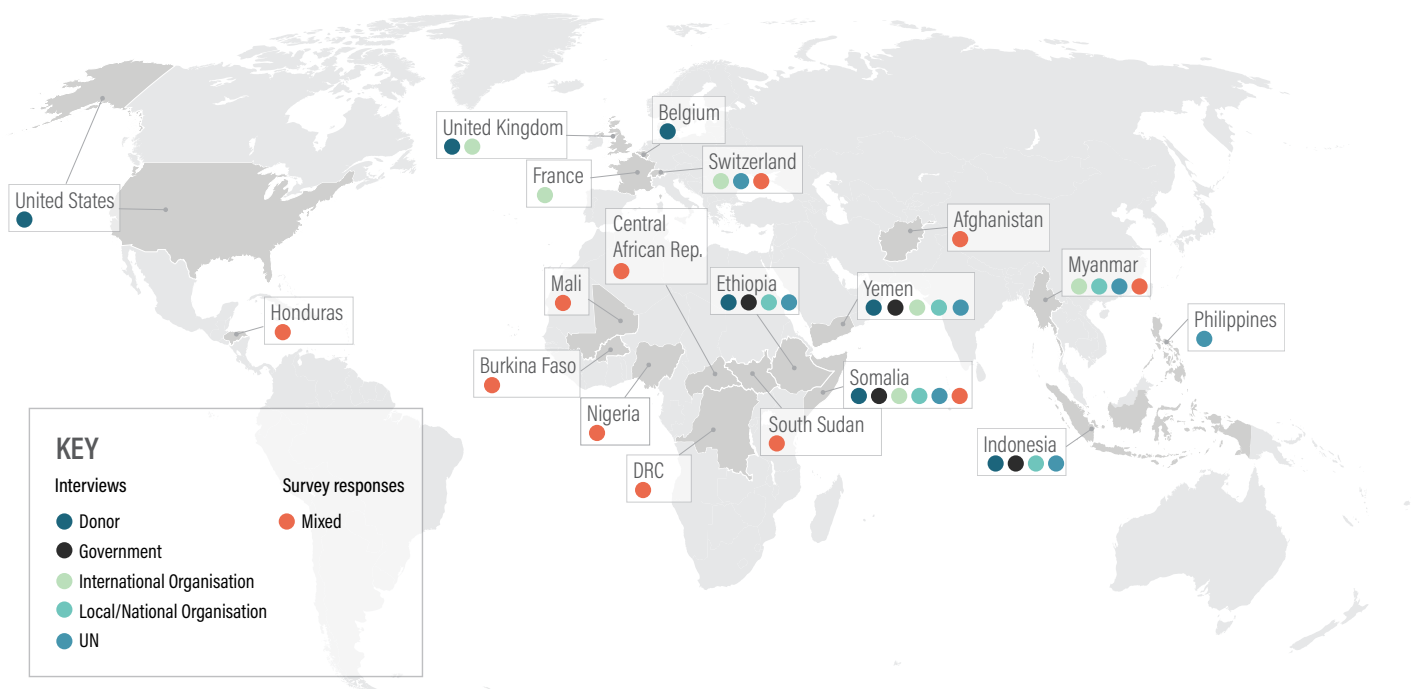
Figure 2: Data collection methods



Cluster Type	Stakeholder Category	Number
 Country Cluster	Local and National Organisation	28
	Government	7
	International Organisation	20
	Donor	5
 Global Cluster	International Organisation	15
	Donor	3

Prioritisation of participant groups, in consultation with UNHCR and the Global CCCM Cluster, was carried out to identify key stakeholders – representatives of local and national organisations, as well as cluster coordinators and donors – for interviews. The distribution of research participants is shown in Figure 3.

Figure 3: Distribution of research participants by organisation and data type



COUNTRY SELECTION

Consultations with the localisation taskforce informed the selection of case study countries. Factors used to inform the selection of countries included the regional location, type of humanitarian context, CCCM cluster set up (see below), and cluster co-leadership. Table 1 presents the focus countries and their characteristics (for a summary of country contexts, see Annex B).

Table 1: List of focus countries selected for the data collection.

Country	Region	Cluster Lead and Co-coordinators	Type of Humanitarian Context	Set Up
Myanmar	Asia-Pacific	UNHCR	Conflict	Merged with Shelter Cluster
Indonesia	Asia-Pacific	IOM and Ministry of Social Affairs (MOSA)	Disaster	Sector/Working Group
Somalia	Africa	UNHCR & IOM	Conflict	CCCM Cluster
Ethiopia	Africa	UNHCR, IOM & ANE (National NGO)	Conflict	CCCM Cluster
Syria	Middle East	UNHCR	Conflict	CCCM Cluster
Yemen	Middle East	UNHCR and Global Communities	Conflict	CCCM Cluster

Key Terminologies:

Local and national non-state actors are organisations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO.⁸ This includes national NGOs/ civil society organisations (CSOs) and local NGOs/ CSOs.

National and sub-national state actors are state authorities of the affected aid recipient country engaged in relief, whether at local or national level. This includes national, sub-national or local governments.

LIMITATIONS

- **Representativeness:** Given the wide range of countries where the CCCM Cluster is operationalised, means the views of the research participants do not represent all CCCM Cluster actors. Prioritisation of countries and stakeholders, and consultations with the Localisation Taskforce was carried out to consider the diversity representation, interest, availability and relevance of the stakeholders as much as possible.
- **Effect of ongoing crisis:** It is important to note that ongoing humanitarian crises in these countries have increased the workload of CCCM actors. The timeframe of this study coincided with escalating risk in Myanmar as the military government placed greater restrictions on humanitarian actors, and an earthquake hit Türkiye and the Syrian border region where the CCCM Cluster operates. Some of the key stakeholders in both countries were focused exclusively on the humanitarian response while the data collection was taking place. However, with an extended timeframe, the study was able to capture reflections from key stakeholders in Myanmar, Türkiye and Syria.



8 NEAR, 'What Impact is the Grand Bargain Having in the Global South?' 2020. https://interagencystandingcommittee.org/sites/default/files/migrated/2018-01/hfft_localisation_marker_definitions_paper_24_january_2018.pdf

3. FINDINGS

In this section, key findings are organised under three sub-sections:

- Defining localisation for the CCCM Cluster
- Systems in place and priority areas
- Challenges in progressing localisation.

DEFINING LOCALISATION FOR THE CCCM CLUSTER

Two findings in this section relate to the proposed working definition of localisation for the CCCM Cluster. The first finding highlights that the value of a definition of localisation for the CCCM Cluster is manifested when the definition is put into practice. The second finding is about how the core components help to link the localisation concept to its implementation in practice.

The definition of localisation has been the topic of ongoing discussions between key humanitarian stakeholders at local and global levels. While various actors have proposed definitions, no single definition has received wide consensus. This is in part because the concept of localisation needs to be flexible to be used effectively in each context.⁹ Furthermore, the interpretation of the concept will vary based on the backgrounds and role of the stakeholders involved. Some previous attempts at defining localisation were developed through categorising the type of change required, and others through identifying key domains.¹⁰ This diversity of opinion and experience is also seen among actors in the CCCM Cluster. Despite some differences, there was general agreement among the CCCM stakeholders engaged in

this research that a definition will be beneficial to guide the cluster in making progress on localisation.¹¹

“ We’ve been talking about localisation – but there’s no clear definition of localisation for the Cluster. (Representative of international organisation at global level)

Conversations with stakeholders within the Cluster highlighted a diversity in perspectives and understanding of localisation.¹² A main reason for this difference is the varying contexts in which the CCCM Cluster operates. Other factors include differing perspectives based on geographic regions within the same country, how the individual agencies (particularly international actors) that make up or are part of the Cluster define localisation themselves, and the challenges experienced in CCCM operational work and localisation more broadly.

Stakeholders raised several key considerations regarding the definition of localisation in the CCCM cluster. These related to the changes that an agreed definition might bring, and how it can be applied in practice. Firstly, participants raised the issue of whether developing a standalone definition could foster a more systematic localisation process within the CCCM Cluster and the importance of ensuring its differentiation from a general localisation definition. Secondly, participants raised the question of whether the CCCM’s definition of localisation can be applicable to a global context as well as within individual countries.¹³

9 Robillard, S., Howe, K., & Rosenstock, K. (2020). *Localization Across Contexts: Lessons Learned from Four Case Studies*. Feinstein International Centre, Tufts University. <https://fic.tufts.edu/publication-item/localization-across-contexts-lessons-learned-from-four-case-studies/>; Centre for Humanitarian Leadership. (2021). *Transformation in the Aid and Development Sector?* <https://centreforhumanitarianleadership.org/wp-content/uploads/2021/12/Localisation45.pdf>;

Gibbons, P., & Otiaku-Boadu, C. (2021). The Question is not “If to Localise?” but Rather “How to Localise?”: Perspectives from Irish Humanitarian INGOs. *Frontiers in Political Science*, 3, 744559. <https://doi.org/10.3389/fpos.2021.744559>

10 OECD. (2017). *Localizing Humanitarian Response*. <https://www.oecd.org/development/humanitarian-donors/docs/Localisingtheresponse.pdf>; IASC. (2021). *The Grand Bargain 2.0: Endorsed Framework and Annex*. <https://reliefweb.int/sites/reliefweb.int/files/resources/Grand%20Bargain%202.0%20Endorsed%20framework.pdf>; NEAR. (2019). *NEAR Localisation Performance Measurement Framework*. <https://ngocoordination.org/en/library/near-localisation-performance-measurement-framework>; Humanitarian Advisory Group, & PIANGO. (2019). *Measuring Localisation: Framework and Tools*. <https://humanitarianadvisorygroup.org/insight/measuring-localisation-framework-and-tools/>; Schmalenbach, C., Christian Aid, CARE, Tearfund, Action Aid, CAFOD, & Oxfam. (2019). *Accelerating Localisation through Partnerships Pathways to Localisation: A framework towards locally-led humanitarian response in partnership-based action*. <https://interagencystandingcommittee.org/system/files/pathways-to-localisation-report-oct2019.pdf>

11 Interviews 5, 7, 10 & 43

12 Interviews 1, 5 & 23

13 Interview 1, 2, 6 & 10

“ What localisation really means for me is ensuring in different contexts, [we are] improving the well-being of IDPs, empowering them, linking them up with local actors in the area, establishing healthy communication with host community, and sharing capacity with local actors so they are informed about best practices. (Representative of international organisation at global level)

There was also an expectation that a clear and commonly agreed localisation definition can help to promote positive relationships between international and local and national actors, based on partnership rather than competition.

“ The main point to capture and reflect in the definition is that when it comes down to the ground, localisation should be seen as fostering cooperation rather than competition among the various actors. (Representative of local and national actor at country level)

The following findings are related to the definition of localisation for the CCCM Cluster. The first part of the section presents the key considerations in applying the definition that are not only focused on the normative element but its practicality. The second finding elaborates core components that need to be included in the definition to link it with the implementation of CCCM work.

Finding 1: While a definition of localisation can serve as a guide, its value lies in being put into practice.

The findings reiterated the importance of developing a more contextualised definition of localisation for CCCM that can be strongly linked to how it is practically implemented.¹⁴ This mirrors the experiences of local and national actors more broadly in the sector. After the Grand Bargain, global debates on how

to define localisation initially took more focus, delaying action to progress on commitments and shifting practices.

“ It’s not a definition that solves the problem, but how you do it. (Representative of international actor at global level)

Furthermore, stakeholders pointed towards the importance of accountability in moving localisation from a theoretical concept to a more grounded and implementation-focused priority in Cluster coordination. CCCM Cluster stakeholders outlined strong collective commitment to locally led response. It is critical that this collective commitment is followed by individual (both organisational and role-related) accountability processes to ensure progress is achieved.¹⁵

“ I think the lead agencies need to be held accountable ... it can come from the global cluster, but it has to change from the agency level to really have collective outcomes. If you don’t have individual accountability, you can’t meet the outcomes. (Representative of local and national actor at country level)

One of the inherent challenges in producing a general concept is that its interpretation can vary significantly when applied in distinct operational settings. The diversity and complexity of the environments and contexts where the CCCM Cluster operates means practicality is a critical element to consider in applying the definition. Any definition of localisation needs to be able to be contextualised to facilitate meaningful application within each local environment (not just at country level, but at sub-national levels).¹⁶ Both local and global actors agreed that the CCCM Cluster’s definition of localisation should be adaptable to multiple scenarios and operational contexts. In addition, local and national actors see the benefit of developing a common language in helping to build a shared understanding of localisation.¹⁷

¹⁴ Interviews 2, 8, 10, 13, 19, 30, 31, 34 & 42

¹⁵ Interviews 6 & 44

¹⁶ Interviews 1, 2, 3, 6, 10, 12 & 50; Robillard, S., Howe, K., & Rosenstock, K. (2020). *Localization across contexts: Lessons Learned from Four Case Studies*. Feinstein International Center, Tufts University. <https://fic.tufts.edu/publication-item/localization-across-contexts-lessons-learned-from-four-case-studies/>

¹⁷ Interviews 6 & 9



Q Finding 2: The proposed definition should have core components that help to link localisation to its implementation in practice.

The researchers propose that the CCCM Cluster adopts the localisation definition given below. Core components of the definition are elaborated later in this section. To enable more input and reflections from stakeholders, the research team put forward a working definition of localisation to allow respondents to share their reflections and identify how it can be better framed for the CCCM Cluster context. The working definition was taken from the [Going Local Report](#) (2017), and a variation of it was used by the OECD in its report [Localising the Response](#) (2017).

Proposed definition of localisation for the CCCM Cluster:



A process of recognising, respecting and strengthening the leadership and decision-making of local and national actors to support equitable access to assistance, protection and services for internally displaced persons (IDPs) living in any form of communal displacement setting, to meet their needs with dignity, improve their quality of life, and find and advocate for durable solutions.

