

Cluster Coordination Performance Monitoring Report and Action Plan

Cluster: Shelter/NFI/CCCM Cluster

Country: Yemen

Level: National and Sub-National

Survey completed on: 27th September 2017

CCPM meeting held on: 21 November 2018

1. Overall response rate amongst Partners

Partner type	Numbers partners responding (National / Sub-National level)	Total number of partners (based on last CDM)	Response rate
International NGOs	3 (3/0)	6	-50%
National NGOs	57 (39/18)	17	235%
UN organizations	3 (1/2)	0	100%
National authority	2 (2/0)	0	100%
Donors	1 (1 / 0)	0	100%
Others	0 (0 / 0)	2	-100%
Total	67 (46/21)	25	168%
Comments on response rate	Overall response rate increased by 168% compared to last year.		
Other comments			

2. National Level

2.1 Survey Results:

Core cluster functions	Performance status at national level (Partners)	Difference with Coordinators (Partners-coordinators)
1. Supporting service delivery	Satisfactory (72%)	3%
2. Informing strategic decision-making	Good (79%)	16%
3. Planning and implementing cluster strategies	Satisfactory (73%)	-2%
4. Monitoring and evaluating performance	Satisfactory 74%	11%
5. Building National capacity in prep. and cont. planning	Needs Improvement (56%)	-19%
6. Supporting robust advocacy	Satisfactory (73%)	4%
7. Promoting accountability to affected populations	Satisfactory (66%)	-3%

2.2 Action Plan

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none">Partners faced delays on obtaining clearances for implementing humanitarian programs including for assessments or delivery of humanitarian assistance.Some Partners lack effective communication and coordination with authorities especially at the field level.	<ul style="list-style-type: none">Strengthen collaboration with local authorities to facilitate response delivery.CCT (Cluster Coordination Team) will step in to support Partners efforts on negotiating with authorities to address issues when all efforts from Partners has been consumed.Develop a guidance document to facilitate improving coordination with authorities.	Q1 – Q4	CCT, All Partners
		Q1 – Q4	CCT
		Q3	CCT, SNCCs (Sub-National Cluster Coordinators), Partners
<ul style="list-style-type: none">Limited funding has affected the Cluster ability to provide humanitarian assistance to increasing number of people in need in timely manner.Cluster pre-positioned stocks were available in limited locations.National NGOs reported inability to continue providing services to the Cluster response (i.e. for assessments or distributions) for free-of-charge / voluntarily basis due to the deteriorated economic situation in the country which made signification impacted on their organizations.National NGOs reported that a big portion of NNGOs are unable to meet the eligibility criteria set by YHPF (Yemen Humanitarian Pooled Fund).	<ul style="list-style-type: none">Strengthen engagement with donors and ensure inclusion of their feedback in strategies and advocacy messaging.Maintain profiles of organizations working in the Cluster to ease donor's access to NNGOs.Continue to encourage organizations receiving funding such as for YHPF to engage in partnership with other small NNGOs to ensure transfer of knowledge and experiences.Maintain prepositioning of emergency stocks and expand warehousing to new locations.Enhance pre-crisis preparedness and strengthen involvement of NNGOs participation in the emergency response.Advocate for the consideration of NNGOs applications for YHPF eligibility.	Q1 – Q4	CCT
		Q1 – Q4	CCT
		Q1 – Q4	CCT
		Q1 – Q4	CCT, Warehousing Partners
		Q1 – Q4 Q1 – Q4	CCT, Partners CCT
<ul style="list-style-type: none">Intensification of the conflict have generated massive waves of displacement which was beyond the Cluster capacity to respond.Deteriorated economic situation in the country severely impacted on the lives of affected population who have already exhausted their coping strategies.Limited access to some location has affected humanitarian actors reach to affected population.Further efforts required in promoting harmonization of the targeting criteria and setting priorities.	<ul style="list-style-type: none">Empower Sub-National Clusters to enhance coordination of service delivery and advocacy to fill in gaps in priority locations.Increase advocacy messaging to facilitate unblocking access restrictions.Identify mechanisms to involve organizations that are working outside the Cluster to improve coordination and avoid any potential overlap or duplication of assistance.Ensure sharing Cluster agreed standards on continuous basis.Provide continuous technical support to Cluster Partners	Q1 – Q4	CCT
		Q1 – Q4	CCT
		Q1 – Q4	CCT, Partners
		Q1 – Q4	CCT
		Q1 – Q4	CCT
2. Informing strategic decision-making			
<ul style="list-style-type: none">Limited opportunities to review progress of implementing the Cluster strategy in more regular basis.	<ul style="list-style-type: none">Conduct a dedicated meeting in quarterly basis to review the implementation of Cluster strategy and make changes when needed.	Q2 – Q4	CCT, Partners
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none">Lack of up-to-date information on needs and gaps	<ul style="list-style-type: none">Establish real-time needs indicators monitoring.Partners to share needs assessments reports on timely manner.	Q2 – Q4	CCT, Partners Partners
4. Monitoring and evaluating performance			

