



Mission Report South Sudan

Capacity-Building Workshop on Cluster Engagement for National Actors

Juba, 10-12 July 2018



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Introduction

The World Humanitarian Summit (WHS) recognized that increased localisation is fundamental to the delivery of a dignified and effective humanitarian response, concluding that humanitarian action should be “as local as possible, as international as necessary.” The associated Grand Bargain emphasized the need to make more deliberate and explicit efforts to better engage with, empower and promote the work of local actors. The Global Protection Cluster (GPC) is seeking to meet the commitments made in regards to localisation and is keen to ensure and increase local actors’ engagement in both field coordination mechanisms and global strategic decision making. This work is being carried out by the Child Protection Area of Responsibility (CP AoR) and the International Rescue Committee (IRC) on behalf of the Global Protection Cluster (GPC) and with the collaboration of the country-level Protection Cluster and Sub-Clusters.

From January to June 2018, the IRC conducted an online survey to gauge interest from field colleagues in the GPC localisation initiative and start identifying obstacles for the participation and inclusion of national actors in the cluster system. 23 NNGOs¹ working in the protection sector in South Sudan participated in this survey, which served as a baseline for the localisation activities to be implemented in South Sudan. The IRC then conducted a one week mission (from 8th to 13th July) which included a three-day workshop on cluster engagement to reinforce local actors’ participation and influence in protection coordination mechanisms. This report provides a summary of the discussions which took place during the workshop as well as the initial findings from the baseline survey.

Objectives

The three-day workshop aimed at increasing the knowledge of national partners on the international humanitarian architecture, the cluster approach and the different steps of the Humanitarian Programme Cycle (HPC) as well as of the relevance of the centrality of protection in humanitarian action, with the overall objective that participants are equipped with the skills and capacities to participate in the cluster system and to contribute and influence the HPC process, notably by bringing forward key protection priorities. The workshop gave national partners an opportunity to share good practices and identify key recommendations to advance the localisation agenda within the Protection Cluster. Additional capacity-building needs were also identified and longer-term mentoring and support is expected to be provided on this basis.

Deliverables

The support visit achieved the following:

- 12 national partners with a total of 22 participants (16 men and 6 women) were trained on cluster engagement and their capacities strengthened for a more inclusive and meaningful participation of national partners in the work of the Protection Cluster.
- A review of good practices and key gaps was conducted by national partners according to the GPC/CP AoR Conceptual Framework for Localisation in Coordination.
- A coordination stakeholder mapping was conducted with national partners to identify strategies to get the support of influential actors with the Protection Cluster with regards to local engagement.
- An action plan for greater inclusion and participation of national actors in the Protection Cluster was developed and agreed upon.

¹ The following organisations completed the survey: Community In Need Aid (CINA), South Sudan Integrated Mine Action Service (SIMAS), Mundri Active Youth Association (MAYA), Mobile Humanitarian Agency (MHA), Confident Children out of Conflict (CCC), Global Relief and Development Organization (GRADO), Mobile Theatre Team (MTT), Sudan Evangelical Mission (SEM), Smile Again Africa Development Organization, National Relief and Development Corps (NRDC), Caritas Torit South Sudan, South Sudan Law Society (SSLS), Hold the Child, Grass root Empowerment and Development Organization, Child's Destiny and Development Organization (CHIDDO), Rayon, Active Youth Agency (AYA), Save Lives Initiative South Sudan (SLI), Standard Action Liaison Force (SALF), Community Health and Development Organization, Church and Development (C&D), Nile Hope and the Organization for Children's Harmony (TOCH).

Workshop

The workshop started by a brainstorming session on what localisation means, why it matters, and what is the role of coordination groups in that matter. There was a pre-conceived idea among participants that localisation means 'going 100% local'. The facilitator insisted on the fact that the localisation approach boils down to ensuring that the response is 'as local as possible, as international as necessary'. It was recognized that determining the right configuration or balance between international and national contributions is a difficult and subjective task and that the coordination group can support with constantly reviewing the situation and bringing the sector to a consensus on whether the balance is right.

The **first day** of the workshop aimed at equipping local partners with the knowledge and skills to participate in the international coordination system and to influence humanitarian strategies and response plans such as the HNO and HRP. The humanitarian reform, the cluster approach and the key steps of the HPC were discussed through group exercise and plenary discussion. The key messages conveyed were that an increased knowledge of the cluster system and the HPC helps national partners to fully participate in the phases of a humanitarian response and that processes that are inclusive and consultative generate better planning decisions, more robust cooperation, greater accountability, and legitimacy. The workshop also provided an opportunity to gather partners' perspectives and experience on their involvement with the cluster system. One of the outcome of the day was to map out localisation good practices and key gaps according to the GPC/CP AoR Conceptual Framework on Localisation in Coordination (p. 4-13).



The **second day** of the workshop focused on how the humanitarian system has committed to putting protection central to its work and the collective responsibility humanitarian actors have towards it. It led to a reflection on how local partners can work together with international actors the develop protection analysis and responses that are locally-driven. A presentation on protection needs assessment and protection analysis methodologies was provided by the South Sudan Protection Cluster Coordination Team. The aim was to reach a common understanding of what constitutes a protection risk and the methodology for conducting collective protection analysis using the risk equation. Day 2 also highlighted the responsibility of all humanitarian actors towards mainstreaming protection principles in their organisational approaches and contributing to inter-agency leadership and coordination on protection at country-level. The Protection Cluster Coordination Team therefore provided a presentation on efforts undertaken in South Sudan around protection mainstreaming.

The **third day** of the workshop outlined the main elements of effective humanitarian coordination and the ways local partners can influence protection coordination key stakeholders. A stakeholder mapping was undertaken by participants to identify the functions, interests and motivations of key actors involved in protection coordination which is essential to master dynamics within the cluster. The outcome of this exercise was a stakeholder mapping with targeted influencing strategies highlighting the complementarity of actors and the effectiveness of working jointly towards protection (p.14-15). The aim of day 3 was also to identify and agree upon practical and actionable recommendations to advance the localisation agenda within the Protection Cluster in South Sudan (p. 16-18).

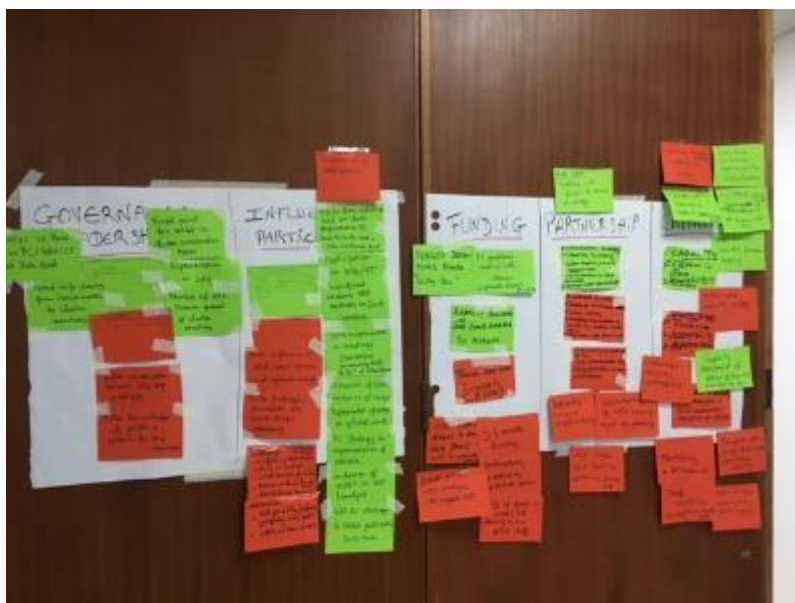
Outcomes

Localisation in Coordination: Good Practices and Key Gaps

The first outcome of the mission is a review of good practices and key gaps identified by national partners in terms of localisation. The discussion was framed around the five dimensions of the GPC/CP AoR Conceptual Framework for Localisation in Coordination²: (1) Governance and Decision-Making, (2) Participation and Influence, (3) Partnership, (4) Funding, (5) Institutional Capacity. The table below provides a summary of the five dimensions of the Conceptual Framework and what each dimension means for coordination groups, such as Protection Cluster and Sub-Clusters.