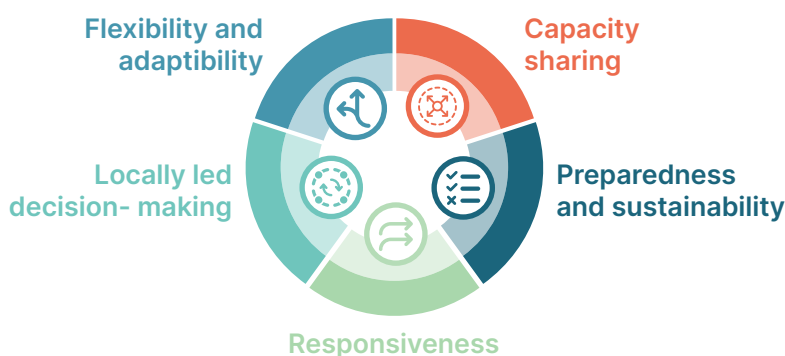
To ensure that the definition serves its purpose as a guide, it was built on themes that arose frequently during conversations with representatives of both global and national organisations.¹⁸

The definition should have the key elements of having a leadership role of national NGOs/actors, more contribution to the response, capacity building, access to funding, and participation at decision-making at all levels. (Representative of international actor at country level)

The core components will help to link the concept of localisation to practical CCCM implementation. The components were developed by combining the key elements most commonly identified by key stakeholders when describing their perceptions of localisation. The five core components are flexibility and adaptability; capacity sharing; sustainability and preparedness; responsiveness; and locally led decision-making. Each core component of the localisation definition is presented in Figure 4 with an outline of its meaning for CCCM implementation.

¹⁸ Interviews 3, 5, 9, 13, 20, 24, 26, 30, 33, 41, 42, 53, 55, 56, 58, 62, 63, 67, 68, 69 & 71

Figure 4: Core components of the CCCM Cluster’s localisation definition



● **Capacity sharing:**

Mutual capacity exchange between international and local and national actors should take place in a respectful way. Capacity sharing should also acknowledge, value and utilise the existing capacities, including contextual and traditional knowledge and skills, of local and national actors.

● **Preparedness and sustainability:**

Local and national plans to respond to displacement, including roles and responsibilities, should be discussed before the crises, and reflected upon during lessons learned activities after crises as part of preparedness efforts. Local and national counterparts should be identified and embedded within the CCCM Cluster Coordination architecture to facilitate hand-over.

● **Responsiveness:**

Localisation in the CCCM Cluster should aim to respond to the affected community's needs in displacement, which is the central mandate of the CCCM Cluster itself.

● **Locally led decision-making:**

Localisation means ensuring that local or national actors and the camp population or community are engaged in decision-making from the start, including project design, planning and implementation of CCCM programs and activities.

● **Flexibility and adaptability:**

Localisation should encourage the CCCM Cluster to be more flexible and adaptable in the context where it operates. It includes flexibility to adapt to the various camp and camp-like settings.

Key Lessons:

- Many stakeholders viewed the concept’s effective translation into practice as more important than its conceptual (abstract) definition.
- While collective commitments are important, individual (both organisational and role-related) accountability is critical to ensure practical progress is achieved on localisation.
- Localisation in the CCCM Cluster needs to be context driven and adaptable to various scenarios and operational limitations.

SYSTEMS IN PLACE AND PRIORITY AREAS

This sub-section focuses on the discussion around the systems in place in the CCCM Cluster, and priority areas of localisation based on the Inter-Agency Standing Committee (IASC) Guideline.¹⁹ The research produced two findings that are relevant to systems in place and priority areas for localisation and how they can advance localisation in CCCM Cluster coordination. Finding 3 relates to current systems and their potential to support localisation initiatives. Finding 4 features two priority areas that key stakeholders saw as most important in relation to progressing localisation: capacity building and resources for coordination.

19 IASC. (2021). *IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms*. <https://interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>

Box 3: Localisation and opportunities to support durable solutions

Consistent and long-term support for local leadership within CCCM coordination and operations will contribute to durable solutions.²⁰ It can enable both displaced populations and host communities to shape decisions, fostering a sense of ownership rather than solely delivering services. Enhanced community ownership can facilitate a smoother transition from displacement to settlement, better infrastructure and improved livelihoods. It also supports increased involvement of local and national actors, both state and non-state entities (where feasible), ultimately reducing dependence on international organisations for humanitarian infrastructure and systems.

Existing systems have potential to enable better connections between humanitarian efforts and development initiatives. Given that many humanitarian crises are becoming longer and more protracted, the need to take a more integrated approach (within the humanitarian, development and peace nexus) to building durable solutions has become more critical. Within this context, local and national actors, who tend to have more agility in shifting between humanitarian and development work, should be recognised and elevated as enablers for more consistent presence across the humanitarian-development-peace nexus as well as programming in relevant contexts.²¹

Q Finding 3: A framework can enable more consistent support to progress localisation within the CCCM Cluster.

During the research, existing systems both at the country and global level were described as providing benefits for delivering CCCM services such as providing guidelines, strengthening skills related to camp management, and establishing networks of expertise.²²

However, stakeholders struggled to identify whether these systems were supporting localisation within the Cluster in a consistent and systematic way.²³ Both global and local and national stakeholders expressed the need for a clear framework and commitments to enable a more consistent approach to progress localisation as well as bring together and consolidate learning from initiatives already in practice.²⁴

“ [I] don't think we have a lot of systems that promote localisation. [I] think there are a lot of good examples of how localisation is being pushed forward, which have also emerged organically. (Representative of international organisation at global level)

Box 4: Systems in place and roles of local and national actors

Generally, local and national actors play two key roles in the CCCM Cluster.

Operations: Local and national actors participate in the CCCM programming, implementing service delivery and design of sustainable solutions.²⁵ In many contexts, local and national actors, particularly government and communities, are also crucial in defining solutions to problems related to CCCM (such as ensuring the protection component is integrated when developing and deciding on the site plan, including essential facilities²⁶). Their operational role exists during the emergency phase and in the preparedness phase, when they can develop contingency plans for displacement sites.²⁷

Coordination: Local and national actors function as cluster co-coordinators in some contexts (see next section on co-coordinator roles of local and national actors). However, there is a need to enable local and national organisations to take up these co-coordinator roles.

20 Interviews 3, 64, 67, 73

21 Interviews 3, 10

22 Interviews 34, 33, 36, 39 & 41

23 Interviews 3 & 16

24 Interviews 12, 15, 16 & 36

25 Interview 30

26 Interview 13

27 Interview 62

This role is inextricable from the operational role: local and national actors help shape program priorities to be relevant to the needs of affected populations.²⁸ Local and national actors also shape cluster coordination processes to match local contexts, and help facilitate and/or lead coordination meetings.²⁹

The CCCM Cluster has established several systems such as targeted training, standardised templates and resources, and CCCM minimum standards, intended to support key actors (particularly local and national actors) to operate and coordinate. The research found that these systems are connected strongly to the priority areas of localisation.

Although stakeholders within the CCCM Cluster perceived that the Cluster’s initiatives are relevant to localisation, how these initiatives are systematically contributing to progress on localisation must be communicated to key CCCM Cluster stakeholders, particularly at the country level.³⁰

“ Localisation within CCCM has not been done in a systematic manner and still [remains] sporadic.

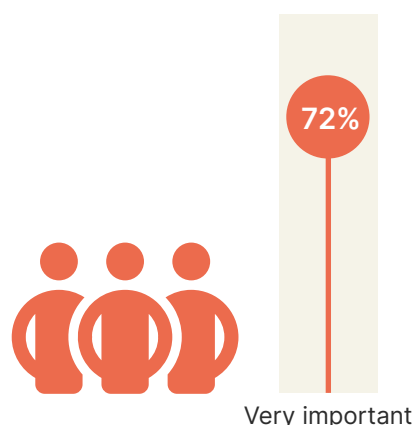
(Representative of international actor at country level)

Local and national actors identified initiatives such as capacity development and standardised tools and resources as supportive of locally led cluster coordination.³¹ Furthermore both global and local and national actors also believe that these systems and initiatives have strong potential to support the CCCM Cluster to progress its localisation commitments, including in program implementation.³² The following section provides examples of how existing systems and initiatives can support a locally led cluster.

Cluster co-ordination and engagement with government-led cluster systems

Co-leadership involves sharing responsibility between local and national and international cluster coordinators. In many contexts, international actors take the lead, while local and national actors provide support. This is particularly true in conflict settings. However, in less complex settings, government stakeholders take on a co-ordination role for stakeholder and relationship management purposes – a crucial pathway for progressing localisation at a country level for the CCCM Cluster. Respondents identified that this approach has provided space for local and national actors to influence and take part in decision-making. However, in contexts where local and national actors (most often state actors) are parties to a conflict, this practice requires careful consideration. Of the countries the research focused on, local and national actors (both state and non-state) were co-coordinators in the Philippines, Ethiopia, Somalia and Indonesia (see Box 5).³³ Nonetheless, participants thought more leadership opportunities should be offered to local and national actors, as Figure 5 shows.

Figure 5: Survey results – How important is it to open more leadership opportunities for local and national actors in the coordination of the CCCM Cluster?



28 Interview 22

29 Interviews 35, 41 & 43

30 Interviews 12 & 17

31 Interviews 22, 33, 40–42

32 Interviews 6, 8, 9, 14, 35 & 41

33 Interviews 15, 17, 19, 34, 36, 37, 39, 47, 48 & 73

Box 5: Cluster co-leadership by local and national actors

In **Indonesia**, co-leadership is demonstrated through a bilateral relationship between the UN Cluster lead and its government counterpart, and local and national organisations being encouraged to take leadership roles in cluster coordination.³⁴

Similarly, in the **Philippines**, the government is very active in engaging with the CCCM Cluster. The cluster model was adapted in order to better align with needs and priorities at the country level. Cluster adaptation involved merging 11 global clusters into eight national clusters based on the disaster management structure in Philippines.³⁵ This also reduced duplication of coordination by the CCCM Cluster and the national disaster management mechanism.³⁶ As the Cluster lead, the government calls for Cluster activation and deactivation at the national and sub-national level, based on the scale of the humanitarian crisis.³⁷

In **Ethiopia** a local non-state actor, Action for the Needy in Ethiopia (ANE), functions as a Cluster co-coordinator. ANE is a national humanitarian NGO, established in 2012.³⁸ ANE co-leads the Ethiopia CCCM cluster with IOM and UNHCR.

In **Yemen**, where no camp policy is in place, the CCCM Cluster and local and national organisations have supported IDPs following CCCM guidelines adapted to the Yemeni context.³⁹ The Supreme Council for the Management and Coordination of Humanitarian Affairs (SCMCHA) worked with OCHA and the Cluster to create a coordination mechanism for the CCCM sector. The mechanism defines the role of the SCMCHA and international and local organisations based on displacement policy.⁴⁰

“ The co-coordinator role [played] by ANE is a huge achievement and is appreciated. Where ANE doesn't have the capacity to be present in that area and lead the coordination, additional national NGOs [are] appointed as focal points [to] serve the coordination role on behalf of the CCCM. They feed into the reporting structure via bi-weekly meetings. (Representative of local and national actor at country level)

Where context allows, such practices of cluster co-leadership with local and national organisations and engagement with government-led cluster systems should be shared and promoted in other country clusters.⁴¹

Localisation strategy

The Somalia Cluster has developed a localisation strategy (including objectives, indicators and deliverables), with a workplan and dedicated resources in place to progress actions.⁴² Cluster members have elected two Localisation Focal Points to manage implementation of the localisation strategy and workplan and support the Cluster to achieve its intended outputs.⁴³

In Ethiopia, national actors have supported the development of a localisation strategy and workplan for the CCCM Cluster with the National Disaster Risk Management Commission, the government counterpart that has also endorsed these documents.⁴⁴

34 Interviews 37 & 39

35 Abaya, M. R. T., Le Dé, L., & Lopez, Y. (2020). Localising the UN cluster approach: The Philippines as a case study. *Environmental Hazards*, 19(4), 360–374. <https://doi.org/10.1080/17477891.2019.1677209>

36 Ibid.

37 Interview 73

38 Action for the Needy in Ethiopia (ANE). (2023). *Action for the Needy in Ethiopia: Who We Are*. <https://ane-ethiopia.org/Whoweare/>

39 Interview 25

40 Interview 21

41 Interview 10

42 Interview 50

43 CCCM Cluster Somalia. (2023). *CCCM Cluster Somalia Strategy*. <https://reliefweb.int/report/somalia/cccm-cluster-somalia-strategy-january-2023#:~:text=The%20cluster%20has%20also%20been,a%20state%2Dlevel%20coordination%20mechanism.>

44 Interview 34

“ [In Ethiopia] there is already a concept note that has clear indicators, deliverables, and activities to support local partners so that they can lead their own agendas. We have an annual workplan and focal points. A bottom-up approach with local partners. (Representative of international actor at country level)

Outside the CCCM sector, attempts to develop localisation frameworks have been undertaken in several countries, including a contextualised Charter for Change in Uganda, a Localisation Framework in Nigeria⁴⁵ and a MEAL Framework for Localisation of Humanitarian Action in Jordan.⁴⁶ Localisation baseline studies have also been conducted in CCCM operating countries such as Yemen⁴⁷ and Ukraine,⁴⁸ using HAG’s Localisation Measurement Framework and Tools.⁴⁹ The NEAR localisation framework⁵⁰ also provides useful guidance for country-level actors. The CCCM Cluster could use these frameworks and studies to identify priorities and to measure and track localisation progress.

