

Cluster Coordination Performance Monitoring Report and Action Plan 2023

May 31, 2023 – North-West Syria

Cluster:	Shelter and NFI
Country:	North-West Syria
Level:	Sub-National (Whole of Syria Hub)
Survey completed on:	23 rd May 2023
CCPM Report validation:	28 th June 2023

Report compiled and reviewed by:
SNFI Cluster Coordination Team

1. Introduction:

The SNFI Cluster was activated in North-West Syria in 2015. The cluster is led by UNHCR and co-chaired by CARE with a membership of 61 partners including International and National NGOs and UN agencies.

To ensure effective coordination and timely response, the North-West Syria Cluster has in place a Coordination Team at the Subnational or also called Hub Level under Whole of Syria (Cluster Coordinator, Co-chair, Support Officer and supported by an Information Management Unit of two IMOs and two Data Management Associates). At the Hub level for North-West Syria the cluster is operating mainly in Aleppo and Idleb Governorates covering 9 Districts as main area of responsibility.

The Cluster has a Strategic Advisory Group comprised of 12 members from international and national NGOs, UN agencies, and the Cluster lead agency and co-chair. The SAG is a strategic representative body of the Cluster where all active partners should seek to align their own strategies with identified humanitarian needs, operational priorities, and humanitarian standards. It is also a reference body to support the consolidation of common operational strategy, technical guidelines, workplan, preparedness/response plan, reporting, M&E and fund seeking approach. This is an important and complementary mechanism to Cluster Coordination. The SAG is chaired by the Shelter Cluster Coordinator and provides regular updates during Cluster Meetings. The frequency of meetings is on a need's basis. Moreover, depending on the need, a Technical Working Group is established to work on thematic or technical issues.

The SNFI Cluster aims to ensure a well-coordinated humanitarian response across North-West Syria and reach people in need with lifesaving humanitarian assistance including timely and adequate access to shelter and NFI assistance which will improve their living condition in a dignified manner.

After more than 12 years of conflict, humanitarian conditions continue to deteriorate in north-west Syria due to ongoing hostilities, a worsening economic crisis, and the aftermath of devastating earthquakes in February 2023. Around 4.1 million people require critical lifesaving assistance, of which approximately 2.7 million are internally displaced (IDPs). Emergency sites that were established as a last resort still host 1.9 million IDPs, around 80% of whom are women and children that are particularly vulnerable to various risks, including gender-based violence.

The major earthquakes that struck southeast Türkiye and north Syria on February 6, 2023, resulted in thousands of casualties and widespread destruction of civilian buildings and infrastructure in both countries. More than 4,500 deaths and 10,400 injuries have been reported, mainly in the districts of Harim, Afrin, Jandairis, and Salqin. The earthquakes have affected at least 96 communities across 35 sub-districts in northwest Syria (NWS), and more than 10,600 buildings have been partially or entirely destroyed.

The Camp Coordination and Camp Management (CCCM) Cluster tracked more than 108,000 displacements across NWS in February following the earthquakes, and an additional 15,000 displacements were tracked during March. Displaced families have sought refuge in reception and collective centers, existing IDP sites, or are temporarily hosted by other families. Many have lost all their belongings, including essential personal and household items such as bedding, cooking utensils, and clothing.

The earthquakes have compounded the long-standing humanitarian crisis in northwest Syria, where 2.7 million people were already displaced, and 4.1 million people are reliant on humanitarian assistance. Some 1.9 million IDPs live in 1,459 IDP sites, 80 percent of which are women and children who are particularly vulnerable to protection risks, including gender-based violence (GBV).

Rapidly changing weather conditions further threaten life and health, particularly for children, older persons, and people with pre-existing vulnerabilities. Intense rainfall and windstorms during February and March resulted in further damage to earthquake-affected areas and IDP sites hosting displaced families, and the risk for future weather-related incidents remain high.