Dimension	What this means for coordination
Governance and Decision-Making	Local actors should have equitable opportunities to play leadership and co-leadership roles at national and sub-national levels; and have a seat at the table when strategic decisions are made (Strategic Advisory Groups, Steering Committees, Cluster Lead/Co-Lead, and Humanitarian Country Team).
Participation and Influence	Local actors should have the opportunity to influence the AoR/Sector's decisions. To do this, they need equitable access to information and analysis on coverage, results; and the opportunity and skills to effectively and credibly convey their thoughts and ideas.
Partnership	Coordinators should be promoting a culture of principled partnership both in the way it interacts with its members; and the way in which members interact with each other. In some cases, this requires transitions from sub-contracting to more equitable and transparent partnerships, including recognising the value of non-monetary contributions by local actors (networks, knowledge).
Funding	Where they have the institutional capacity to manage their own funds, local actors should be able to access funds directly. Local actors should receive a greater share of the humanitarian resources, including pooled funds, where applicable.
Institutional Capacity	Whilst technical capacity strengthening is important, coordination groups should also actively encourage more systematic and coordinated opportunities to receive support to strengthen operational functions, as part of the overall sector strategy to scale up services.

The identification of good practices and key gaps was done throughout the 3-day workshop in a collective manner. Whenever one of the dimensions of the conceptual framework was discussed, good practices, lessons learned and barriers or obstacles were recorded by participants on colour paper (green for good practices and red for gaps). Information provided from partners' reflections and experience with the coordination system. This mapping reflects the views of the 12 national organisations present in the room and do not aim to represent the wider community of national partners in South Sudan.

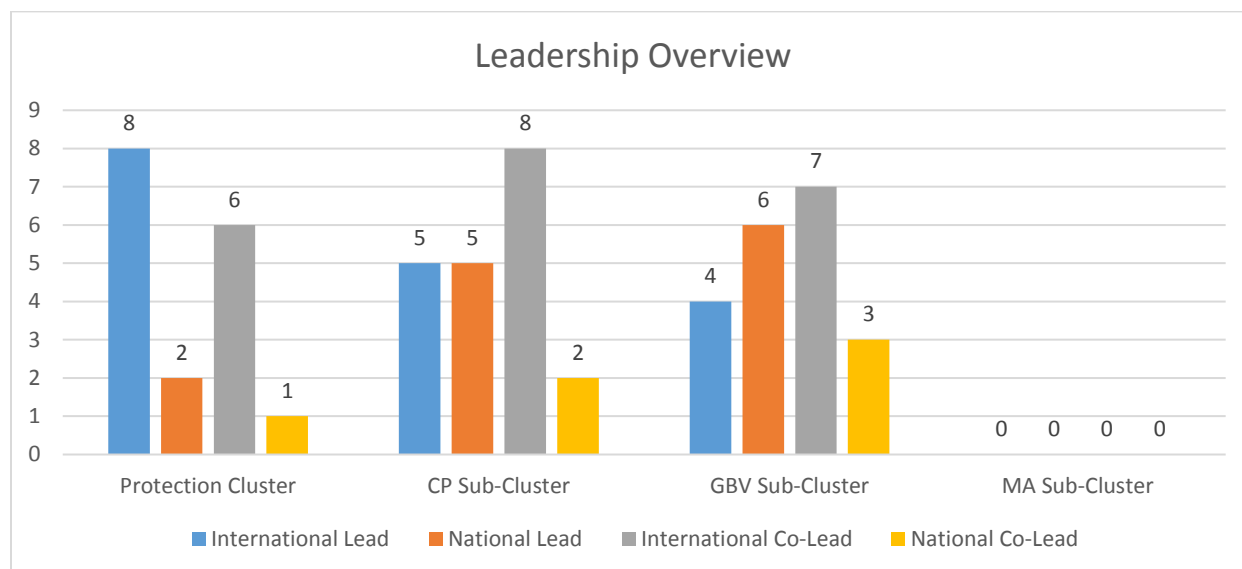


² GPC/CP AoR Localisation in Coordination Summary Document

1) Governance and Decision-Making

The representation and role of national and local organisations in coordination mechanisms has evolved in recent years. In South Sudan, national partners are somewhat represented in governance and decision-making forum within the Protection Cluster coordination structure. However the process and the criteria for national partners to be selected are still unknown or unclear to the majority of the national partners present in the workshop. The lack of communication, consultation and feedback between national SAG members and other national partners is considered as a major gap. In general, national partners would like to be more engaged in governance structures and decision-making processes (co-lead, SAG, Steering Committees, Review Committees, and HCT).

The Protection Cluster Coordination Team presented the leadership overview of the Protection Cluster and Sub-Clusters in South Sudan³. The graph below shows that national actors (e.g. in this case national NGOs or local authorities) hold lead or co-lead positions in several cluster or sub-clusters. It has to be noted that the majority of national partners lead or co-lead position are held at the state level (sub-national level) and that international actors (UN agencies or international NGOs) are predominantly leading or co-leading clusters at the national level.



NB: Information is missing MA Sub-Cluster.

Through group work and plenary discussion, the following good practices and gaps were identified by national partners in terms of governance and decision-making.

Good Practices	Gaps
<ul style="list-style-type: none"> Several national partners are co-leading PC and CP/GBV Sub-Clusters at the state level (e.g. MAYA GBV SC in Mundir, TOCH GBV SC in Warrap). Several national partners are represented and play a pivotal role in PC and GBV/CP SAG (e.g. Nile Hope in GBV SC SAG, Hold the Child in CP SC SAG). 	<ul style="list-style-type: none"> Accompaniment of national partners in lead/co-lead position is believed to be too minimal (lack of orientation, training and guidance from GPC/GBV AoR). There seems to be a communication/feedback gap between NNGOs sitting in the SAG and other national partners.

³ South Sudan Protection Cluster Structure Presentation, Protection Cluster Retreat, 2018.