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
<ul style="list-style-type: none"> Limited monitoring and evaluation of programs implemented by Cluster Partners. Lack of adherence of some Partners to the minimum humanitarian standards and weak considerations for cross cutting issues such as beneficiary's culture and gender considerations. 	<ul style="list-style-type: none"> Establish Monitoring and Reporting TWiG (Technical Working Group) to develop a guidance document to help monitor needs, responses and gaps in harmonized manner. Strengthen the involvement of Partners in the monitoring and evaluations exercises. Empower Sub-National Clusters to strengthen monitoring and evaluation in the field and provide recommendations for corrective actions and informing planning processes. Encourage active Partners to share lessons learned and success stories. 	<p>Q3 – Q4</p> <p>Q1 – Q4</p> <p>Q1 – Q4</p> <p>Q1 – Q4</p>	<p>CCT, Partners</p> <p>CCT</p> <p>CCT</p> <p>CCT, Partners</p>
5. Building national capacity in prep. and cont. planning			
<ul style="list-style-type: none"> Obtaining the necessary clearances to organize trainings is very challenging and time consuming. Limited capacity building programs invested in capacitating national NGOs and authorities. 	<ul style="list-style-type: none"> Initiate discussions with Partners on creative mechanisms to facilitate exchange of experiences and knowledge. Deliver series of trainings focused on better ways of writing a project, techniques for monitoring and evaluation, engagement with the community, delivering response during emergencies including assessments. Map capacities within the Cluster to benefit from specialized Partners on facilitating trainings related to their area of expertise. Systematically monitor implementation of the Cluster capacity building strategy when finalized, set a clear timeline for implementation and advocate for funding priority capacity building programs. 	<p>Q2 – Q4</p> <p>Q2 – Q4</p> <p>Q2 – Q4</p> <p>Q2 – Q4</p>	<p>CCT, Partners</p> <p>CCT, Partners</p> <p>CCT</p> <p>CCT, Partners</p>
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Limited number of donors who are present in the country which makes engagement with donors very challenging. National NGOs raised a concern about their ability to reach donors who are majority outside the country. 	<ul style="list-style-type: none"> Establish a technical group to develop a communication and advocacy strategy and ensure involvement of donors. Strengthen advocacy messaging and ensure its reach to key donors and the humanitarian community. Explore mechanisms to ease access of NNGOs to donors. 	<p>Q3 – Q4</p> <p>Q2 – Q4</p> <p>Q1 – Q4</p>	<p>CCT, Partners</p> <p>CCT</p> <p>CCT</p>
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> Lack of effective complaints and feedback mechanisms that address issues of affected population. Weak involvement of the beneficiaries and the community in planning and implementation of response. 	<ul style="list-style-type: none"> Conduct dedicated meetings on quarterly basis to discuss progress on improving accountability towards affected population particularly on complaints and feedback mechanisms. Enhance the involvement of beneficiaries and affected communities in the response. Establish a technical group working to develop a strategy for the complaints and feedback mechanism. Develop an action plan for the AAP commitment for 2019 and monitor the progress on regular basis. 	<p>Q2 – Q4</p> <p>Q1 – Q4</p> <p>Q3 – Q4</p> <p>Q1 – Q4</p>	<p>CCT, Partners</p> <p>Partners</p> <p>CCT, Partners</p> <p>CCT</p>

3. Sub-National Level

3.1. Survey Result:

Core cluster functions	Performance status at Sub-National level	Difference with Coordinators (Partners-coordinators)
1. Supporting service delivery	Satisfactory 74%	-14 %
2. Informing strategic decision-making	Satisfactory 71%	-4 %
3. Planning and implementing cluster strategies	Satisfactory (74%)	-1 %
4. Monitoring and evaluating performance	Satisfactory (75%)	12 %
5. Building national capacity in prep. and cont. planning	Needs Improvement (66%)	3 %
6. Supporting robust advocacy	Needs Improvement (61%)	-27 %
7. Promoting accountability to affected populations	Satisfactory (74%)	-1 %

