

Introduction

The CCPM is a self-assessment of cluster performance against the 6 core cluster functions and accountability to affected populations.

It is a good opportunity to reflect collectively on the efficiency and efficacy of the cluster coordination, that should lead to the identification of areas that need improvement; and more important, to the planning of actions to address those gaps. Moreover, it helps to strengthen the transparency and partnership within a cluster. It is also a great opportunity to regain greater commitment on the part of some members who may have distanced themselves from the cluster's activities.

The CCPM does not monitor the response, or the individual partners or coordinators and it does not evaluate neither if/when the clusters should be deactivated.

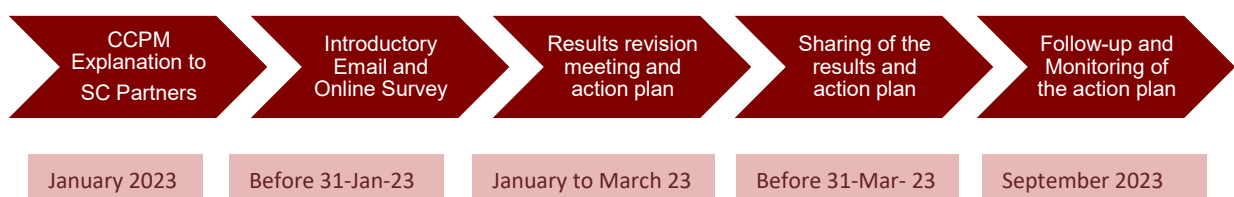
Based on feedback shared throughout the 2022 cycle and during one of the exercises in the GSC Coordinators Workshop held last year in July, the 2023 CCPM process has been slightly adapted to in country clusters' needs and to make it less time and resources consuming from the countries' side. Updates include:

- The inclusion of additional questions to the general survey that may help you in your discussion and guide the definition of actions points.
- The possibility to add also specific questions for your country cluster.
- Creation of a tool to automatize the analysis of the results and a dashboard to visualize them, following the same analysis criteria than before.
- The survey has been translated to all the languages you have requested during past year (available now in English, French, Spanish, Arabic, Burmese and Portuguese).
- A webinar is planned for February to present the updates and solve question and where we will have the presentation of a case study by Sudan Shelter Cluster coordination team about an innovative approach used to draft collaboratively the action plan. An introduction to this topic is available [HERE](#).

Finally, in order to simplify the reporting side of this process, it has been agreed it will not be necessary the report, only the action plan.

CCPM Steps

It is important this exercise is conceived as an opportunity for improvement of the cluster coordination. For this purpose, these are the key steps



1. CCPM Explanation to SC partners

Specially if the cluster has been recently activated, some SC partners could find difficult to give an opinion on aspects that could sound too broad to them. In order to help them to have a more precise idea of what exactly they are evaluating the first step should be reviewing with the partners each of the core functions, the services corresponding to each of them, their scope and the deliverables agreed on the cluster (an example can be found [HERE](#)). For example, this could be included as an agenda item of the January Shelter Cluster Meeting.

2. Introductory Email and Online Survey

Note: CCPM for 2023 has only one survey link, but the information will be analysed considering 2 groups of respondents: the coordination team (Coordinators, Deputy coordinators, Co-chairs, Information Management Officers, Sub-national Coordinators, Technical Coordinators, etc) and the cluster partners and other stakeholders including national authorities, donors, private sector and others such as others cluster teams, ICCG, OCHA colleagues or HCT members.

Following the explanation of the CCPM process to SC partners and SC coordination team it should be shared an email an introductory email with the survey link and deadline.

A template for the CCPM introductory email has been created:

Dear Shelter Cluster partners,

I would like to request your participation in the **(Country Name)** Shelter Cluster Coordination Performance Monitoring (CCPM) exercise.

It is a brief survey designed to enable cluster partners and stakeholders to assess the degree to which their cluster has achieved its core functions (as determined by the IASC). It is anonymous, but please note that all comments will be reported.

It focuses on the six core functions of the cluster and the cluster's accountability to affected populations. The results will be combined with the results of a similar questionnaire for the cluster coordination team. The findings will be discussed with participants (including cross-cutting focal points) at a cluster meeting, where actions to improve performance will be planned if they are needed. Decisions on action will be shared (as appropriate) with cluster lead agencies, national authorities, the humanitarian coordinator, and global clusters.

The survey can be accessed at: <https://enketo.unhcr.org/x/4d9k00py>

Please complete it by: **DAY MONTH YEAR (TWO WEEKS AFTER SENDING THIS MESSAGE)**.

Kind regards,

The (Country name) Shelter Cluster Coordination Team

3. Analysis of the information

As mentioned before, this year the GSC IM team will centralize the analysis of the results and its visualization in a dashboard. Once reached the online survey deadline, the SC coordination team would be able to use it for their meeting with the partners. For the analysis of the data, the methodology used remains the same:

1. If a survey respondent has answered 3 or more times “Don’t know”, as a matter of representativeness, please do not consider any of his/her answers.
2. Weighting the answers:
 - Strong =5, Satisfactory =4, Unsatisfactory =3, Weak=2, Don’t know= 1
 - Replace in the excel sheet this information (you can use the replace all in the excel)
 - Make a pivot table of each functional area and take the average of these results for each functional area.
 - Multiply each average by 20 which will give you the overall % of performance for each functional area.

Score	Performance status
> 80%	Green = Strong
61-80%	Yellow = Satisfactory (needs minor improvement)
41-60%	Orange = Unsatisfactory (needs major improvement)
21-40%	Red = Weak
≤ 20%	Grey = Don’t know

3. Please, disaggregate the findings by national and subnational level. In the case of merged clusters, it is recommended to disaggregate the findings by whether partners are participating more in Shelter, more in CCCM, or equally in both clusters.
4. It is also recommended to do an analysis of the response rate of the partners. During the revision of the results meeting, the participation could be mentioned and discussed if the results truly represent the opinion of cluster participants.

4. Results revision meeting and action plan

The results of the survey should be collectively revised with the SC partners and stakeholders either at the next available cluster meeting or on an ad-hoc cluster meeting exclusively dedicated to the CCPM process. During this meeting, the cluster team together with its partners and stakeholders should develop an action plan for the programmatic year that responds to the issues, gaps or weaknesses identified in the survey. The action plan should include the measures to address the gaps and areas of weakness, their timeline, those responsible for the follow up of the points and when the action plan will be monitored.

A template for the “(Country) Shelter Cluster CCPM 2023 Action Plan” can be found [HERE](#).

5. Sharing of the results and action plan

For transparency reasons and also to raise awareness of support requirements, the CCPM results and action plan should be shared with the partners, GSC and the HC/HCT. If applicable, it can be also shared with the national authorities.

6. Follow-up and Monitoring of the action plan

At least once during the programmatic year, the action plan should be monitored, so new measures could be proposed to readdress new gaps or delayed actions.

CCPM Timeline

Deadline for requesting the addition of specific questions to the survey: **31st of January 2023**

Global deadline for the online survey: **31st of January 2023**

Global deadline for the submission of the CCPM report and the action plan: **31st of March 2023**

Follow up and monitoring of the action plan: **September 2023**