<ul style="list-style-type: none"> • A national partner is using the CP AoR Guidance on NGO Co-Leadership to guide his work as co-lead (e.g. TOCH). • A representative of the NGO Forum regularly participates in cluster meetings, being a vocal advocate for NNGOs. 	<ul style="list-style-type: none"> • National partners are not clear on the process and criteria for becoming SAG members. • The MA Sub-Cluster does not have a SAG with national partners represented. • There is no representative of national partners at the HCT level.
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Key recommendations:

- Continue to support national NGOs for lead/co-lead positions by putting leadership transition strategies in place (i.e. INGO/NNGO co-lead mentoring) and by supporting them fulfil these roles (training on co-leadership, orientation and guidance).
- Include national NGOs in Mine Action SAG.
- Promote transparency and regular communication, consultation and feedback processes between national SAG members and national partners.
- Promote the appointment of NGO Forum focal points at sub-national level to ensure greater communication, consultation and feedback process between national partners and the national NGO Forum.

Box – National NGOs Co-Leadership Experience in South Sudan

The workshop provided an opportunity to collect the views of national partners holding a leadership or co-leadership position within the Protection Cluster or the CP/GBV Sub-Clusters in South Sudan. The added value and expected benefits of a local co-leadership arrangement were discussed in particular with MAYA (co-leading the GBV Sub-Cluster in Mundir) and with TOCH (co-leading the GBV Sub-Cluster in Warrap), two organisations present during the workshop.

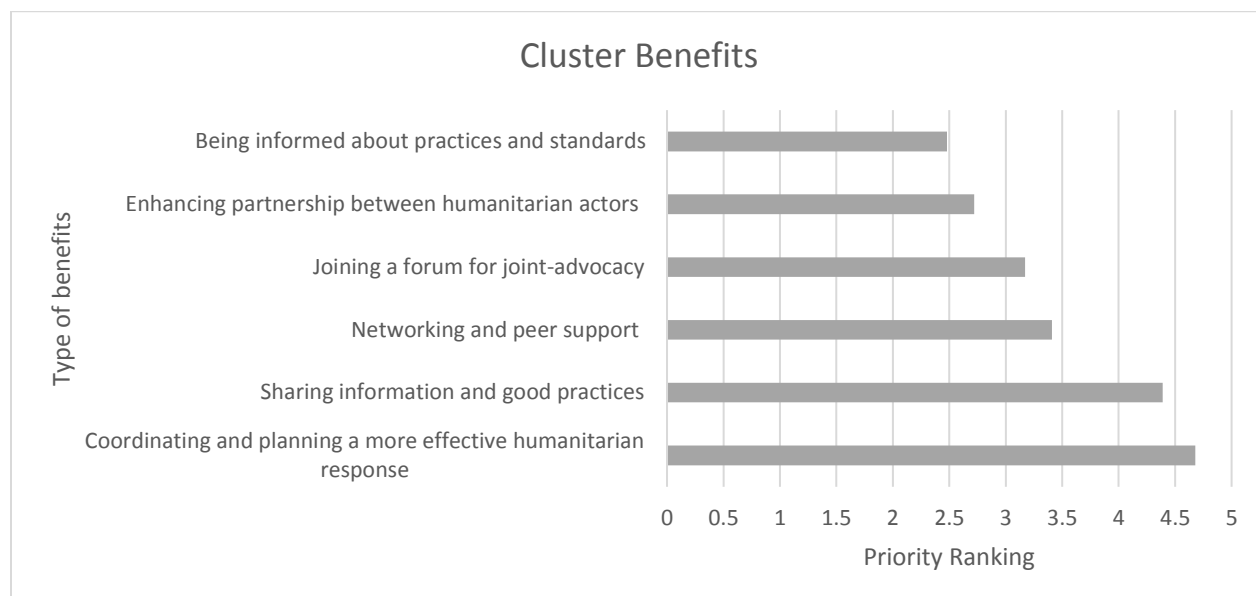
The following points were shared:

- Co-leading protection coordination groups has allowed national partners to increase their visibility within the sector and notably with donors.
- National partners holding a co-lead position have gained greater exposure to the humanitarian system and particularly to the decision-making, planning, advocacy and funding mechanisms of the cluster. They have been able to more easily navigate within these processes.
- NNGOs have been appointed to co-lead positions at the sub-national level more easily than at the national level.
- Insufficient induction and trainings about the coordination role has posed a challenge for national partners. The CP AoR NGO Co-Leadership Guidance⁴ has been used as a reference document, but the lack of guidance for other sector has been mentioned as a gap (e.g. GPC and GBV AoR guidance).
- Mentoring approach for co-leadership between international and national actors is seen as a positive solution to build capacities and ensure transition to a local leadership. Additionally, a tripartite arrangement (CLA, INGO, NNGO) would fill a gap in the availability of personnel if the security situation deteriorates and international staff are being evacuated. This arrangement also help share the responsibility and workload around coordination between three organisations.

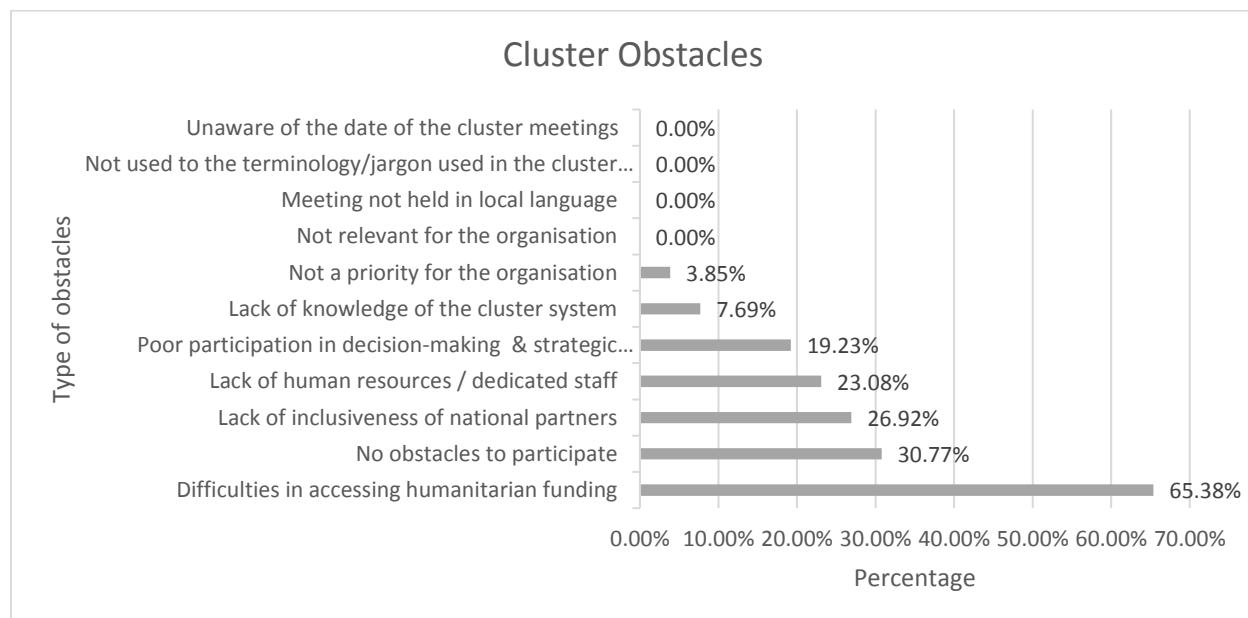
⁴ http://cpaor.net/sites/default/files/cp/NGO%20Co-leadership_Guidance%20and%20tools%202016.pdf

2) Participation and Influence

National actors contribute significantly to the relevance of the humanitarian response in South Sudan through their understanding of the context, greater access to affected populations and their sensitivity to political and social dynamics. Over the last two years, national actors' understanding of the humanitarian system has improved and many recognize the benefits that the cluster system brings to their organisations, as expressed below in the baseline survey⁵.