Funding mechanism and tailored capacity support for local and national cluster coordinators

The CCCM Cluster has invested in supporting capacity strengthening of CCCM actors, including local and national organisations, over the past decade.⁵¹ This includes developing and implementing specific training related to CCCM, creating a capacity development working group, and encouraging mentoring among cluster co-leaders and members.⁵² Many key stakeholders

saw these investments as positive in supporting the leadership of local actors as well as enhancing technical capacity around CCCM.⁵³

One participant gave an example of provision of funding to enhance capacity support in Ethiopia, facilitated through a mechanism called Rapid Response Funding (RRF). RRF support is provided for capacity-building initiatives within Positive Action for Development (PAD), a national actor that plays a coordination role at the camp level. Activities include informal mentoring and coaching from the co-lead of the Cluster to strengthen the leadership capacity of other local and national organisations.⁵⁴ A key stakeholder and interviewee identified this as a way to leverage the role of local and national actors, particularly in cluster coordination.⁵⁵

“ The RRF-funded support, which is a system in place in Ethiopia, has greatly supported the capacity building initiatives. PAD has benefited from the monitoring capacity development and other training and networking opportunities, which contribute to progress on the localisation of national actors in the coordination role. (Representative of local and national actor at country level)

Localisation can fill gaps in humanitarian access in complex settings

In some countries, access restrictions such as approval to operate for actors force clusters to be structured differently or alternative coordination structures to be established.

45 Accelerating Localisation through Partnerships. (2019). *Nigeria Localisation Framework*. <https://ngocoordination.org/en/library/nigeria-localisation-framework>

46 ARDD & JONAF. (2021). *Meal Framework for Localisation of Humanitarian Action in Jordan*. <https://reliefweb.int/report/jordan/meal-framework-localisation-humanitarian-action-jordan-may-2021-enar>

47 Tamdeen Youth Foundation, ITAR for Social Development, HAG and ICVA (2022). *Measuring Humanitarian Localisation in Yemen*. <https://humanitarianadvisorygroup.org/insight/measuring-humanitarian-localisation-in-yemen-baseline-report/>

48 NGO Resource Centre, Infosapiens, HAG and ICVA. (2023). *A Humanitarian localization baseline for Ukraine* <https://humanitarianadvisorygroup.org/insight/a-humanitarian-localization-baseline-for-ukraine/>

49 HAG and PIANGO. (2019). *Measuring Localisation: Framework and Tools* <https://humanitarianadvisorygroup.org/insight/measuring-localisation-framework-and-tools/>

50 NEAR (2019). *Localisation Performance Measurement Framework* <https://www.near.ngo/lpmf>

51 CCCM Cluster. (n.d.). *Capacity Development Working Group*. <https://www.cccmcluster.org/working-groups/capacity-development-working-group>

52 CCCM Cluster. (2015). *Global Camp Coordination and Camp Management Cluster—Retreat Report*. <https://reliefweb.int/report/world/global-camp-coordination-and-camp-management-cluster-retreat-report-october-2015>; Global CCCM Cluster. (2019). *Global Camp Coordination and Camp Management Cluster Annual Meeting*. https://www.cccmcluster.org/sites/default/files/2020-02/Global%20CCCM%20Cluster%20Annual%20Meeting%20Report%202019_0.pdf

53 Interviews 30, 34, 37, 38 & 41

54 Interview 34

55 Interview 41

Evidence shows that this can create space for local and national actors to lead humanitarian action, in addition to continuing to enable humanitarian access. Existing systems can more effectively support local cluster leadership by enhancing awareness of the context and taking more intentional steps. For example, in Myanmar, which restricts international actors significantly, the humanitarian response in much of the country has relied on initiatives from local and national and community-based organisations (CBOs).⁵⁶ Participants agreed that in such contexts, there is greater opportunity for support to be provided to local and national non-state actors, and improved understanding of the types of structures and coordination within the cluster that could enable locally led CCCM Cluster coordination. However, it will also be important to work with local and national non-state actors to understand if such a role will increase their risk exposure, including facing more pressure from state actors and to develop remedial actions as needed.

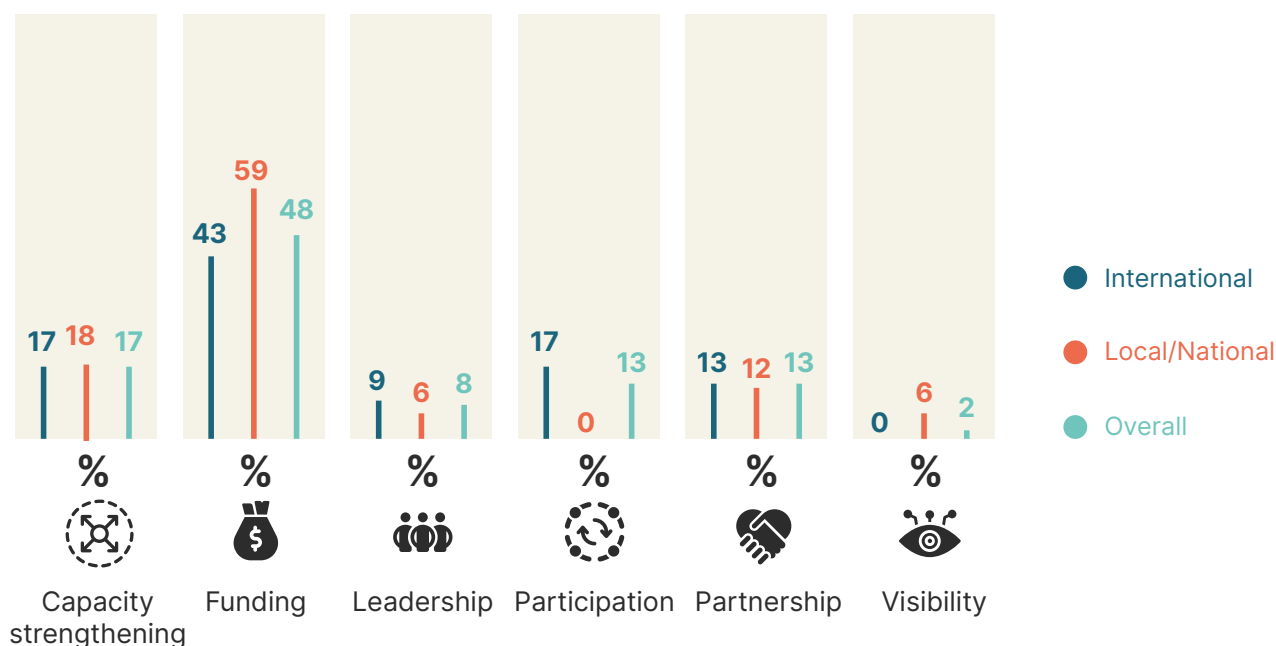
“ In the hardest-to-reach areas, especially where access and assistance can be guaranteed by a local CBO, [supporting local actors] could increase their reach. There is an untapped potential

that can be harnessed there, but more research should be made on the [most appropriate] structure. (Representative of international actor at country level)

Q Finding 4: Capacity strengthening and resources for coordination were identified as the two key priority areas for enabling locally led cluster coordination.

In discussion about priority areas, both global and local stakeholders identified capacity strengthening and resources for coordination as the most critical areas to focus on. In our survey, funding/resourcing (32%), partnerships (23%) and capacity strengthening were seen as the most impactful opportunities to progress the localisation agenda within the CCCM Cluster. Funding/resourcing (48%) and capacity strengthening (17%) were perceived to be the areas that represent the most persistent challenges to progressing localisation in the Cluster (Figure 6). Interviews also affirmed that funding/resourcing and capacity strengthening remain the most important areas to focus on, followed by quality partnerships and participation.

Figure 6: Survey results – What do you see as the most persistent challenges to progressing localisation in the CCCM cluster?

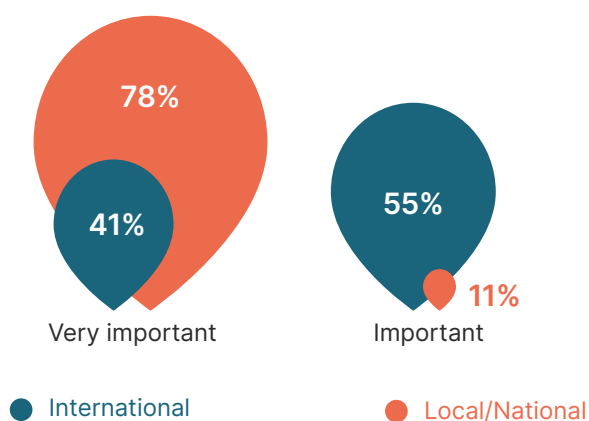


56 DEMAC. (2022). *Diaspora Organizations and their Humanitarian Response in Myanmar*. <https://reliefweb.int/report/myanmar/diaspora-organizations-and-their-humanitarian-response-myanmar>

Long-term and needs-based capacity development

Local and national actors identified that long-term capacity strengthening enables them to become key players in CCCM Cluster coordination at the country level.⁵⁷ The survey results also indicated that it is important for capacity strengthening activities to reflect the needs of local and national actors (Figure 7).

Figure 7: Survey results – How important is it to prioritise capacity strengthening activities of the CCCM cluster to reflect the needs of local and national actors?



Participants gave examples of capacity building initiatives conducted by CCCM Cluster lead organisations contributing to foster interest in camp management among local (particularly state) actors in the context of CCCM. Such capacity strengthening can provide a strong foundation for forging a CCCM network at the country level that can be drawn upon during humanitarian response.

“ Beginning several years ago ... [training was provided to many] government and non-government humanitarian actors from national and sub-national levels. Some of these people still show their passion on CCCM and [are] voicing their support for CCCM during meetings related to emergency response or humanitarian actors coordination. (Representative of international actor at country level)

In addition to capacity development on technical skills related to CCCM, stakeholders from country clusters identified that capacity development on coordination issues such as leadership, project management and meeting facilitation are critical.⁵⁸ Lack of these specific skills is acknowledged as preventing local and national actors from playing a leading role in coordination of platforms (such as the CCCM Cluster) that involve a mixture of UN, international NGO (INGO), government and local and national actors.

Local and national actors argued that it is important to consider specific capacity building activities that meet contextual needs. For example, participants highlighted that capacity development in Myanmar should include a focus on civil–military engagement to strengthen knowledge of how to engage with local authorities and leadership structures and manage the security risk with regard to ethnic conflict.⁵⁹ Similarly, local actors identified the need to include communication with government as part of capacity building in Syria.⁶⁰ However, the involvement of authorities (including state and de facto) will require careful consideration in situations where such engagement may cause more harm than benefit

“ For promoting localisation in Rakhine context [in Myanmar], coordination needs the engagement of political entities such as Rakhine Ethnic Congress and leaders of political parties. (Representative of international actor at country level)

Some representatives from local and national non-state actors also highlighted the importance of strengthening skills related to engaging marginalised or vulnerable groups such as people with disabilities, women and other minorities in camp management committees.⁶¹ This is particularly critical in contexts where there are significant barriers to these groups' participation in decision-making.

Capacity development support needs sufficient financial investment and to be consistent and long term to enable greater locally led coordination. This includes prioritising

57 Interviews 66 & 69

58 Interviews 14, 42 & 60

59 Interview 43

60 Interview 62

61 Interviews 17 & 46

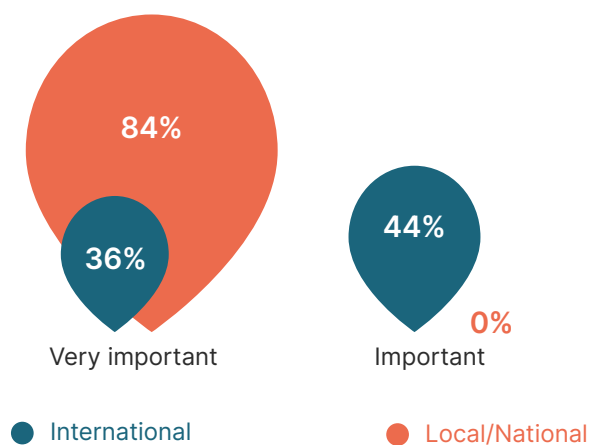
approaches beyond one-off training, such as mentorship, coaching, peer-to-peer exchange, and establishing a local pool of trained trainers.⁶² Long-term capacity development support has resourcing implications, with tailored, equitable and sustained approaches requiring (and rewarding) generous investment. In contexts where there is a high turnover of staff, regular training, documentation of learning and institutionalising capacity strengthening are paramount to retaining the invested knowledge.

Consistent resources to support coordination in the CCCM Cluster

Financial resourcing is particularly critical to support local and national actors' roles in coordination (Figure 8).⁶³ Consistent provision of resources is important to ensure local and national actors have ongoing capacity for coordination beyond the emergency phase of humanitarian response. Investing beyond the emergency phase is also seen to contribute towards creating a more predictable CCCM Cluster coordination set-up in advance.⁶⁴ A report on lessons learned from localisation in Somalia⁶⁵ presents similar conclusions: local actors recommended donors reduce earmarking to increase flexibility, so that funding can be used both during disaster preparedness and emergency response. However, it is uncertain whether the Cluster can offer long-term and consistent support, because the cluster system is designed only to be activated during the emergency and should be the last resort. This issue requires the CCCM Cluster to consider how it links to and complements localisation initiatives outside the cluster – particularly in terms of supporting the sustainability of local and national non-state actors. The Cluster could support local and national organisations to access funding directly from donors to improve their sustainability.⁶⁶

“ The coordination role comes with a huge financial burden and expectation on the organisation. (Representative of international actor at country level)

Figure 8: Survey results – How important is it to ensure funding mechanisms are accessible for local and national organisations to support their role in the coordination of the CCCM cluster?



Capacity Strengthening and Resourcing for Coordination emerged as the key priority areas on which the CCCM Cluster should focus in supporting increased local leadership.

Key lessons

- Existing systems include positive initiatives at both global and country level; these are the foundations on which the Cluster can build to progress localisation.
- The lack of an overall framework to guide and support the localisation work within the Cluster has reduced consistency and opportunities for collective action.
- Long-term capacity strengthening of local and national organisations and governments enables them to become the backbone of CCCM Cluster coordination at the country level.
- Sustained resourcing is an important enabler of greater locally led coordination.