2. SNFI Cluster HRP Target for 2023

The strategic priorities of the Cluster are geared towards achieving protection outcomes through the integration of cross-cutting issues related HLP, Protection, Gender, Age, Disability and Accountability to the Affected Population.

- **Access to basic lifesaving services** through the provision of emergency shelter and NFIs including winterization assistance
- **Mitigate further protection risks** to allow safer and dignified living conditions
- **Adequate coordination and response capacities** in the field including contingency plan, prepositioning of emergency shelter and NFIs in strategic locations, capacity building, strengthening coordination mechanisms at field level
- **Monitoring and reporting** including assessments, information management products and post distribution monitoring
- **Support efforts towards durable solutions** through the provision of tools, materials and technical support for transitional shelter construction, integrated programming with other clusters, linkages with livelihood actors and advocacy, strengthen coordination with main stakeholders like lead agencies and donors.

HRP Activities & Targets 2023	NWS XB	Unit Cost/HHs	Est. Total Cost
Activity 1.1.1.1: Provision of core NFIs	902,061	\$ 182	\$ 32,835,002
Activity 1.1.1.2: Provision of seasonal and supplementary NFIs	1,320,982	\$ 180	\$ 47,555,352
Activity 1.2.1.1: Repair of tents	16,250	\$ 55	\$ 178,750
Activity 1.2.1.2: Installation of new/ replacement of existing tents	72,400	\$ 850	\$ 12,308,000
Activity 1.2.1.3: Distribution/ installation of emergency shelter kits/ materials	38,683	\$ 110	\$ 851,026
Activity 1.2.1.4: Rehabilitation of collective centres	26,500	\$ 550	\$ 2,915,000
Activity 1.2.2.1: Installation and/ or construction of temporary transitional shelter	108,089	\$ 2,900	\$ 62,691,620
Activity 1.2.3.1: Implementation of HH level improvements	45,150	\$ 50	\$ 451,500
Activity 1.2.3.2: Implementation of site level improvements/ infrastructure	487,108	\$ 180	\$ 17,535,888
Activity 2.1.1.1: Rehabilitation of damaged or unfinished housing	103,513	\$ 935	\$ 19,356,931
Activity 2.1.1.2: Supply and installation of HH level solar energy systems	64,425	\$ 70	\$ 901,950
Activity 2.1.3.2: Capacity building of individuals/ beneficiaries to undertake sector interventions and/ or initiatives	450	\$ 10	\$ 900
Estimated Total in line with HRP 2023 projects			\$ 197,581,919

The Shelter Cluster strategic approach to respond to **the earthquake affected population** is through 3 strategic objectives:

1. Strategic Objective 1 (SO1)

Provide access to lifesaving emergency shelter and household items to people whose houses have been destroyed and damaged by the earthquake

2. Strategic Objective 2 (SO2)

Provide access to life-sustaining shelter and dignified living condition to people whose houses have been destroyed and damaged by the earthquake

3. Strategic Objective 3 (SO3)

Support the shelter sector, authorities and partners with equipment and capacity to undertake relief activities

Categories	People affected / PIN			32 % EQ Target				
	Households	Individuals	PIN cost	%	Target HH	Target indiv	Target Cost	Cost/Unit
Minor repairs	126,385	631,923	\$ 63,192,308	30	37,915	189,577	\$ 18,957,692	\$ 500
Major repairs	44,846	224,231	\$ 67,269,231	30	13,454	67,269	\$ 20,180,769	\$ 1,500
Severe and Complete Dignified Shelter	53,000	265,000	\$ 153,700,000	40	21,200	106,000	\$ 61,480,000	\$ 2,900
Total 20% op cost			\$ 56,832,308				\$ 20,123,692	
TOTAL EQ	224,231	1,121,154	\$ 340,993,846		72,569	362,846	\$ 120,742,154	
Total HRP 2023		1,956,700			196,714	983,568	\$ 108,637,758	