While the vast majority (96.5%) of NNGOs who completed the baseline survey reported that they 'always' participate in cluster meetings and the remaining 3.85% reported participating 'often'⁶, their involvement is still constrained by a number of significant barriers such as:



⁵ IRC Localisation of Protection Scoping Survey, January – June 2018.

⁶ *Idem*.

Through group work and plenary discussion, the following good practices and gaps were identified by national partners in terms of participation and influence.

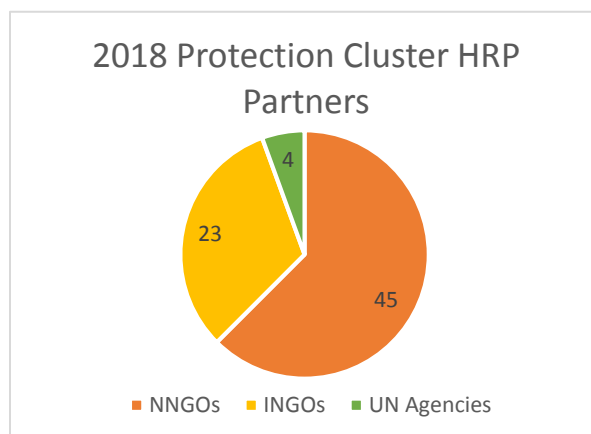
Good Practice	Gaps
<ul style="list-style-type: none"> • There is a good level of participation from national partners in cluster meetings (e.g. 500 NNGOs on the PC mailing list, more or less 50% of attendees are national partners, 96.5% of partners reporting in the baseline survey that they always attend cluster meetings). • National partners are involved in conducting protection needs assessments and share information with the cluster. • A designated focal point (full-time staff member) has been appointed by UNHCR to be part of the PC Coordination Team to support the engagement of national partners. • A mapping of NNGOs is currently being conducted to identify how national partners can be further supported. • One national partner participated in the development of the 2017 Protection Cluster Strategy (e.g. South Sudan Law Society). • One national partner is involved in the global consultation process for the revision of the Child Protection Minimum Standards and will be leading in-country consultation workshop (e.g. Hold the Child). • Four national partners participated in the development of the 2018-2020 GBV Sub-Cluster Strategy. • National partners believe that the communication flow / information sharing between the Coordination team and cluster members is good. 	<ul style="list-style-type: none"> • Participation of national partners in the HNO and HRP process is not systematic enough. • Several protection concerns are not properly reflected in the 2018 HRP according to national partners (e.g. protection of persons with disabilities, human trafficking, support to child headed households, statelessness, support to widows, war trauma/MHPSS, housing, land and property). • 5W are not being properly completed by national partners, which hampers their visibility, strategic positioning and meaningful participation within the cluster. 5W and FTS are tools used to selected HRP partners.

Key recommendations:

- Prioritize the role of the national partner focal point within the Coordination Team to provide support to national partners willing to increase their level of participation within the cluster.
- Include national partners at the initial stages of strategic planning processes such as HNO/HRP to ensure ownership.
- Encourage national partners to increase their participation in Task Force and Working Groups.
- Encourage national partners to complete the 5W to increase their visibility and strategic position within the cluster.

3) Partnership

In South Sudan, there has been a significant increase of national partners in the 2018 HRP. The Protection Cluster selected 86 projects to be implemented by 72 partners, among which 45 NNGOs (62.5%), 23 INGOs (32%) and 4 UN Agencies (5.5%)⁷. According to the workshop participants, partnerships are generally positive; but are predominantly sub-granting or sub-contracting in nature, which means that partnerships are often oriented towards meeting the objectives established by international organisations, which have often been agreed in advance with the donor. In addition, it appeared that the Principles of Partnership were unknown to participants and their application seemed to be inconsistent.



Through group work and plenary discussion, the following good practices and gaps were identified by national partners in terms of partnership.

Good Practices	Gaps
<ul style="list-style-type: none"> The 2018 HRP mentions as a clear strategy that the humanitarian community in South Sudan will “promote partnerships among international and national organisations to further localise the response where appropriate, recognising that nearly 100 NNGOs are on the front line of delivering the HRP, alongside the UN and INGOs”⁸. There has been a significant increase of national partners in the 2018 HRP (NRDH, Hold the Child, MAYA, MHA). 	<ul style="list-style-type: none"> Partnership model between international and national actors are predominantly sub-granting or sub-contracting in nature. Principles of partnership are unknown and application is inconsistent (particularly the principles of equality and complementarity). National partners feel they are not included from the inception of programs nor in program decision-making processes. National actors feel they are negatively perceived by international actors (INGOs, UN agencies) as often seen as lacking capacities to implement programmes. Local authorities support to the engagement of national actors in the humanitarian response is seen by national partners as insufficient, particularly in terms of policy and advocacy.

Key recommendations:

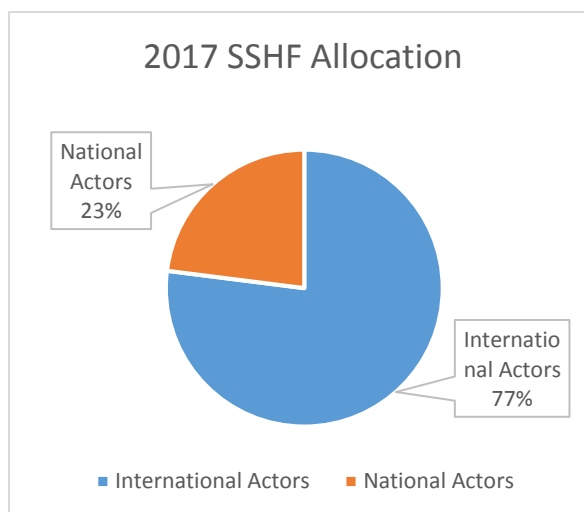
- Model and monitor a culture of principled partnerships within the Protection Cluster.
- Promote partnerships that draw on coaching and mentoring approaches rather than sub-granting/sub-contracting.
- Encourage consortium approaches between international and national actors, and among national actors themselves and jointly advocate with donors on the value of the contribution of each actor within the consortium.

⁷ South Sudan Protection Cluster.

⁸ South Sudan Humanitarian Response Plan 2018, p.11.

4) Funding

Most medium-sized national NGOs do not have unrestricted funding to cover their core costs and lack the resources that participation in the humanitarian system demands. Access to funding is therefore the biggest concern expressed by national organisations who participated in the workshop, highlighting stringent funding procedures, which very often results in donors preferring to finance directly international agencies (UN and INGOs). In that context, country-based pooled funds play an increasingly important role in channelling funds to local NGOs, but require a sound knowledge of the humanitarian architecture and stipulates that organisation are engaged with the UN cluster system. The proportion of allocations from the South Sudan Humanitarian Fund (SSHF) to NNGOs has steadily increased over the past years from 7% in 2013 to 23% in 2017⁹. However, only a few national partners managed to access pooled funds mechanisms and competition between national and international actors remains high.