62 Interviews 18, 19, 34 & 41

63 Interviews 13, 22, 23 & 30

64 Interviews 7 & 13

65 Robillard, S., Howe, K., & Rosenstock, K. (2020). *Localization across contexts: Lessons Learned from Four Case Studies*. Feinstein International Center, Tufts University. <https://fic.tufts.edu/publication-item/localization-across-contexts-lessons-learned-from-four-case-studies/>

66 Interviews 4, 19, 35 & 73; Ayobi, Y., Black, A., Kenni, L., Nakabae, R., & Sutton, K. (2017). *Going Local: Achieving a more appropriate and fit-for-purpose humanitarian ecosystem in the Pacific*. <https://humanitarianadvisorygroup.org/wp-content/uploads/2020/12/ARC-Localisation-report-Electronic-301017.pdf>

CHALLENGES IN PROGRESSING LOCALISATION

This sub-section explores challenges the CCCM Cluster encounters in fostering greater locally led coordination. It starts by introducing the key theme of the challenge, then presents findings that highlight more specific challenges, supported by examples.

Q Finding 5: The greatest challenges to greater local leadership in the CCCM Cluster are structural issues such as coordination meeting set-up, funding mechanisms for dedicated coordination roles and channels for two-way engagement.

CCCM Cluster stakeholders identified several key obstacles to progressing localisation that mirror those faced by other clusters and the broader humanitarian system at large. A major hurdle is the inability of the cluster structure to share power and decision-making. Given the technical nature of CCCM work, knowledge and expertise often remains concentrated within international actors, creating a dependency on international organisations with CCCM experience.⁶⁷ Although local and national actors have been contributing to camp management for a long time, the current CCCM cluster coordination structure struggles to consistently include them in decision-making, particularly in more politically sensitive or conflict contexts. Of the six countries examined in this research, three have local and national actors (both NGOs and government) playing a co-coordinator role. All are in countries where there is no conflict-driven crisis.

The CCCM Cluster requires close engagement with the government (or equivalent de facto authorities) and various service providers, and relies on community-based responses to deliver its mandate. At the country level, finding a government (or equivalent) counterpart with a similar mandate to the CCCM Cluster can

be difficult – unlike for other clusters such as education or health that have clear counterparts. Similarly, finding non-state actors that cover this breath of work can be difficult in some contexts. While this creates a challenge for the CCCM Cluster to deliver its mandate effectively, it also hinders their ability to smoothly transfer the Cluster into local leadership.⁶⁸

The Cluster being co-led by two UN agencies with different approaches – including on localisation – can hinder consistent application of localisation priorities and approaches.⁶⁹ Establishing the localisation taskforce at global level and initiatives such as this research seek to create more consistency.

Cluster arrangement and defaults

The set-up and default structures of the CCCM Cluster are not sufficiently accessible for local and national actors to participate meaningfully or take leadership roles. Factors such as language barriers, meeting location, and meeting format often prevent local and national actors from engaging meaningfully.⁷⁰ International agencies can dominate meeting agendas, leaving little space for local actors. The use of non-preferred languages and jargon can reduce local actors' ability to speak up and participate comfortably in coordination forums,⁷¹ and hinder communication between local and national NGOs and international actors.⁷²

“ [Some local organisation staff] are not as fluent in English to communicate with international partners while international partners are outside Yemen and do not understand the Yemeni reality. (Representative of local and national actor at country level)

Local and national actors often regard participating in cluster meetings as consuming precious time and resources, particularly when they are not resourced adequately and lack

67 Interview 10

68 Interviews 10, 33

69 Interviews 1, 43

70 Interviews 27 & 61; Tamdeen Youth Foundation, ITAR for Social Development, HAG and ICVA (2022). *Measuring Humanitarian Localisation in Yemen*. <https://humanitarianadvisorygroup.org/insight/measuring-humanitarian-localisation-in-yemen-baseline-report/>; NGO Resource Centre, Infosapiens, HAG and ICVA. (2023). *A Humanitarian localization baseline for Ukraine*. <https://humanitarianadvisorygroup.org/insight/a-humanitarian-localization-baseline-for-ukraine/>

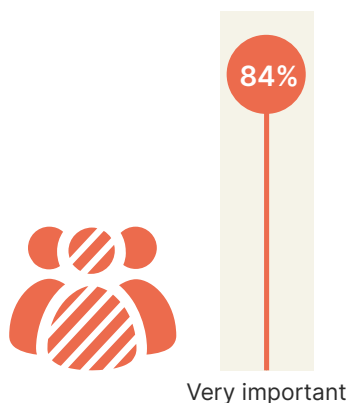
71 Ibid.

72 Ibid.

power to shape decision-making.⁷³ CCCM Cluster coordinators must consider this fact to enable more meaningful participation of local and national actors. Survey responses also indicate how cluster members very strongly believe that promoting diversity in representation – particularly through local and national actors – is critical (see Figure 9).

“ People have to come from different directions and have to invest their travel time and stay overnight to attend local coordination meetings. (Representative of local and national actor at country level)

Figure 9: Survey results – How important is promoting diversity in the representation of local and national actors in the coordination of the CCCM Cluster (e.g. representation of women’s groups and organisations for people with disabilities)?



Representatives of local and national organisations indicated that there needs to be greater opportunity for local and national non-state actor voices to be heard in SAG meetings at both global and country level. Furthermore, the lack of participation of local actors reduced their visibility, particularly in the context of coordination, where outputs are largely intangible.

“ [There is a] direct linkage of the coordination role with visibility. Hence, when the coordination function is not adequately supported or INGOs take the lead, it directly affects the local actors’ visibility. (Representative of local and national organisation at country level)

The dedicated coordination role

Cluster coordinators outlined that they are frequently required to take roles additional to their primary coordination role and deliver on multiple mandates, reducing their ability to deliver quality services. The overlap between coordination and operation is mostly due to a lack of dedicated resources for coordination.⁷⁴ Funding coordination enables the participation of local actors, particularly when the Cluster has not been formally activated.⁷⁵ Stakeholders from local and national organisations noted that they struggled to find adequate funding for coordination from their international intermediaries or donors.⁷⁶

“ Coordination is not paid and not sustainable – even the cluster coordination is very stretched and there is discontinuation of key roles – donors want to fund items instead of soft activities. (Representative of international actor at country level)

“ Even for us as [a] big organisation we struggle to get funding for seconded and coordination positions. From a cluster perspective they need to acknowledge and step up to fund positions for co-cluster coordination or sub-national cluster coordination. (Representative of international actor at country level)

73 HAG and MDN. (2020). *Two Steps Forward, One Step Back: Assessing the Implications of COVID-19 on Locally-Led Humanitarian Response in Myanmar*. <https://humanitarianadvisorygroup.org/insight/two-steps-forward-one-step-back/>; HAG and GLOW. (2021). COVID-19 implications for Localisation: A case study of in Afghanistan and Pakistan. <https://humanitarianadvisorygroup.org/insight/covid-19-implications-for-localisation-a-case-study-of-afghanistan-and-pakistan/>

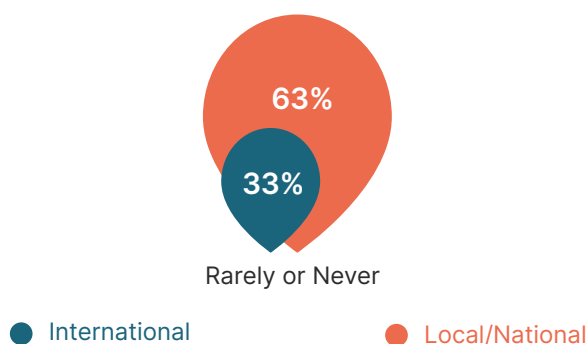
74 Interviews 13–15, 35 & 39

75 Interviews 13–15

76 Interviews 19, 26 & 30

The survey also showed that most local and national actors felt that they did not have sufficient resourcing to engage adequately with the CCCM Cluster (Figure 10). This is not necessarily a unique challenge to the CCCM Cluster, because resource shortage (insufficient staff and time) remains a consistent challenge faced by most local and national non-state actors, which find it difficult to stay engaged across the various coordination platforms that operate in a humanitarian response.⁷⁷

Figure 10: Survey results – Do you feel local and national actors receive a fair proportion of funding to engage with the CCCM cluster compared to international actors?



Channels to support two-way engagement

Stakeholders were unable to identify pathways for CCCM Country Clusters to consistently feed into decision-making at the global level outside the global CCCM Cluster meeting.⁷⁸ Having channels to facilitate two-way engagement between global and country-level clusters was seen as an important way to enable local and national actors to have more visibility, have greater participation in decision-making and strategy setting, and enable knowledge and best practice sharing. The Cluster is still in the process of identifying the most effective way to consistently support local actors to contribute their experience and knowledge from

the specific country context to inform global decision-making. A key issue was enabling more local and national representatives from country clusters to provide input to global SAG and thematic working groups, and ensuring such representatives are diverse and represent multiple regions and countries.⁷⁹ This also includes resourcing to participate in person or via virtual methods. An alternative (used in Türkiye) is a targeted group discussion with local actors in local languages to get their input to strategy development, but also to share information with them about issues and discussions at global level.⁸⁰

“ [The] challenge for participation at the global level includes deciding who will be represented from the local actors. The group is very small. How do we make sure there is equal participation? This needs a strong rotation system, to create forums for more local actors to engage remotely. (Representative of international actor at global level)

Key lessons

- The default set-up of CCCM Cluster coordination does not allow local and national actors to participate meaningfully.
- Coordination rarely exists as a dedicated single function; instead, it entails multiple roles and overlaps with operational functions.
- Local and national stakeholders struggle to identify channels that can support two-way engagement with Global Cluster coordination.

77 Tamdeen Youth Foundation, ITAR for Social Development, HAG and ICVA (2022). *Measuring Humanitarian Localisation in Yemen*. <https://humanitarianadvisorygroup.org/insight/measuring-humanitarian-localisation-in-yemen-baseline-report/>; NGO Resource Centre, Infosapiens, HAG and ICVA. (2023). *A Humanitarian localization baseline for Ukraine*. <https://humanitarianadvisorygroup.org/insight/a-humanitarian-localization-baseline-for-ukraine/>; HAG and MDN. (2020). *Two Steps Forward, One Step Back: Assessing the Implications of COVID-19 on Locally-Led Humanitarian Response in Myanmar*. <https://humanitarianadvisorygroup.org/insight/two-steps-forward-one-step-back/>; HAG and GLOW. (2021). *COVID-19 implications for Localisation: A case study of in Afghanistan and Pakistan*. <https://humanitarianadvisorygroup.org/insight/covid-19-implications-for-localisation-a-case-study-of-afghanistan-and-pakistan/>

78 Interview 7

79 Interview 2

80 Interview 10



4. LOOKING TO THE FUTURE: OPPORTUNITIES AND RECOMMENDATIONS

This section presents opportunities and corresponding practical recommendations for the Cluster to support localisation. The recommendations are based on the findings and informed by conversations with key stakeholders at both global and country level. Some of the recommendations are already being acted upon at various levels, whilst others are new.

Opportunity 1: Strengthening locally led cluster coordination through existing systems and long-term approaches.

Existing initiatives and systems in the CCCM Cluster offer opportunities to advance its localisation agenda. Interviews with key stakeholders in the country clusters revealed great interest among local and national organisations in being part of the CCCM Cluster. Some local and national organisations have strong capacity and extensive experience in managing camps.⁸¹ The CCCM Cluster can build on these attributes by expanding both in-country and global cluster membership to increase the diversity and inclusion of Cluster members, particularly by engaging local and national organisations such as women-led organisations and organisations of persons with disabilities.

“ When a national actor is playing a coordination role or managing a camp, it provides a tremendous opportunity for growth, empowerment and visibility, because the tangible work in effectively coordinating the response is that of the coordinator. (Representative of local and national actor at country level)

“ The CCCM Cluster has contributed to bringing national actors into the humanitarian response structure and in the coordination role, which they otherwise wouldn't have been able to perform. The social connections and community-level support that exists within existing structures should be leveraged in the humanitarian response. There are opportunities to further expand. (Representative of local and national actor at country level)




These recommendations were reflected in insights provided by key stakeholders at global and country level (in particular from Indonesia and Ethiopia) that underscore the necessity of better integration and articulation of localisation commitments in the existing CCCM systems. These are fundamental for the cluster to foster more coherence in advancing localisation - particularly at the country level.⁸²








⁸¹ Interviews 13 & 15

⁸² Interviews 12 & 17



Recommendations for embedding localisation commitments and pathways into existing CCCM systems and processes

 Donors
  Global Cluster
  Country Level Cluster

Priority area	Action			
 Participation and representation in SAG	Include local and national actors in all country-level SAGs		✓	✓
	Create mechanisms for local and national non-state actors from different regions and humanitarian contexts to provide input to SAG decision-making. Enable global coordinators and SAG to have more consistent two-way engagement with local civil society, women-led and disability focused actors	✓	✓	
 Visibility: Create space for local and national actors in cluster meetings and other cluster processes	International actors support local and national partners to join cluster meetings (ongoing engagement or specific meetings)	✓	✓	✓
	Country clusters (with input from local and national partners and technical working groups) develop a suitable cluster coordination set-up, including the format of coordination meetings, based on the country context			✓
	Map local actors at the beginning of the crisis to ensure engagement of women-led organisations and organisations of persons with disabilities			✓
 Capacity strengthening: Language and translations	Strengthen CCCM capacity and systems of local and national actors in disaster-prone countries during preparedness phases. Fundraising will be required to enable broader CCCM capability strengthening	✓	✓	✓
	Translate cluster materials into local languages/dialects and conduct training with contextualised materials. The Global Cluster must anticipate needs for high-risk country settings	✓	✓	✓
	Strengthen capacity to contextualise material and train more trainers. Establish standing agreements with translation service providers	✓	✓	✓
 Leadership: Utilising local expertise	Utilise or establish stand-by models to identify technical functions for cluster activations and surge support	✓	✓	✓



Opportunity 2: Promoting collective commitment and individual accountability.






Within this opportunity, recommendations involve supporting the transition of Cluster coordination to a locally led approach, monitoring progress, mobilising resources and commitments, and creating accessible avenues for local and national engagement. The recommendations are seen as critical to drive localisation commitment among Cluster members and ensure accountability.