3. The Cluster Coordination Performance Monitoring (CCPM):

A Cluster Coordination Performance Monitoring (CCPM) is a self-assessment exercise. Clusters monitor their performance against (i) the six core cluster functions set out in the Reference Module for Cluster Coordination at Country Level and (ii) accountability to affected populations. CCPM can help clusters fulfil their core cluster functions and become more efficient and effective coordination mechanisms at national and sub-national level in both sudden onset and protracted crises. The core functions are:

1. Supporting service delivery
2. Informing strategic decision-making of HC/HCT for humanitarian response
3. Planning and strategy development
4. Advocacy
5. Monitoring and reporting
6. Contingency planning/preparedness
7. Accountability to affected populations

The CCPM survey to monitor the performance of 2022 was launched on 18th January 2023 and was postponed in NWS due to the earthquake that hit Türkiye and Syria in February. The preliminary report based on the survey was analyzed and compiled by the Global Cluster before and during the CCPM workshop conducted to design the Action Plan for 2023.

Response rate amongst partners	
Partner type	Numbers respondents (national / sub-national level)
International NGOs	3
National NGOs	11
Total	14

The classification of performance status:

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



The SNFI Cluster score based on the survey was Strong in six areas however in one area it was Satisfactory, needs minor improvements.

Comments provided by survey participants:

1. SNFI cluster is one of the strongest one in advocacy to donors and this is clearly reflected in the maximum allocated funds.
2. Limitations based on being XB remote managed during 2022. Highly dependent on communication and collaboration of partners.
3. The cluster reflected great capacity to develop and update the strategy beside supporting members on decision making and prioritization.
4. No direct funding for monitoring activities and relies on reporting of partners for progress reporting and needs, gaps and achievement tracking.
5. Emergency matters are responded to in an effective and coordinated manner, especially as happened during the response to the earthquake

6. More to support the sharing of key messages and IECs would be helpful.
7. The cluster team is very consultative team, and they take the decisions based on the inputs from partners.
8. There has been no discussion that I'm aware of relating to protection and/or GBV.
9. The cluster has strong guidelines to mainstream the PSEA in all documents such as better living conditions, shelter rehabilitation guidance, cash guidance's etc.
10. There has been no discussion that I'm aware of on Environmental impact of our work.

Results of the Cluster Coordination Performance Monitoring (CCPM) and follow up actions:

On May 23rd, 2023, the Cluster held a two- and half-hour meeting to review and validate the results of the CCPM Survey. The objectives of the CCPM workshop were as below:

1. Review and validate the results of the CCPM Survey by discussing the outcome of the survey, your feedback, suggestions, and comments to improve performance, and contextualizing the report's findings.
2. Review the 2022 Action Plan and checking achievements against targets and developing the 2023 Action Plan.

13 participants from national NGOs, International NGOs, Donor, and UN agencies contributed to the review and validation.

The participants were divided into four groups. Each group was assigned two indicators/functions to review both covering the national and sub-national levels while one group focused on the Accountability to Affected Population. The group and plenary discussions took 40 minutes to discuss Challenges and Gaps as well as Proposed Solutions/Action points.