Through group work and plenary discussion, the following good practices and gaps were identified by national partners in terms of funding.

Good Practices	Gaps
<ul style="list-style-type: none"> National partners are accessing pooled funds – but they remain the ‘lucky few’. The Protection Cluster has set up quarterly meeting with donors which represent an opportunity to advocate for funding to be allocated to national partners. Capacity building on fundraising was provided to some national partners by the NGO Forum. 	<ul style="list-style-type: none"> Competition between national and international actors is high when comes to accessing humanitarian funding. Funding provided to national partners is short-term (3 months) and does not cover support costs or overheads, which limits sustainability in protection service delivery. National partners do not fill in the FTS which hampers their chance to access funding as well as their overall visibility, strategic positioning and meaningful participation within the cluster. 5W and FTS are tools used to selected HRP partners. National partners feel that funding opportunities are closely linked to attendance at cluster meetings and access to direct funding (outside pooled funds) is limited.

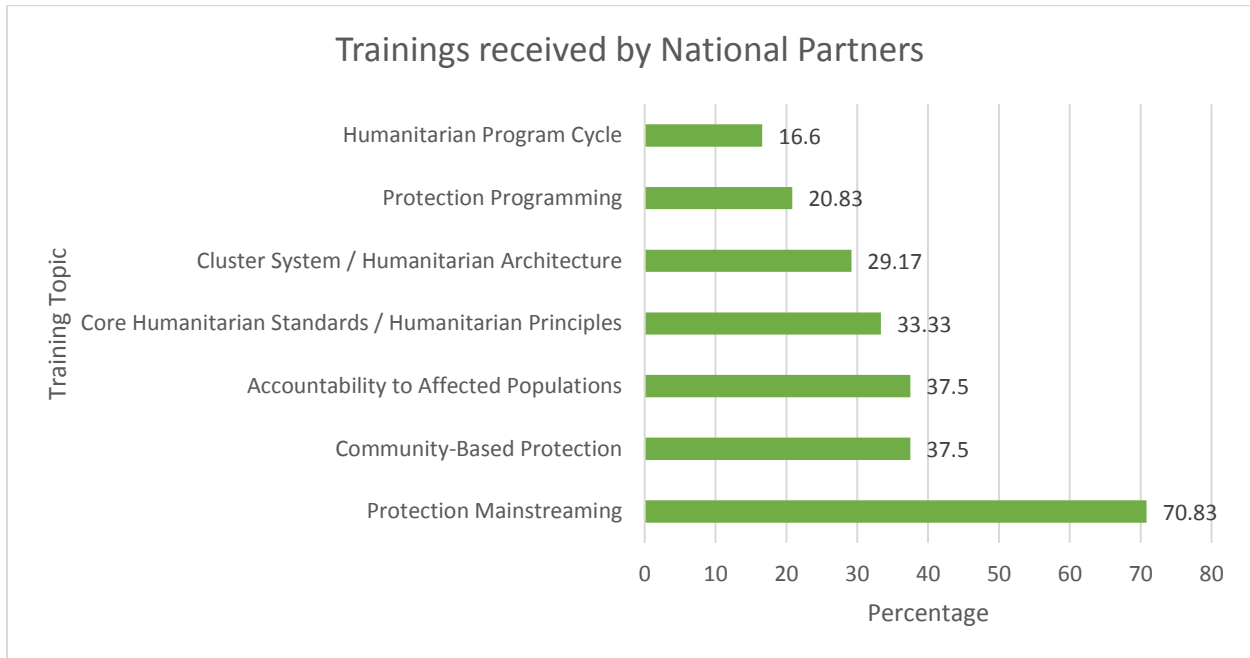
Key recommendations:

- Encourage national partners to report on the FTS to increase their visibility and opportunities to access humanitarian funding.
- Advocate for donor policy to be more flexible and less bureaucratic for national partners and funding to be more sustainable.

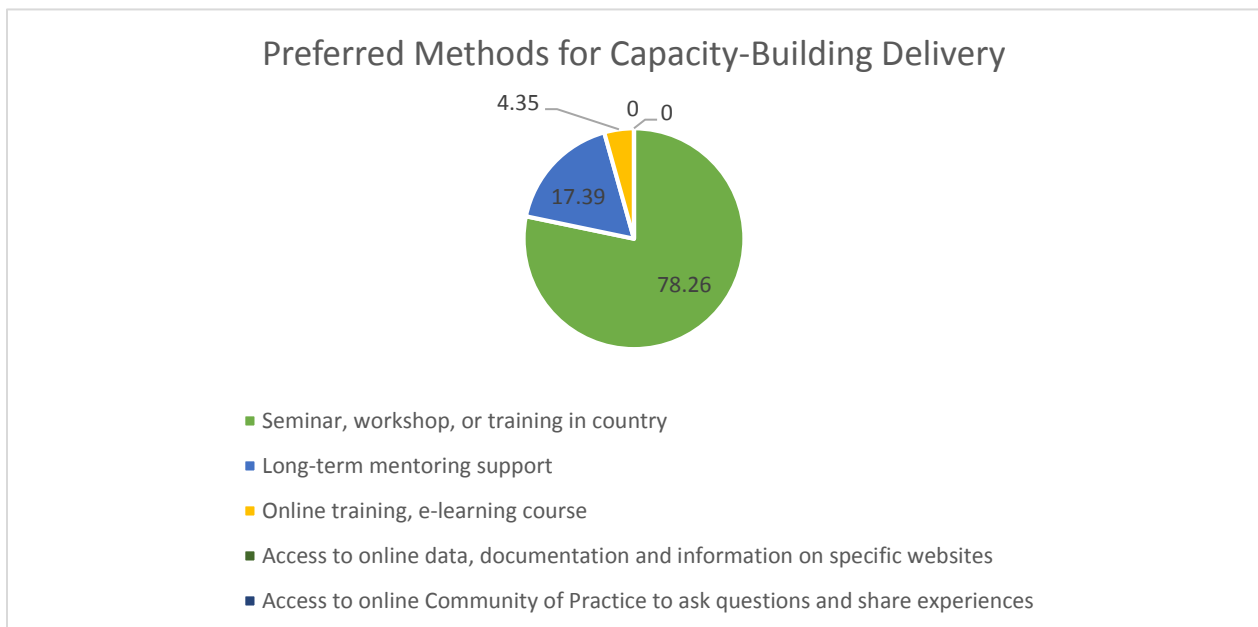
⁹ South Sudan Humanitarian Response Plan 2018, p.11.