The research revealed great interest and positive intent among key stakeholders in the CCCM Cluster both at the country and global levels. As discussed in the section on defining localisation, it is crucial to recognise that the Cluster is composed of individual organisations; thus, ensuring individual accountability in line with the collective commitments is paramount. Localisation processes need guardrails (processes, training and oversight) to ensure protection and uphold humanitarian principles. In particular, a localisation strategy can provide direction and solidify organisations' commitment to support localisation.

“ Ensuring that there is a strategy in place for the CCCM response to become localised: for local NGOs and civil society organisations to have the skills, funding, and responsibility to both participate in and take a leading, influential, and decision-making role in the direction of and implementation of the CCCM response, for them to take ownership and accountability for the response, and for the response not to be reliant on INGOs. (Representative of international actor at country level)



The research found that cluster members recognised the significance of collective commitments while underscoring the criticality of individual (both organisational and role-related) accountability to ensure practical progress is achieved on localisation.⁸³ Furthermore, promoting collective commitment with individual accountability is linked to key stakeholders from global and country clusters (in particular Somalia and Ethiopia) struggling to identify pathways for CCCM country clusters to contribute to decision-making at the global level.

Recommendations to promote collective commitment on localisation backed by individual accountability measures.

Priority area	Action			
 Leadership: Support transition of cluster coordination to a locally led approach	Develop localisation commitments (that can be contextually applied based on different humanitarian settings) within the Cluster strategy		✓	✓
	Revise the CCCM capacity development/exchange workplan to include specific deliverables on Cluster coordination knowledge sharing with local organisations, in addition to technical skills transfer		✓	✓
	Country clusters to plan for local and national actors taking up co-coordinator roles (if context permits). Options include international leads moving to supporting roles or increasing co-coordinator seats to support transition			
 Visibility: Tracking progress	Develop localisation indicators for country CCCM clusters to enable ongoing tracking and reporting		✓	✓
	Incorporate localisation indicators into existing strategies		✓	✓

83 Interviews 6 & 44



 Resourcing for coordination: Resource mobilisation and commitment	Advocate for donors to fund long-term partnerships, including institutional capacity strengthening related to cluster coordination alongside CCCM technical aspects	✓	✓	✓
	Promote financial tracking of allocations to local and national actors within the Cluster		✓	✓
 Participation and representation: Open pathways for local and national engagement	Expand Cluster membership by including more diverse stakeholders relevant to various CCCM coordination settings		✓	✓
	Country clusters prepare plans for transition to locally led cluster coordination (planned voluntary transitions, rather than resource driven)		✓	

Opportunity 3: Investing beyond the emergency phase for longer-term and consistent support for coordination.

Extending localisation initiatives to efforts beyond the emergency phase, such as preparedness or recovery and development, is fundamental for long-term sustainability.

IASC emphasises that cluster systems should improve national capacity in preparedness and strategic planning, as well as provide governments with effective coordination of humanitarian response.⁸⁴ Linking localisation efforts to preparedness and recovery or development can clarify the pre-identified roles and responsibilities of in-country actors and improve understanding of what could be done to enable them to fulfil their coordination role when a crisis happens.

“ I think from my perspective, the more we can embed in preparedness, the more we can make it as a natural process. As ahead of preparedness we should be talking [about] linking back to roles and responsibilities, knowing who’s doing what ... build important partnerships. (Representative of international actor at global level)

Key stakeholders from global and country clusters (in particular Indonesia, Syria and Ethiopia) emphasised the important of maintaining consistent resources to ensure local and national actors have continuous capacity to play a coordination role beyond the emergency phase of humanitarian response. Stakeholders in global and country clusters also perceived that investing beyond the emergency phase increases the predictability of the CCCM Cluster coordination set-up.⁸⁵ In addition, local and national actors identified that investing in long-term capacity strengthening through mentorship, coaching, peer-to-peer exchange, and establishing a local pool of trainers, will facilitate greater locally led CCCM Cluster coordination at country level.⁸⁶







⁸⁴ IASC. (2021). *IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms*. <https://interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>

⁸⁵ Interviews 7 & 13

⁸⁶ Interviews 18, 19, 34, 41, 66, & 69



Recommendations for investing beyond the emergency phase to ensure longer-term and consistent support for coordination.

Priority area	Action			
 <p>Capacity strengthening: Support structures and promote shared learning</p>	Explore options to expand CCCM support services, for example, through community engagement forums and adding more language options		✓	✓
	Mutually develop capacity support plans (with agreed progress markers) for local and national stakeholders within the Cluster, with international members sharing responsibilities across different parts of capacity support plans.		✓	✓
	Elevate good practices and promote peer learning through case studies of practical examples of localisation in CCCM coordination	✓	✓	✓
 <p>Visibility including partnership and advocacy: Collaboration with other clusters and entities</p>	Coordinate with other clusters and stakeholders to ensure that the capacity support provided to local and national counterparts is complementary, targeted and cost-efficient, and avoids overlaps and duplication.		✓	✓
 <p>Resourcing for coordination: Resource allocation</p>	Advocate for resource pooling to support local and national counterparts to develop operational and coordination capacity	✓	✓	✓
	Earmark funding to be issued to local and national actors in the Cluster	✓	✓	✓

5. CONCLUSION

The CCCM Cluster has strong potential to progress localisation, particularly at the country level. Translating the proposed localisation definition into practice and strengthening existing systems will promote local leadership in CCCM Cluster coordination and operations. It is important to remember that localisation is a process that requires consistent effort and long-term investment. This means collective commitments should come with individual accountability to ensure that localisation is progressing effectively, and that localisation in CCCM occurs through context-driven measures.

Findings from the six focus countries revealed patterns of obstacles to meaningful local leadership in CCCM Cluster coordination, especially related to existing structures and defaults. These barriers are not found only in the CCCM Cluster context but in the broader humanitarian structure, which is still struggling to enable local and national actors to engage meaningfully. However, the findings include numerous opportunities to improve localisation of CCCM Cluster coordination. There is interest in local and national actors in taking part in CCCM Cluster coordination and an appetite for engagement beyond humanitarian crises. The research highlights an opportunity for the CCCM cluster to capitalise on the considerable momentum within the cluster and in the broader humanitarian sector to pursue its commitment to localisation.

This study contributes to the localisation discourse, providing a definition of localisation and the positive message that existing systems can be leveraged to encourage localisation. Acting on its recommendations will increase localisation within Cluster coordination, leading to more effective and efficient humanitarian response and improved recovery for beneficiaries.



ANNEX A – COUNTRY SUMMARY

ETHIOPIA

Humanitarian context

Key humanitarian crises: Political unrest, armed conflict, prolonged droughts, disease outbreaks, food insecurity and malnutrition⁸⁷



825 camps⁸⁸ and **4,385,789** IDPs⁸⁹



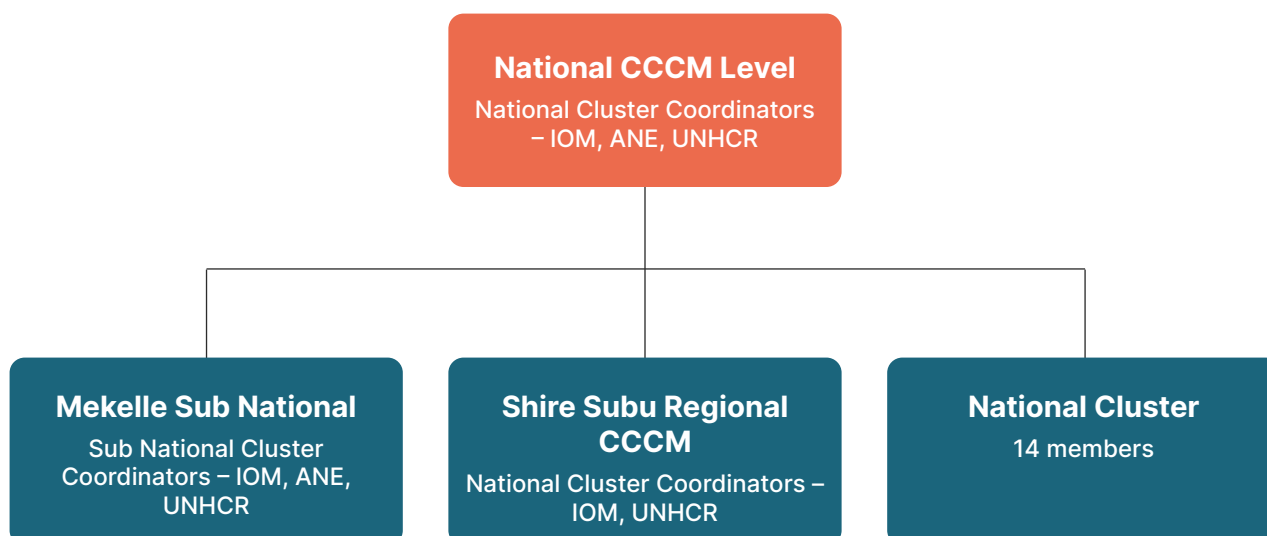
Humanitarian funding in 2022: **71 million**⁹⁰



Number of people reached by the CCCM Cluster as of December 2021: **91,998**⁹¹

Even after the cessation of hostilities in November 2022, political unrest, armed conflict and prolonged droughts continue to exacerbate the humanitarian crisis in Ethiopia, displacing millions. The 2022 Humanitarian Response Plan projected that by 2023 more than 20 million people in Ethiopia, two thirds of whom are women and children, would need critical humanitarian assistance.⁹²

The CCCM Cluster in Ethiopia



87 UN OCHA. (2023). *Ethiopia Humanitarian Fund Annual Report 2022*. <https://reliefweb.int/report/ethiopia/ethiopia-humanitarian-fund-annual-report-2022>

88 CCCM Cluster. (n.d.). *CCM Cluster Operational Map (May 2023)*. <https://www.cccmcluster.org/where-we-work/ethiopia>

89 IOM. (2023). *Ethiopia—National Displacement Report 16 (November 2022—June 2023)*. <https://dtm.iom.int/reports/ethiopia-national-displacement-report-16-november-2022-june-2023?close=true>

90 UN OCHA. (2023). *Ethiopia Humanitarian Fund Annual Report 2022*. <https://reliefweb.int/report/ethiopia/ethiopia-humanitarian-fund-annual-report-2022>

91 CCCM Cluster. (2021, December). *Regional CCCM Cluster Dashboard—AMHARA*. https://www.cccmcluster.org/sites/default/files/2022-01/IOM_20211231_Weekly_CCCM_4Ws_AMHARA_ONPAGER_compressed.pdf

92 UN OCHA. (2023). *Ethiopia Humanitarian Fund Annual Report 2022*. <https://reliefweb.int/report/ethiopia/ethiopia-humanitarian-fund-annual-report-2022>

- In Ethiopia, the UNHCR, IOM and ANE⁹³ co-lead the CCCM cluster. Including a national organisation (ANE) as a cluster co-coordinator aims to increase the leadership and visibility of national actors and to support advance the localisation agenda. CCCM coordinators play critical roles, including advising the Humanitarian Country Team (HCT) and Inter-Cluster Coordination Group (ICCG) on CCCM strategy, particularly in relation to displaced people.
- The CCCM Cluster has 14 members; four are international organisations and nine are local and national NGOs. With the increase in the displaced population number and expanded humanitarian presence, more local and national organisations are expected to join.

Positive localisation initiatives

- In April 2022, the CCCM Cluster co-coordinators organised a one-day workshop with local actors to contextualise concepts, brainstorm, and discuss the development of a Localisation Action Plan. In 2023, the National Disaster Risk Management Commission, the CCCM Cluster counterpart, endorsed the Cluster's Localisation Action Plan.
- The CCCM Cluster has advocated for more funding of local humanitarian actors. In the past, local organisations could only apply through their UN partners as sub-grantees or implementing partners. Now, national NGOs can apply directly to the Ethiopian Humanitarian Fund (EHF, managed by OCHA). INGOs or the UN must partner with national NGOs to receive EHF funding.
- The CCCM Cluster developed initiatives to support local and national actors' technical skills by providing hands-on training, coaching and accompaniment to develop strategies or advocacy activities. This initiative was facilitated through the RRF. There is a plan to institutionalise this initiative and dedicate an expert advisor to support national actors to coordinate and invest in their internal systems.

- To increase the visibility of the national NGO co-lead, all cluster meetings are chaired by local and national organisations. In addition, a rotation system for attending the ICCG ensures local and national actors have equal opportunities to participate.

Key Challenges

- Many leading Ethiopian NGOs are shifting from development to the humanitarian sector but need further support to develop relevant expertise, particularly on managing IDPs, the funding cycle, the humanitarian landscape, terminology, and capacity to coordinate humanitarian response.
- Some national NGOs struggle with financial accountability and reporting. Reporting requirements for humanitarian funding are strict; many NGOs lack technical staff who can write grant proposals and check financial compliance. Moreover, the structured phases of humanitarian work impose a limited timeframe for national NGOs to seek humanitarian funding, highlighting the constrained nature of humanitarian response.
- Some local and national organisations withdrew from the CCCM Cluster due to insufficient funding for coordination. Moreover, power dynamics between INGOs and local and national organisations have reduced enthusiasm about supporting localisation. Some INGOs perceive that localisation may lead to them losing funding and visibility.

Opportunities

- Willingness on the part of the Ethiopian government to empower local and national organisations would be beneficial in increasing the interest of local and national organisations in engaging with the Cluster and taking more prominent roles.
- Ongoing localisation efforts, such as investing in local capacity strengthening, could support elevation of the role of local and national organisations in the Cluster mechanism.