2023 ACTION PLAN	
1. Supporting service delivery	
Challenges and Gaps	Proposed Solutions/Action points
There is a need to improve mechanisms for reducing duplication in service provision.	Improve inclusion of all partners in the reporting dashboards.
There is a need to improve mechanisms for reducing duplication in service provision.	Address challenges of service duplication by utilizing the established DFP.
Need for more IM products for consumption by cluster partners	Increase the number of IM products, bulletins, and service mapping.
There is a need to improve mechanisms for reducing duplication in service provision.	Encourage partners to share information more frequently and with greater commitment.
Intercluster coordination needs improvement	Ensure regular attendance by cluster coordination teams and SNFI focal points in other cluster meetings.
Intercluster coordination needs improvement	Invite focal points from other clusters to participate in SNFI cluster meetings, especially when there are intercluster issues that need to be addressed.
Intercluster coordination needs improvement	Establish a CCCM and SNFI Cluster Taskforce to address cross-cutting issues.
Improvements are needed for cluster building specifications.	Create a building specification working group (TWIG).
2. Informing strategic decision-making	
Challenges and Gaps	Proposed Solutions/Action points
Improving evidence-based response through needs assessments is necessary.	Contribute to and advocate for finding an alternative replacement for the MSNA focal point.
Enhanced inter-cluster coordination is needed to address cross-cutting issues.	Strengthen collaboration with other clusters.
Improving evidence-based response through needs assessments is necessary.	Enhance collaboration with REACH and OCHA on needs assessments.
3. Planning and strategy development	
Challenges and Gaps	Proposed Solutions/Action points
There are no guidance documents available for infrastructure and site planning related to the dignified shelter projects.	Develop guidelines for infrastructure, including roads, drainage, and site planning.
It is important to build on the lessons learned from completed dignified shelter projects.	Conduct an after-action review of the Dignified shelter projects, one year after launching the Dignified shelter action plan.
The current Dignified Shelter Guidelines lack refined specifications for the various shelter types.	Improve and update the Dignified shelter guidelines based on the outcomes of the after-action review exercise.
There are no damage assessment tools available for the Earthquake response within the cluster.	Update and standardize damage assessment tools.
The cluster also lacks disaster risk reduction guidelines.	Develop disaster risk reduction guidelines.
There are no contextualized environmental guidance documents available for the cluster.	Provide guidelines for environmental/green interventions, including recycling.

4. Monitoring and Evaluation Performance	
Challenges and Gaps	Proposed Solutions/Action points
Lack of tools for collecting qualitative data	Design, train, and disseminate qualitative data collection tools.
The need to review Dignified Shelter projects since the launch of the Dignified Shelter Action Plan in March 2022	Gather feedback on the Dignified Shelter projects, its implementation, and new modalities.
The need for enhanced monitoring of the quality of site improvements and the living conditions of completed projects	Conduct a site analysis to determine the quality and level of site improvements and living conditions to ensure an integrated response.
5. Capacity Building, Preparedness and Contingency Planning	
Challenges and Gaps	Proposed Solutions/Action points
There is a need for more capacity-building sessions at the field level.	Identify capacity gaps and conduct training sessions at the field level to build capacity.
We need to leverage the existing expertise of other cluster partners.	Develop and leverage expertise exchange among partners.
6. Support Robust Advocacy	
Challenges and Gaps	Proposed Solutions/Action points
Limited knowledge and uncertainties about newly established alternative funding mechanisms	Conduct an internal review of alternative funding mechanisms at the end of the year.
Limited stories and case studies of cluster responses in northwest Syria	Gather more impact stories and case studies to support advocacy efforts.
Limited funding opportunities for local NGOs	Organize sessions for local NGOs and donors to facilitate linkages.
Need to improve media engagement for advocacy	Arrange media engagement sessions for advocacy purposes, including sharing impact stories, renewing resolutions, and discussing ongoing needs.
Need for enhanced donor engagement	Reach out to new and emerging donors to expand funding sources.
7. Accountability to Affected Populations	
Challenges and Gaps	Proposed Solutions/Action points
Lack of an effective feedback mechanism	Establish a coordination mechanism for the District Focal Point at the district level that will also support in joint FGDs with beneficiaries and stakeholders and enhance feedback mechanisms.
Limited access to feedback from beneficiaries	The cluster coordination team should conduct regular field visits to NW Syria.
Formal referral mechanisms exist across clusters	Collaborate with other clusters and with the support of the DFP to establish a referral mechanism.
Improved beneficiary engagement is needed in shelter projects	Provide guidance for partners on engaging beneficiaries in all project phases.
Complaints from partners need to be addressed more effectively	Regularly collect complaints from partners, on a quarterly basis.