5) Institutional Capacity

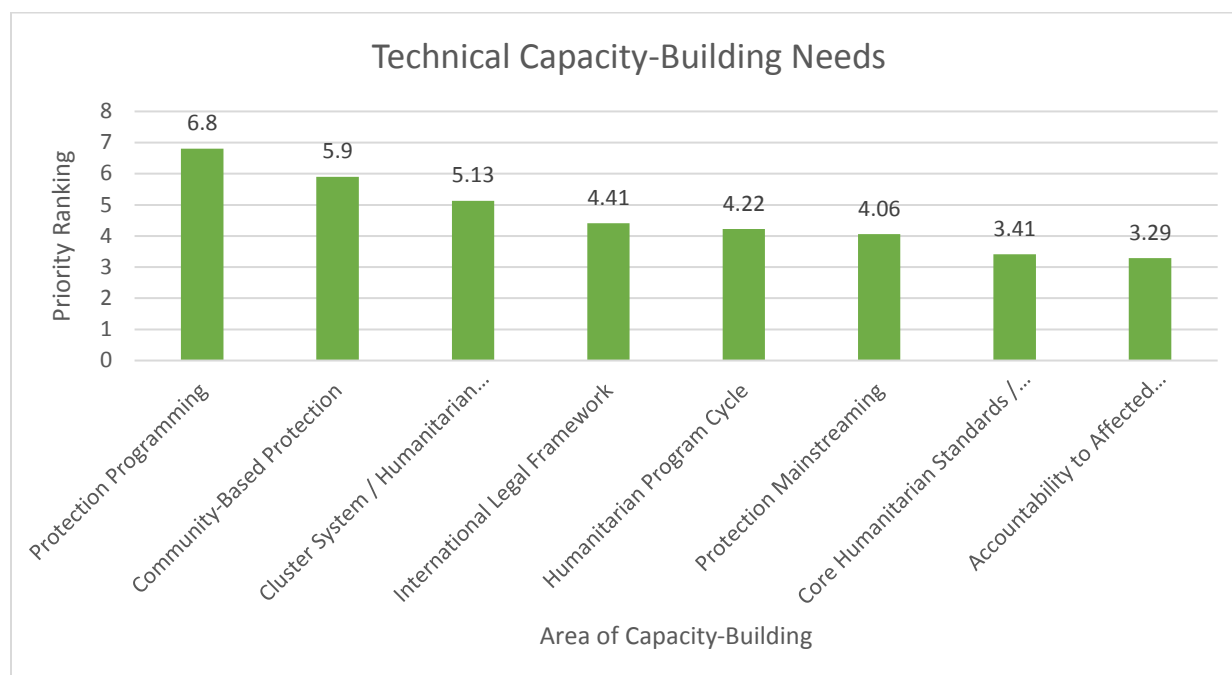
Capacity strengthening efforts of coordination groups have generally focused on technical areas of protection, while institutional capacity strengthening remains limited. There seems to be a need to go beyond investing in human capital (training of staff) and support the sustainability of the organisations to ensure the participation of local actors in coordination is effective. In the past 18 months, national partners who completed the baseline survey declared having received trainings on:



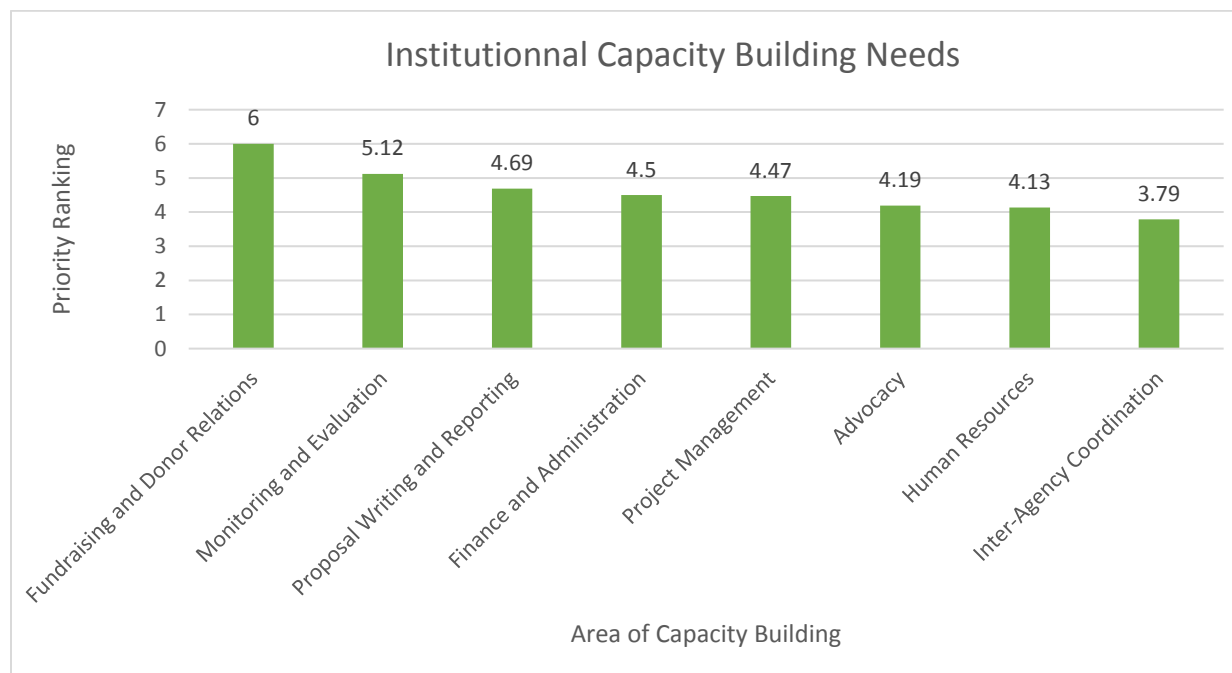
While seminar, workshop and training in country were largely selected by national partners who completed the baseline survey as the preferred method for capacity-building delivery, recommendations for longer-term capacity strengthening models were made by participants during the workshop. This included: secondment of staff, on-the-job training, mentorship, exchange visit programs, multi-year support.



The baseline survey helped identify areas of **technical capacity-building** in which national organisations need support. These areas are ranked by order of priority in the graph below¹⁰.



The baseline survey also identified areas of **institutional capacity-building** in which national organisations need support. These areas are ranked by order of priority in the graph below¹¹.



¹⁰ IRC Localisation of Protection Scoping Survey, January – June 2018.

¹¹ *Idem*.

Through group work and plenary discussion, the following good practices and gaps were identified by national partners in terms of capacity-strengthening.

Good Practice	Gaps
<ul style="list-style-type: none"> • There is a large network of national NGOs with the capacities to implement humanitarian programmes – the perception that national actors don't have the capacities is bias according to national partners. • National partners have access to technical protection trainings and other capacity-strengthening opportunities (e.g. GBV, CP, case management, protection monitoring, MHPSS). • NGO Forum provided institutional capacity building through trained focal points being appointed within national organisations (e.g. finance, administration and HR support). • Some NNGOs are building capacities of other NNGOs/national partners. 	<ul style="list-style-type: none"> • Institutional capacity building remains limited. Further support in areas such as finance, administration, HR, logistic, management and fundraising is necessary. • Internal mentoring is lacking within national NGOs – it is always the same staff attending trainings and capacity building activities and restitution within the organisations is not systematic. • Staff retention is also a challenge particularly given the competition with international NGOs. • Refresher trainings is not a standard practice, nor is having systematic monitoring system in place to measure impact of trainings/workshops.