93 Action for the Needy (ANE) supports rural Ethiopian communities affected by natural disasters and conflict.

INDONESIA

Humanitarian context

Key humanitarian crisis: natural disasters



2023: **3,165** disasters occurred, affecting an estimated **5,837,352** people⁹⁴



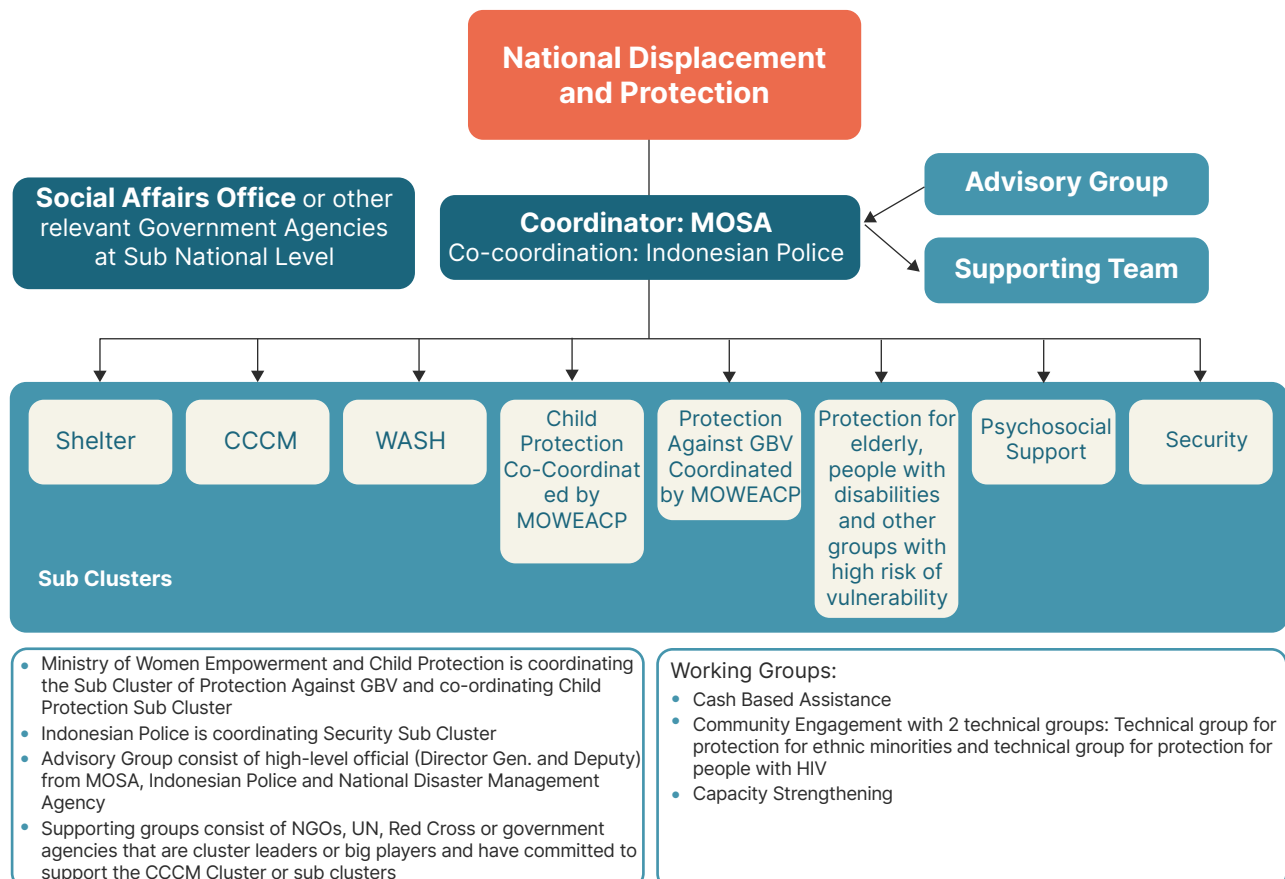
Humanitarian funding in 2022: **31 million**⁹⁵



Displacement: **749,000** including **155,000** IDPs⁹⁶

Indonesia experiences frequent natural disasters. The country has suffered earthquakes (such as Central Sulawesi earthquake in 2018), floods (such as in South Sulawesi and Sentani in 2019), volcanic eruptions (such as in East Java), and cyclones (in Nusa Tenggara Timur in 2021). In the face of regular disasters, Indonesia has continued to develop its response capacity. In 2016, Indonesia established a Disaster Response Command System to carry out coordinated disaster responses across all levels of government and in collaboration with the private sector and NGOs. Furthermore, Indonesia adopted Humanitarian Cluster Coordination, which evolved into the National Disaster Management Cluster. This government-led cluster is uniquely active in all disaster phases and has different arrangements compared to the Global Humanitarian Cluster.

The CCCM Cluster in Indonesia



94 BNPB. (2023, October). *Data Bencana Indonesia (Indonesia Disasters Data)*. <https://gis.bnpb.go.id/>

95 UN OCHA (2022) *Financial Tracking Service*. <https://fts.unocha.org/countries/104/summary/2022>

96 Between 1 January and 31 December 2021: IDMC. (2023). *Disaster displacement: Indonesia country briefing*. <https://reliefweb.int/report/indonesia/disaster-displacement-indonesia-country-briefing>

- The CCCM Cluster was established in Indonesia as a sub-cluster under the National Cluster for Displacement and Protection. The Ministry of Social Affairs coordinates this national cluster, with IOM as the main counterpart.
- As a subcluster, the CCCM Cluster has no SAG. However, national/local and international organisations working in camp management have an informal working group, consisting of representatives of various local and national actors, including the Ministry of Social Affairs, National Disaster Management Agency, IOM, Badan Amil Zakat Nasional, Human Initiative, Muhammadiyah Disaster Management Agency and YAKKUM Emergency Unit. However, this group convenes primarily during humanitarian response.

The localisation context in Indonesia

Although no normative localisation framework has been established in Indonesia, some humanitarian response practices have a localisation focus. The Central Sulawesi Earthquake response demonstrated how localisation can be applied in humanitarian response. The Indonesian Government's decision to limit direct intervention by international actors shaped the humanitarian ecosystem in the country, including increasing local and national organisations' leadership of the response.

Positive localisation initiatives

- The CCCM Cluster has supported greater leadership of national and local organisations, particularly via capacity development. Some of its activities include translating and adapting training manuals based on the Camp Management Toolkit, creating a pool of CCCM training facilitators, conducting CCCM training for government agencies and NGOs, and providing technical support to a national organisation to coordinate a CCCM sub-cluster during an earthquake in West Java.

Main challenges

- Most displacement in Indonesia has been temporary and minor, rather than in prolonged and large camp settings. Consequently, although there is a good understanding of CCCM at national level, technical knowledge related to operating camp management is generally poor, particularly among organisations that work at provincial and district/city levels.
- How the CCCM sub-cluster should align with the formal mandates of relevant government agencies remains unclear. In Indonesia, two government bodies are responsible for managing camps and displacement during disasters, and these responsibilities often overlap. This situation has obscured roles and responsibilities under the CCCM cluster.
- Most organisations' commitment to support and be part of the CCCM Cluster is voluntary rather than mandated. Consequently, there is little institutional commitment among CCCM cluster members and focal points. This also means few dedicated resources, including focal points and funding, are available to support CCCM coordination. CCCM coordination is visible mainly during disaster response, and when the response phase ends, CCCM-related activities discontinue.


Opportunities

- Local and national organisations support strengthening the CCCM sub-cluster. Many have useful resources, such as volunteer networks and fundraising mechanisms. The Cluster should establish a consultative process to incorporate these resources into a well-structured strategic plan.
- Decentralisation of Indonesia's administrative government structure assigned greater responsibilities to local actors, particularly at provincial and district levels. Mapping out roles and available mechanisms could facilitate CCCM coordination at local level.

SYRIA

Humanitarian context

Key humanitarian crises: Political unrest, armed conflict, and prolonged droughts

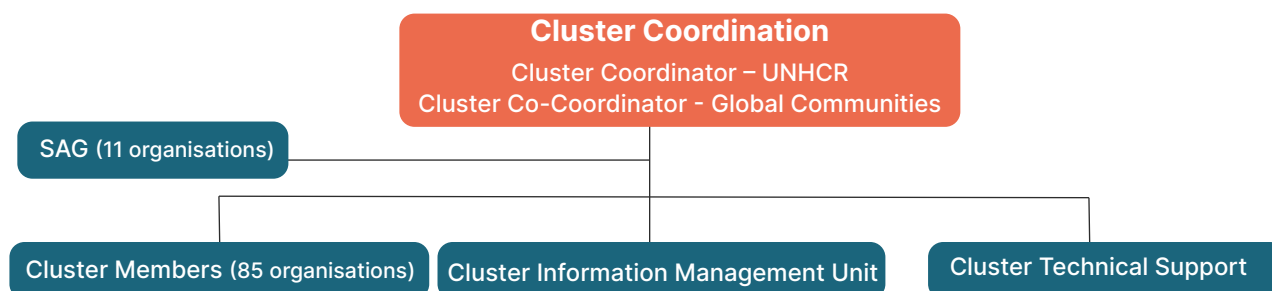
 **14.6 million** IDPs, estimated to increase to **15.3 million** by end 2023

 Humanitarian funding in 2023: **USD 2.36 billion**⁹⁷

 Number of people reached by the CCCM Cluster in 2023: **2.1 million**⁹⁸

Conflict in Syria has been ongoing for 13 years and represents a major humanitarian crisis. The situation has been worsening due to factors such as socioeconomic deterioration, economic sanctions, the lingering effects of the COVID-19 pandemic, harsh winter conditions, floods, reduced agricultural production, and recent earthquakes. Non-state armed groups still control the northwest of Syria (NWS). There are two governments in NWS: one in Idleb (Syrian Salvation Government – SSG) and one in Aleppo (Syrian temporary government). The international community does not recognise the SSG, classifying it as a terrorist group.

The CCCM Cluster in Syria



- The CCCM Cluster in Syria is co-led by UNHCR and Global Communities, an INGO. The Cluster currently has 85 member organisations – 46 local NGOs, 29 INGOs and 10 UN agencies. It also consist of 11 organisations, including eight local NGOs, two INGOs and one UN agency. The SAG hosts discussions on activity implementation and prioritisation as well as strategic decisions.

Localisation context in Syria

The Syrian crisis was one of those that inspired the Grand Bargain localisation agenda, and Syrian civil society leaders were vocal advocates of localisation. Despite no localisation framework, Syrian CSOs have been leaders in responding to the crisis, using their access, knowledge and relationships.

Save the Children’s research indicates that Syrian-led organisations possess unique expertise and potential to expand and are keen to receive additional support. Their major contributions to the response are making them increasingly critical in the humanitarian response.⁹⁹ Notably, Syria Relief, Europe’s largest multi-sector Syria-focused NGO, has provided humanitarian aid to nearly 10 million people (55% of the current population).

97 OCHA. (2023). *Syrian Arab Republic Humanitarian Response Plan 2023*. <https://fts.unocha.org/plans/1114/summary>

98 OCHA. (2022). *Syrian Arab Republic: 2023 Humanitarian Needs Overview*. <https://reliefweb.int/report/syrian-arab-republic/syrian-arab-republic-2023-humanitarian-needs-overview-december-2022-enar>

99 Building & Markets. (2019). *Enabling a Localized Aid Response in Syria: An assessment of Syrian-led organisations*. <https://reliefweb.int/report/syrian-arab-republic/enabling-localized-aid-response-syria-assessment-syrian-led>

Positive localisation initiatives

- There is currently no structured approach to progressing or measuring localisation in Syria. Localisation initiatives have relied on individual leadership, and no indicators or frameworks exist. Nevertheless, the CCCM Cluster has launched several positive initiatives, including developing guidelines for capacity development of local and national CCCM actors in Syria.
- CCCM Cluster coordination meeting format is being made more inclusive, using English and Arabic to encourage more participation of local and national NGOs (alongside increasing numbers of national staff in UN agencies and INGOs). In addition, the CCCM cluster recently invited more Syrian-based organisations to join.
- Crisis-affected populations are being encouraged to participate via camp committees, capacity-building support to local NGOs and camp populations, and ensuring communication and meetings are available in Arabic.

Main challenges:

- Some parties engaged in the conflict are designated as terrorists, meaning they cannot communicate or coordinate with donors, the UN or local authorities or participate in CCCM Cluster decision-making.
- Many local actors are unable to meaningfully participate or lead the humanitarian response in camps due to exclusion from camp coordination, lack of trust between international and local actors, and lack of support for development of leadership and institutional capacity. Most camps have parallel committees – one established by the CCCM Cluster and one by local authorities – collecting data and reporting to different parties.
- A shortage of funding for coordination has prevented local and national actors' participation in Cluster coordination. Local and national actors cannot afford to attend coordination meetings.
- Local and international NGOs from Türkiye are managing the humanitarian response in NWS. Efforts are made to strengthen the capacity of NGO staff in Türkiye, but less so for Syrian NGOs. With high security risk in Syria, humanitarian actors have more presence in Türkiye than inside Syria. Furthermore, several international NGOs and diaspora NGOs from countries such as Jordan and Lebanon operate in NWS. This adds further complexity to coordination mechanisms.

Opportunities


- Many local humanitarian actors have been working on the Syrian crisis response for 10 years or more. The CCCM Cluster supports local leadership (including local authorities, councils, camp committees) via tailored capacity development to enhance humanitarian implementation and strategic planning, decision-making, and localisation awareness.
- The CCCM Cluster could share successful localisation practices from different countries. Many actors are unaware of localisation and its core pillars, so this will allow various actors to learn about and progress localisation efforts.


YEMEN

Humanitarian context

Key humanitarian crises: Political unrest, armed conflict, and prolonged droughts

 **4.5 million** IDPs as of 2023¹⁰⁰

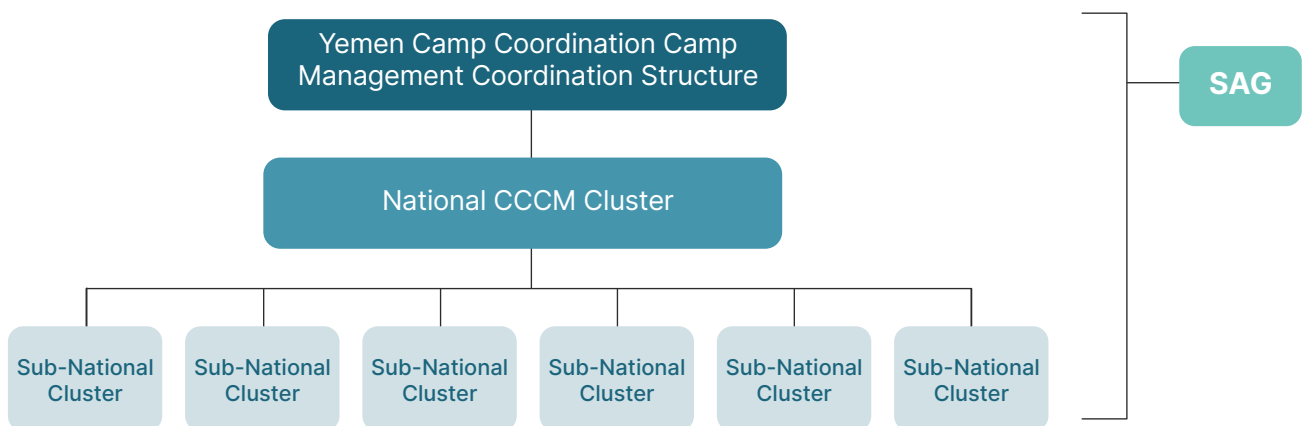
 Humanitarian funding in 2021: > **USD 4 billion**¹⁰¹

 Number of people targeted by the CCCM Cluster as of 2022: **1.6 million** IDPs in **2,432** sites, including **266,481** households.¹⁰²

 The Cluster distributed **507,971** NFIs to IDPs in Yemen in 2022¹⁰³

Yemen has suffered political instability during the last four decades, escalating since 2010. The uprising of 2011 and the coup d'état of 2014 destabilised the economy, affecting nearly 21 million people, causing Yemen to lose an estimated USD 170 billion in gross domestic product between 2015 and 2022,¹⁰⁴ while annual humanitarian funding has exceeded USD 4 billion on average over that period.¹⁰⁵ Yemen's humanitarian architecture comprises various actors, coordination platforms and frameworks. The main coordination platform for humanitarian response in Yemen is the HCT within the Yemen Humanitarian Response Plan (HRP). The cluster system is a key platform for coordination, led by designated UN agencies and comprising international and national NGOs, government entities, and other relevant organisations.

The CCCM Cluster in Yemen



100 OCHA. (2022). *Yemen Humanitarian Needs Overview 2023*. <https://reliefweb.int/report/yemen/yemen-humanitarian-needs-overview-2023-december-2022-enar>

101 *Ibid.*

102 UNHCR. (2023, May). *Yemen CCCM Overview*. https://data.unhcr.org/en/situations/yemen_cccm

103 Global Shelter Cluster. (2023). *Yemen*. <https://sheltercluster.org/response/yemen>

104 Arabia Brain Trust. (2022). *An Innovative Yemeni approach: March 2022 Towards Democratising the Drivers of Development*. arabiabraintrust.co.uk/wp-content/uploads/2022/08/EN.pdf

105 Inter-Agency Humanitarian Evaluation. (2022). *Inter-Agency Humanitarian Evaluation of the Yemen Crisis*. <https://interagencystandingcommittee.org/system/files/2022-07/Yemen%20IAHE%20Final%20Report%2C%2013%20July%202022%20%28English%29.pdf>

- UNHCR co-leads the CCCM Cluster In Yemen, with the Danish Refugee Council hosting its NGO co-coordinator. The SCMCHA in Sana'a and the Executive Unit for IDPs Management in Aden serve as the government counterparts to the Cluster and are de facto responsible for site administration.¹⁰⁶
- The CCCM Cluster has co-coordinators in Yemen, including technical advisors who provide specialised technical support to the Cluster, information management officers who make timely and accurate information available for decision-making, and monitoring and evaluation officers who track progress and provide feedback on programmatic interventions.¹⁰⁷
- As of 2021, the CCCM Cluster had 42 member organisations in Yemen, including international, national, and local organisations and government agencies. By January 2023, the number of partners was reduced to 23 due to decreased resources for humanitarian funding; most are Yemeni NGOs.¹⁰⁸

Localisation context in Yemen

In Yemen, power dynamics continue to hinder localisation. INGOs and the UN have many more resources than their local and national counterparts.¹⁰⁹ Increasing localisation requires systematic and structural change in humanitarian response practice. However, the increasing role of civil society in locally led response in Yemen has contributed to a growing recognition of the importance of localisation. Opportunities exist to elevate the participation of local actors in leadership and decision-making and engage in advocacy and policy.

Positive localisation initiatives

- Despite the ongoing conflict, access constraints, and insufficient funding, the CCCM Cluster has made progress in promoting localisation in Yemen. It works closely with local NGOs and CBOs to deliver services to displaced populations in a context-specific and culturally appropriate manner. The Cluster increased its local partners from 22 in 2017 to 42 in 2020 (the number has fallen since) and allocates more than 80% of its budget to them.¹¹⁰ The Cluster plans to increase its engagement with local actors in the coming years, including establishing a localisation working group.¹¹¹
- The CCCM Cluster is working to strengthen the capacity of local actors to deliver humanitarian action and to give them a larger role in decision-making.¹¹²
- For many years, only international organisations were funded to implement CCCM projects in Yemen. However, in recent years, some Yemeni NGOs have received funds from the Yemen Humanitarian Fund and successfully implemented projects. To increase this localisation, local and national Yemeni organisations must be enabled to participate in Global CCCM Cluster meetings to increase their integration and visibility.

¹⁰⁶ CCCM Cluster Yemen. (2023). *CCCM Yemen – National Cluster Strategy 2023-2024*. <https://www.cccmcluster.org/sites/default/files/2023-09/CCCM%20-%20YEMEN%20-%20National%20Cluster%20Strategy%202023-24%20-%20Eng%20%282%29.pdf>

¹⁰⁷ Ibid.

¹⁰⁸ CCCM Cluster. (2023). *Yemen*. <https://www.cccmcluster.org/where-we-work/yemen>

¹⁰⁹ Tamdeen Youth Foundation, ITAR for Social Development, The International Council of Voluntary Agencies, & Humanitarian Advisory Group. (2022). *Measuring Humanitarian Localisation in Yemen: Baseline Report*. <https://humanitarianadvisorygroup.org/insight/measuring-humanitarian-localisation-in-yemen-baseline-report/>

¹¹⁰ FAO. (2019). FAO in the 2019 humanitarian appeal: Yemen—Humanitarian Response Plan 2019. <https://reliefweb.int/report/yemen/fao-2019-humanitarian-appeal-yemen-humanitarian-response-plan-2019>

¹¹¹ CCCM Cluster Yemen. (2023). *CCCM Yemen – National Cluster Strategy 2023-2024*. <https://www.cccmcluster.org/sites/default/files/2023-09/CCCM%20-%20YEMEN%20-%20National%20Cluster%20Strategy%202023-24%20-%20Eng%20%282%29.pdf>

¹¹² CCCM Cluster Yemen. (2023). *CCCM Yemen – National Cluster Strategy 2023-2024*. <https://www.cccmcluster.org/sites/default/files/2023-09/CCCM%20-%20YEMEN%20-%20National%20Cluster%20Strategy%202023-24%20-%20Eng%20%282%29.pdf>

Main challenges

- One of the main hurdles to localisation in Yemen, particularly in relation to coordination, is that many international organisations perceive that local actors have poor technical capacity and leadership.¹¹³ In addition, ongoing conflict in Yemen restricts access to affected populations and poses significant security risks for humanitarian actors.¹¹⁴
- Coordination challenges also arise due to the complex governance structures in Yemen. The country has separate authorities and systems for delivering services, which can lead to overlapping and conflicting coordination.¹¹⁵ Leaders in the north have restricted the Cluster's operations and pressured local NGOs to meet to the authorities' demands in terms of interventions. The authorities in the south are more flexible, although the Executive Units of Government also work ad hoc and lack capacity. Authorities in both the south and north must be consulted before NGOs can operate in their regions.
- Low funding for the humanitarian response in Yemen hinders localisation efforts, preventing the CCCM cluster and its members from mobilising resources and sustaining partnerships with local actors.¹¹⁶
- The CCCM capacity of local partners requires further strengthening; many are new to the camp management concept and often conflate it with shelter or other sectors. This confusion also occurs amongst local authorities, who do not appreciate the importance of CCCM and relevant activities such as working with committees, information sharing, and awareness raising. Local partners can face pressure from authorities to prioritise activities related to building infrastructure over coordination-focused ones. Lack of experience in CCCM restricts in access to funding, because donors prefer to fund INGOs due to their long history of CCCM programming, leading to sub-contracting relationships between INGOs and local and national partners.

Opportunities

- Yemen's local organisations have the potential to deliver effective humanitarian assistance. They understand the local context and can provide culturally appropriate and context-specific solutions.¹¹⁷
- The donor community's creation of the Yemeni Partners Group in 2023 indicates an increase in commitment to coordination, although this group is yet to include Yemeni counterparts. The CCCM Cluster and its members can leverage these commitments to promote the participation of local actors in coordination mechanisms and ensure that their voices are heard.¹¹⁸
- The ongoing conflict in Yemen has led to the emergence of community-led initiatives that have provided critical support to affected populations. The CCCM Cluster and its members can engage with these initiatives and support their efforts to deliver humanitarian assistance.¹¹⁹

113 Elkahlout, D. G., & Milton, D. S. (2022). *Localisation of Yemen's humanitarian response*. <https://reliefweb.int/report/yemen/yemen-humanitarian-needs-overview-2023-december-2022-enar>

114 *ibid*

115 FAO. (2019). *FAO in the 2019 humanitarian appeal: Yemen—Humanitarian Response Plan 2019*. <https://reliefweb.int/report/yemen/fao-2019-humanitarian-appeal-yemen-humanitarian-response-plan-2019>

116 <https://data2.unhcr.org/en/documents/details/85050>

117 Elkahlout, D. G., & Milton, D. S. (2022). *Localisation of Yemen's humanitarian response*. <https://reliefweb.int/report/yemen/yemen-humanitarian-needs-overview-2023-december-2022-enar>

118 FAO. (2019). *FAO in the 2019 humanitarian appeal: Yemen—Humanitarian Response Plan 2019*. <https://reliefweb.int/report/yemen/fao-2019-humanitarian-appeal-yemen-humanitarian-response-plan-2019>


119 <https://reliefweb.int/report/yemen/yemen-cccm-cluster-bulletin-december-2020>


MYANMAR

Humanitarian context

Key humanitarian crises: political instability, armed conflict, food insecurity¹²⁰

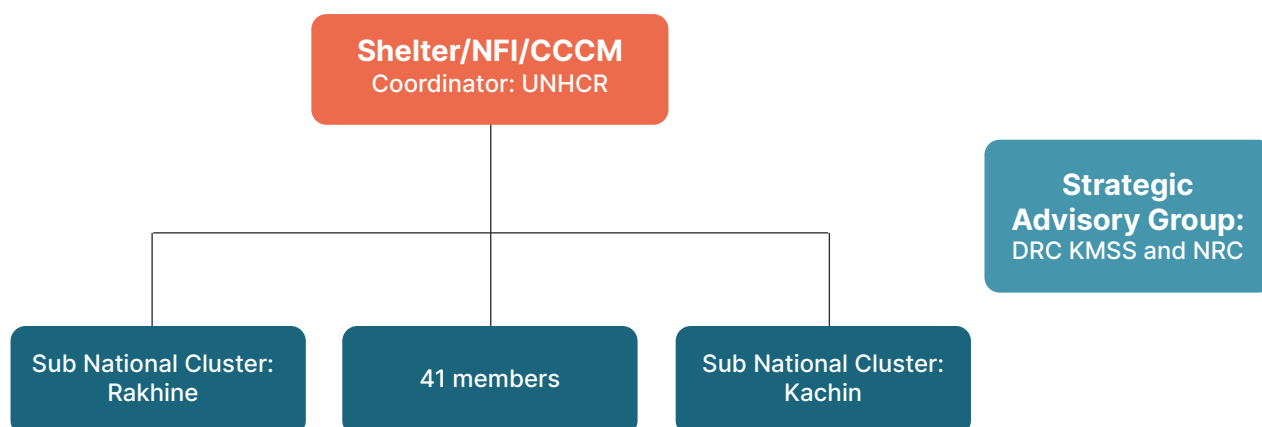
 **1.5 million** IDPs as of 2022¹²¹

 Humanitarian funding in 2022: **USD 284.1 million**¹²²

 Affected population reached by the CCCM Cluster in 2023: **255,833**

Myanmar's humanitarian context has become complex and more challenging since the military coup in 2021. Government restrictions on operations and access, interference in humanitarian activities and ongoing fighting has made it more difficult for humanitarian actors to operate in the country. Under the overall coordination of the HCT, Myanmar has cluster coordination mechanisms for education, food security, health, protection, shelter/NFI/CCCM, WASH, cash programming, and other cross-cutting themes like prevention of sexual exploitation and abuse and accountability to people affected by crises.

The CCCM Cluster in Myanmar



The CCCM Cluster approach has been activated since 2023 to coordinate assistance for people affected by emergencies and conflicts in Myanmar. The Cluster was merged with Shelter/NFI/CCCM and operates at the sub-national level in Kachin and Rakhine States. Its key activities include data collection, coordination, monitoring of services, community mobilisation, and capacity building for local and national humanitarian actors, particularly for management agencies and IDPs living in camps. The CCCM coordination leadership is divided according to the major causes of the humanitarian crisis: UNHCR leads the Cluster's responses to armed or social conflicts, and IOM leads responses to natural disasters.