Key recommendations:

- Continuously identify and advocate for national partners to be supported for capacity building opportunities.
- Advocate for investments in institutional capacity building for national partners in pooled funds.
- Promote diverse and longer-term capacity-building models such as secondment of staff, on-the-job training, mentorship, exchange visit programs, multi-year support, etc.



Coordination Stakeholder Mapping: Influencing Strategies

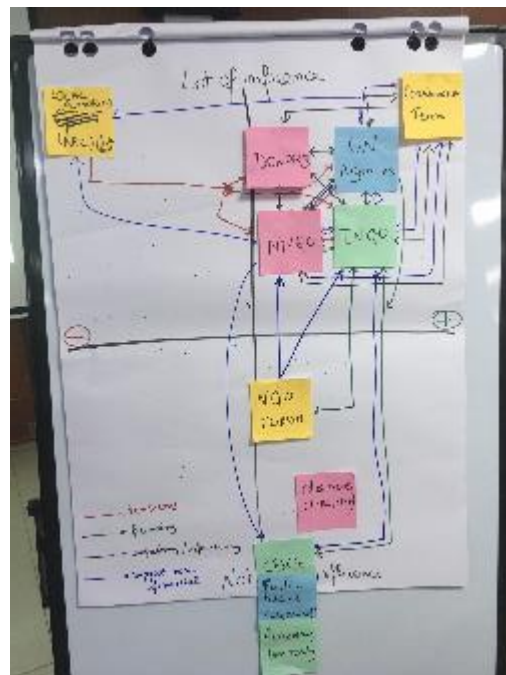
The second outcome of the mission is a coordination stakeholder mapping. Common goals for inclusive actions to promote and enhance local engagement in coordination mechanisms require a holistic analysis of power and influence dynamics. A stakeholder mapping was therefore conducted during the workshop to help participants identify the functions, interests and motivations of key stakeholders involved in protection coordination and analyse how they can influence them.

The participants listed the following key actors involved in protection coordination group:

- Cluster Coordinators
- International Non-Governmental Organisations (INGO)
- National Non-Governmental Organisations (NGOs)
- Donors
- United Nations Agencies
- Local Authorities
- Observers (ICRC, MSF)
- Faith-Based Organisations
- Community Based Organisations
- Academia

The participants then evaluated the level of influence each actors has on the protection coordination group and whether this influence was positive or negative (namely supportive or obstructive of the engagement of national partners in the cluster system).

	Level of Influence	Actors
5	Extremely influential	Cluster Coordinators Local Authorities
4	Very influential	UN Agencies Donors
3	Somewhat influential	INGOs NNGOs
2	Slightly influential	NGO Forum Observers (ICRC, MSF)
1	Not at all influential	Community-Based Organisations Faith-Based Organisations Academia



	Type of Influence	Actors
5	Extremely positive	Cluster Coordinators
4	Very positive	UN Agencies INGOs Observers (ICRC, MSF)
3	Slightly positive	NGO Forum Donors NNGOs
2	Slightly negative	
1	Very negative	Local Authorities

**Academia, Community-Based Protection and Faith-Based Organisations were ranked as neutral as they currently do not have any influence on coordination groups.*

Participants were then asked to identify the type of relationships that exists between each of these key stakeholders. The suggested types of relationships includes: tensions, funding, reporting/hierarchy and other non-financial support. Participants noted the many areas of tensions between national and international actors in areas such as: the difficulty in accessing humanitarian funding for national partners, the heightened competition between international and national actors, the limited overhead costs available for national actors, issues of respect and equal treatment, the complexity of donor reporting procedures. Tensions were also identified with local authorities sometime seen as obstructing (or not fully supporting) the work of national NGOs.

Participants identified for each potential 'allies' areas in which this actor could help support the meaningful engagement of national actors in coordination groups. The table below summarizes the main points of the discussion.

Allies	Influence Strategy
Cluster Coordinators	<ul style="list-style-type: none"> • Engaging more NNGOs in decision-making process (co-lead and HCT) • Advocate for long-term funding • Bridge the gap between NNGOs and INGOs in terms of capacity-building • Advocate for institutional capacity-building
INGO UN Agencies	<ul style="list-style-type: none"> • Promote more consortium /principles partnerships with NNGOs • Provide institutional capacity-building • Encourage skills exchanges • Develop mentorship model to move away from sub-granting
NGO Forum	<ul style="list-style-type: none"> • Strengthen advocacy on behalf of national partners • Provide institutional capacity building • Ensure linkages between national partners and donors/direct funding sources • Promote policy-level changes to advance the localisation agenda
Local Authorities	<ul style="list-style-type: none"> • Advocate for national partners to be represented in HCT • Review the NGO Act to include human rights organisations and development actors • Simplify registration process and lower registration costs for national partners • Guarantee humanitarian access to affected populations and ensure security of national humanitarian staff more exposed than international staff

Localisation Action Plan: Key Recommendations

The third outcome of the mission is a collective action plan to advance the localisation agenda within the Protection Cluster and Sub-Clusters in South Sudan. Key recommendations were identified by national partners participating in the workshop. It is recommended that the action plan is reviewed and endorsed by the Protection Cluster and that a prioritisation exercise is conducted in order to ensure a few practical and achievable recommendations are taken forward.

Cluster	Protection Cluster and Sub-Cluster
Operation	Juba, South Sudan
Date	July 2018 – July 2019
Last review	12 July 2018

GOVERNANCE AND DECISION-MAKING						
Action	Audience	Location	Date	Person Responsible	Indicators	Status
Form SAG with representation of NNGOs within the Mine Action Sub-Cluster	NNGO	Juba	July – September 2018	MA Sub-Cluster Coordinator	# of NNGOs selected to participate in the MA SC SAG	
Bridge the gap of information between the NNGOs and the PC SAG NNGO representative (CINA) through regular consultation/feedback	NNGO	Juba	July 2018 July 2019	NNGO	Regular feedback provided to NNGOs	
Provide orientation and training to NNGOs SAG members on their role and responsibilities and clarify criteria to be nominated to SAG/HCT	NNGO	Juba	August – September 2018	Protection Cluster and Sub-Cluster Coordinators	% of NNGOs SAG members trained	
Promote mentorship model between INGO and NNGO for cluster co-facilitation role	INGO NNGO	Juba	July 2018 July 2019	Protection Cluster and Sub-Cluster Coordinators	N/A	

PARTICIPATION AND INFLUENCE						
Action	Audience	Location	Date	Person Responsible	Indicators	Status
Ensure NNGOs regularly complete the 5Ws as well as share information with the Protection Cluster (assessments, reports, etc.)	NNGOs	Juba & State level	Continued	NNGOs	% of NNGOs who have completed the 5W	
Increase representation of NNGOs during 2019 HNO and HRP process	Cluster UNOCHA	Juba & State level	July – September 2018	Protection Cluster and Sub-Cluster Coordinators NNGOs	# of NNGOs participating in the 2019 HNO/HRP process	
Increase knowledge and skills of NNGOs / INGOs / Local	NNGOs INGOs	Juba & State level	September 2018	Protection Cluster and	Needs of persons with disability is	