¹²⁰ OCHA. (2023). *Myanmar Humanitarian Response Plan 2023*. <https://reliefweb.int/report/myanmar/myanmar-humanitarian-response-plan-2023-january-2023>

¹²¹ OCHA. (2023). *Myanmar Humanitarian Response Plan 2023*. <https://reliefweb.int/report/myanmar/myanmar-humanitarian-response-plan-2023-january-2023>

¹²² OCHA. (2023). *Financial Tracking Service: Myanmar Humanitarian Response Plan 2023*. <https://fts.unocha.org/plans/1132/summary>

Localisation Context in Myanmar

Myanmar's strong local and national NGO and civil society movements have long advocated for greater localisation of aid in the country. This has resulted in the inclusion of six national humanitarian organisations as members of the Myanmar HCT. Most recently, at HCT Retreat 2023, the Local Intermediary Actors network, Myanmar Local Humanitarian Network and CSOs advocated for greater recognition and investment in local leadership in the UN Humanitarian Coordination Architecture. As a result, at the country level, in June 2023, the HCT began implementing the recommendations of the 2022 Peer-2-Peer review for more fit-for-purpose humanitarian coordination architecture, which include developing an HCT Localisation Strategy and workstream and exploring avenues for more equitable partnerships.¹²³

Positive Localisation initiatives

Despite progress in localisation at the country level, localisation initiatives were not mentioned in the Shelter/NFI/CCCM Cluster National Strategy 2022-2023. Nevertheless, UNHCR and IOM used local partnership models to facilitate shelter/NFI/CCCM services through local organisations and grants. Collaboration between UNHCR, IOM and OCHA should be fostered to facilitate localisation initiatives. Furthermore, the HCT can enable local organisations' greater engagement in strategic decision-making, accessing as well as tracking funding – for example, through monitoring of allocations and use of Myanmar Humanitarian Fund (MHF) mechanism.

Main challenges

- Local and national organisations struggle to access funding directly due to constraints on humanitarian access and complex funding processes.
- Local and national actors bear significant risks, particularly related to security; most have few or no resources to manage or mitigate these risks.

Opportunities

- Several funding mechanisms (such as MHF and LIFT fund) can be leveraged to support local and national actors.
- There is an opportunity to leverage the existing capacities of major national intermediaries to support and work with smaller, local NGOs and CSOs at the community level.

123 OCHA. (2023). [Myanmar Humanitarian Response Plan 2023 \(January 2023\)](#)


SOMALIA

Humanitarian context

Key humanitarian crisis as of 2023: Conflict, insecurity, forced evictions, drought and flooding

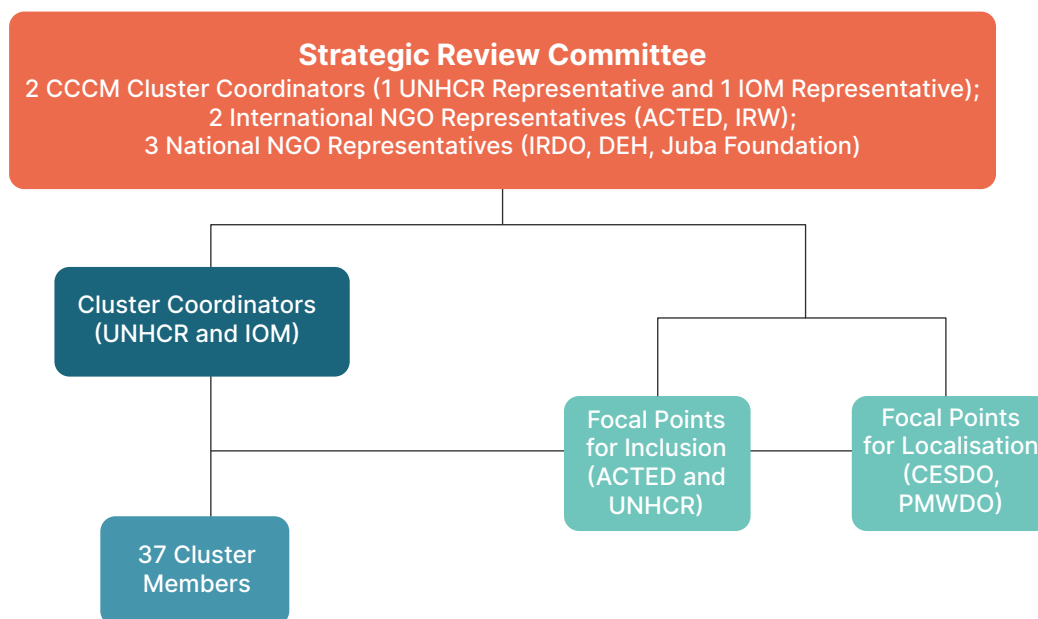
 **1.1 million** IDPs as of 2023

 Humanitarian funding in 2022: **USD 2.22 billion**¹²⁴

 Affected population reached by the CCCM Cluster in 2023: **1.7 million**¹²⁵

In Somalia, the HCT and UN Country team operate in parallel. The humanitarian system has four distinct clusters: the Country Office (based in Nairobi), Mogadishu, Puntland and Somaliland. In 2010, in Puntland, the Minister of Planning and International Cooperation became the key focal minister for humanitarian coordination. In Somaliland, the UN Hargeisa Team, a sub-office of the UN Country team, primarily coordinates development activities, and leads meetings at which humanitarian updates are discussed. All international assistance in Somaliland is accountable to the [Ministry of Planning and National Development](#).

The CCCM Cluster in Somalia



The CCCM Cluster was initiated in May 2017 to respond to growing displacement and the need for coordination. UNHCR and IOM lead the CCCM Cluster, with a primary objective of improving coordination through a harmonised, integrated multi-sectoral response at the site level. The Somalia Disaster Management Agency serves as the government counterpart of the Cluster. The Cluster has 37 partners, organisations or entities active in camp coordination and management. It is actively identifying more partners, particularly in sub-regions, to enhance coordination, fill gaps and avoid duplication of response activities.

¹²⁴ UN OCHA. (2023). *Financial Tracking Service: Somalia 2022*. <https://fts.unocha.org/countries/206/summary/2022>

¹²⁵ CCCM Cluster Somalia. (2023, July). *CCCM Cluster Somalia Dashboard*. https://www.cccmcluster.org/sites/default/files/2023-08/CCCM%20Dashboard%20-%20Jul%202023_0.pdf

Positive Localisation initiatives

- The Cluster is exploring the possibility of cluster co-lead elections in states that require additional sub-national cluster support (such as positioning dedicated subnational cluster focal points in hotspots to spearhead CCCM Cluster coordination). The Somalia CCCM Cluster has several technical working groups and task forces to coordinate key CCCM cross-cutting topics. In addition, an elected Strategic Review Committee vets Somalia Humanitarian Funding and HRP projects submitted by partners.
- The CCCM Cluster's work on localisation began in 2017. It is currently developing a localisation framework and work plan informed by the findings from a localisation workshop.

Main challenges

- There is little dedicated investment in capacity development, which requires sustained, long-term engagement in projects, for local and national actors. This reduces local and national organisations' access to funds, because they struggle to meet donors' capacity requirements.
- Due to the short-term duration of most programs, local and national organisations lose many of the skilled and experienced professionals they train, further reducing capacity.
- Local and national organisations struggle to compete with international organisations for funding. Furthermore, most donor-funded programs do not cover overheads and other administrative costs, reducing projects' sustainability.
- Short-term programming has created transactional relationships between local and national NGOs and international organisations. These power relations are embedded in subcontracting arrangements, where the INGO primarily serves a contract manager rather than an equal partner in the delivery of programs.¹²⁶

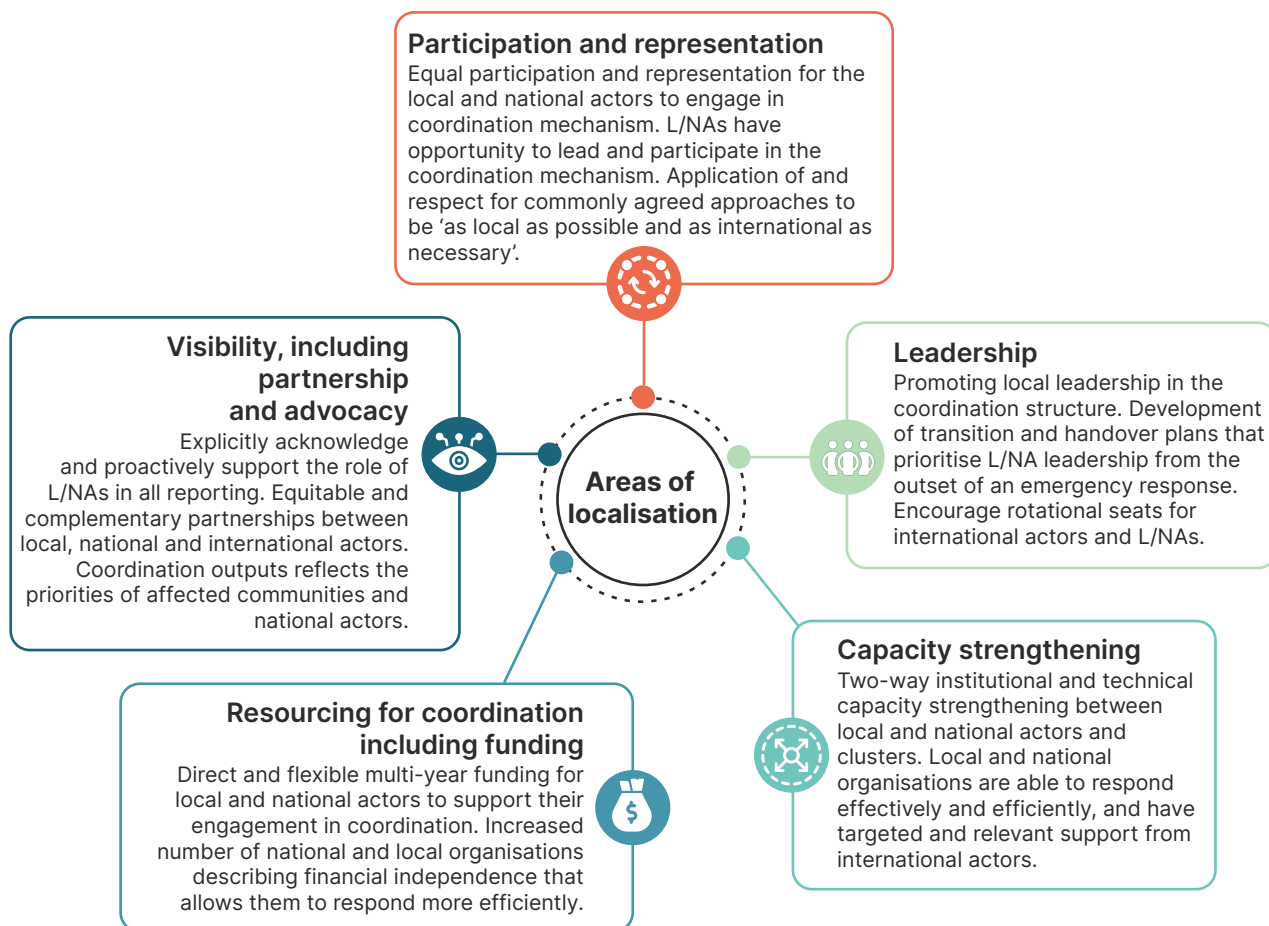
Opportunities

- The Somali NGO Coordination Forum includes development and humanitarian NGOs. It has 112 members that collaborate to enhance international aid coordination and the visibility of NGO representation within the aid coordination framework for Somalia/Somaliland. The CCCM Cluster could use the Forum to expand its partnerships in support of localisation.
- The ongoing development of a localisation framework for the CCCM Cluster and a task force to drive its implementation of the framework should result in a systematic localisation effort.

¹²⁶ Shuria, H., Abdinoor, A., & Mahmoud, H. (2018). *Principles Into Practice: Aid Localisation in Somalia*. Somalia NGO Forum. <https://resourcecentre.savethechildren.net/pdf/principles-into-practice-aid-localization-report-1.pdf/>

ANNEX B – AREAS OF LOCALISATION

The study focused on the key localisation areas shown below, drawn from the IASC and HAG Localisation Frameworks.¹²⁷



127 IASC. (2021). *IASC Guidance on Strengthening Participation, Representation and Leadership of Local and National Actors in IASC Humanitarian Coordination Mechanisms*. <https://interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>

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- CCCM Cluster. (2021b, December). *Regional CCCM Cluster Dashboard—AMHARA*. https://www.cccmcluster.org/sites/default/files/2022-01/IOM_20211231_Weekly_CCCM_4Ws_AMHARA_ONPAGER_compressed.pdf
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ANNEX D – ABBREVIATIONS

ACTED	Agency for Technical Cooperation and Development
ANE	Action for the Needy in Ethiopia
CBO	Community-based organisations
CCCM	Camp Coordination and Camp Management
CESDO	Community Empowerment & Social Development Organization
CSO	Civil Society Organisation
DEH	Development and Empowerment for Humanity
DRC	Danish Refugee Council
EHF	Ethiopian Humanitarian Fund
HAG	Humanitarian Advisory Group
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
ICCG	Inter-Cluster Coordination Group
IDP	Internally displaced person
INGO	International non-governmental organisation
IOM	International Organization for Migration
IRDO	Iimaan Relief & Development Organization
KMSS	Karuna Mission Social Solidarity
LIFT	Livelihoods and Food Security Fund
MEAL	Monitoring, evaluation and learning
MHF	Myanmar Humanitarian Fund
NFI	Non-food item
NGO	Non-governmental organisation
NRC	Norwegian Refugee Council
NWS	Northwest of Syria
OCHA	Office for the Coordination of Humanitarian Affairs
PAD	Positive Action for Development
PMWDO	Puntland Minority Women Development Organisation
RRF	Rapid Response Funding
SAG	Strategic Advisory Group
SCMCHA	Supreme Council for the Management and Coordination of Humanitarian Affairs
SSG	Syrian Salvation Government
UNHCR	United Nations High Commissioner for Refugees
UN	United Nations
WASH	Water, sanitation and hygiene