Authorities on protection of persons with disabilities	Local Authorities			Sub-Cluster Coordinators NNGOs	reflected in the 2019 HNO/HRP process	
Strengthen advocacy of NGO Forum done on behalf of NNGOs	INGO UN Agencies Cluster	Juba & State level	September 2018	NGO Forum	N/A	

PARTNERSHIP						
Action	Audience	Location	Date	Person Responsible	Indicators	Status
Model and monitor a culture of principled partnerships within the Protection Cluster (i.e. conduct the CP AoR Partnership Survey)	Cluster members	Juba & State level	August 2018	Protection Cluster and Sub-Cluster Coordinators NGO Forum	Partnership Survey completed and data analysed	
Encourage consortium between INGO and NNGOs based on the principles of partnership and promoting mentoring approaches to capacity-building	INGOs NNGOs	Juba & State level	Continued	Protection Cluster and Sub-Cluster Coordinators NGO Forum	N/A	

FUNDING						
Action	Audience	Location	Date	Person Responsible	Indicators	Status
Advocate for longer-term funding for NNGOs during quarterly donor meetings organize by the Protection Cluster	Donors	Juba & State level	Every quarter	Protection Cluster and Sub-Cluster Coordinators NGO Forum	# of advocacy meeting organized	
Ensure NNGOs regularly complete the FTS to increase their visibility and opportunities for funding	NNGOs	Juba & State level	Continued	NNGOs	% of NNGOs who have completed the FTS	
Undertake capacity-assessment of all NNGOs in the Protection Cluster	NNGOs	Juba & State level	Continued	Protection Cluster and Sub-Cluster Coordinators NGO Forum	% of NNGOs assessed	
Promote regular communication on funding opportunities (donor mapping, requirement for funding, direct funding opportunities)	NNGOs	Juba & State level	Continued	Protection Cluster and Sub-Cluster Coordinators NGO Forum	N/A	

CAPACITIES						
Action	Audience	Location	Date	Person Responsible	Indicators	Status
Ensure systematic representation of NNGOs in trainings provided on protection	NNGO	Juba & State level	Continued	Protection Cluster and Sub-Cluster Coordinators NGO Forum	# of participants from NNGOs trained	

Promote and advocate for institutional capacity strengthening to be provided to NNGOs	Donors INGOs	Juba & State level	Continued	Protection Cluster and Sub-Cluster Coordinators NGO Forum	N/A	
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Follow-up and implementation of the action plan on localisation:

The Localisation Action Plan will be implemented by the NNGOs who participated in the workshop held in Juba on 10-12 July 2018. This includes: The Organisation for Children's Harmony, Nile Hope, South Sudan Integrated Mine Action Service, Mundri Active Youth Association, Mobile Humanitarian Agency, Confident Children Out of Conflict, Mobile Theatre Team, Sudan Evangelical Mission, National Relief and Development Corps, Save Lives Initiative South Sudan, South Sudan Law Society, Hold the Child.

Monitoring will be done by the Protection Cluster with technical support from IRC / GPC.

Color Code

- Action taken
- Action in progress
- Action not implemented at this stage

List of participants

#	Organisations	Participant Name	Participant Position	Participant Email
1	The Organization for Children's Harmony	James Wek Bol Angui	Protection Officer	wekmahamed@gmail.com
		Joseph Nyok Manyuat	Child Protection Officer	nyokmanyaut@gmail.com
2	Nile Hope	Deborah Nyabol Buol	GBV Officer	nyibol@nilehope.org
		Simon Buony Bol	EP&R Coordinator	sbuony@nilehope.org
3	South Sudan Integrated Mine Action Service	Simon Jundi	Program Director	jundisimon@gmail.com
		Madut Akol	Field Coordinator	coordinator@simas-southsudan.org
4	Mundri Active Youth Association	James Labadia Aadam	Development Manager	labadia@ayasouthsudan.org
		Repent Woroh Odrande	Executive Director	info@ayasouthsudan.org
5	Mobile Humanitarian Agency	John Gatyiel Chuol	Executive Director	jgatyiel@gmail.com
		Gattiek Kuol Chany	Protection Officer	gattiekkuol@gmail.com
6	Confident Children Out of Conflict	Edina Fekira Martin Ranba	Child Protection Officer	fekiraedina8@gmail.com
		Kiden Harriet	Program Manager	kidenh@yahoo.com
7	Mobile Theatre Team	Wilson Omol Ajwang	Programme Manager	wilsonomol@gmail.com
		Elija Majok Kiir	Child Protection Coordinator	elijahmajok686@gmail.com

8	Sudan Evangelical Mission	Margaret Sarah Alison	Programme Officer	sarah.sem1998@gmail.com
		Sabri David Adali	Finance and Administration Manager	sabriadali.adali9@gmail.com
9	National Relief and Development Corps	Edith Atiendo Obongo	Programme Coordinator	manuh2030@gmail.com
		Nyanbol Elizabeth Chuang	Protection Programme Officer	nyibolaluong@gmail.com
10	Save Lives Initiative South Sudan	Michael Khanish Shawish	Interim Director	ed.sli.southsudan@gmail.com
		Bidhali Moses Buda	EOD/NTS Technical Field Manager	moses.hissen@gmail.com
11	South Sudan Law Society	Taban Kiston Santo	Deputy Executive Director	tabankiston@gmail.com
12	Hold the Child	Eric Gisairo	Technical Officer	gisairo@holdthechild.org

Evaluation

- 80% of the participants stated that their personal objectives for attending the workshop were achieved during the training.
- 90% of the participants stated that the workshop improved their understanding of the topic.
- 76% of the participants stated that the workshop equipped them with information and skills that they can use immediately.
- 76% of the participants stated that the workshop increased their confidence levels and capacities in coordination and leadership.
- 95% of the participants stated that their motivation level to actively engage themselves in the work of the protection cluster is high.
- 80% of the participants stated that their perception of the cluster and coordination system has changed because of their participation in the workshop.

Comments added by the participants in the evaluation form included the following:

- ❖ I appreciated the methodology used which encourage participation and sharing good practices.
- ❖ My perception of the cluster has changed because of the information, the skills and knowledge and the experience other participants with whom I attended the workshop shared.
- ❖ I know from today that the cluster is a collective network and does not belong to a specific UN agency.
- ❖ Before the workshop, I didn't know that protection was also a cross-cutting issue that needed to be mainstreamed in all clusters and projects.
- ❖ I have understood that coordination is not equal to implementation, is not equal to funding, and is not equal to tasking but that coordination saves lives.
- ❖ I have understood the role and responsibilities of the cluster and how it coordinates with all humanitarian actors to help deliver assistance to vulnerable populations.
- ❖ I can now approach the cluster coordinator and other stakeholders in a very strategic manner.
- ❖ I now understand the importance of sharing information related to protection assessments with the Protection Cluster.

❖ This workshop helped me understand better the jargon used in cluster meetings.

❖ Initially I didn't really understand the cluster concept and how it works.

Annexes

The following annexes are available upon request:

- Workshop Agenda
- PowerPoint Presentation, Training Facilitator Guide and Material
- USB Key with Localisation Resources
- CP AoR Partnership Survey for Cluster

Funding

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