3.2 Action Plans

3.2.1 AI Hudaydah HUB

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none"> Permits required to move from one governorate to another in the hub takes two weeks to be obtained which does not enable some Partners to attend SNC (Sub-National Cluster) meetings. Partners usually wait for the Cluster monthly meetings to raise operational issues. Lack of clear vision and harmonized mechanism for service delivery in the hub. Pre-positioning stocks enabled the Cluster Partners to provide timely response for newly displaced persons. Good coordination at the SNC (Sub-National Cluster) ensured avoidance of duplication and overlaps. 	<ul style="list-style-type: none"> Schedule the monthly SNC meetings accordingly to the calendar agreed with Partners and set a clear objective for the meetings to ensure it will have a practical outcomes Document good practices of the activities implemented in the hub. 	Q1 – Q4 Q2 – Q4	SNCT (Sub-National Cluster Coordination Team) SNCT, Partners
2. Informing strategic decision-making			
<ul style="list-style-type: none"> Partners are constantly informed of strategic decisions and their feedback is taken into consideration. 	<ul style="list-style-type: none"> Update the hub gap analysis based on needs assessment. 	Q2 – Q4	SNCT
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none"> Limited funding and lack of contingency stocks affected the ability of the Cluster to fully implement its plan for the year. 	<ul style="list-style-type: none"> Advocate for more funding and maintain prepositioning of sufficient contingency NFIs/Shelter stocks. 	Q1 – Q4	SNCT

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
4. Monitoring and evaluating performance			
<ul style="list-style-type: none"> Lack of monitoring and evaluation of Cluster Partners projects. Limited joint field visits organized by SNC. 	<ul style="list-style-type: none"> Increase joint field missions with Partners Establish specialized working group to undertake monitoring and evaluation of Partners projects in the hub. Improve monitoring of needs and gaps in regular basis. 	Q1 – Q4 Q2 Q1 – Q4	SNCT SNCT, Partners SNCT
5. Building national capacity in prep. and cont. planning			
<ul style="list-style-type: none"> Lack of capacity among Cluster partners especially National NGOs. 	<ul style="list-style-type: none"> Identify gaps in capacity building with Partners. Organize capacity building programs based on the gaps identified. 	Q2 Q2 – Q4	SNCT, Partners SNCT, Partners
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Lack of wide-scale advocacy to reflect the suffering of affected population. 	<ul style="list-style-type: none"> Enhance the content of advocacy messaging and identify mechanisms to increase its reach. 	Q1 – Q4	SNCT
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> Lack of awareness on AAP commitments among Partners. 	<ul style="list-style-type: none"> Organize awareness sessions on AAP to boost Partners understanding on their commitments. 	Q2 & Q4	SNCT

3.2.2 Aden HUB

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none"> Security situation and lengthy process to obtain the necessary clearances for Partners movements/activities resulted in delaying the response. Overall coordination improved, response became more timely and duplication of service delivery eliminated. 	<ul style="list-style-type: none"> Improve information sharing especially about the change of context. 	Q1 – Q4	SNCT
2. Informing strategic decision-making			
<ul style="list-style-type: none"> Limited analysis to identify and address emerging gaps, obstacles, duplication, and cross-cutting issues. 	<ul style="list-style-type: none"> Update the hub gap analysis based on needs assessment. 	Q1 – Q4	SNCT
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none"> Access constraints, administrative restrictions and lack of resources limited Partners ability to address needs and gaps in the response 	<ul style="list-style-type: none"> Organize sessions with Partners to identify challenges and develop a work-plan to facilitate the response. 	Q1 – Q4	SNCT, Partners
4. Monitoring and evaluating performance			
<ul style="list-style-type: none"> Lack of effective monitoring system No clarity on the monitoring and evaluation methods Delay in reporting activities implemented by Partners 	<ul style="list-style-type: none"> Work with the National Cluster to develop a monitoring framework. Improve monitoring in the hub and report corrective actions. 	Q2 – Q4 Q1 – Q4	SNCT SNCT
5. Building national capacity in prep. and cont. planning			

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
<ul style="list-style-type: none"> Limited resources affected the provision of response to the new massive waves of displaced families Issues observed regarding the communication in the field especially in remote locations Low priority given for funding capacity building programs Limited number of experts present in the country. 	<ul style="list-style-type: none"> Organize series of capacity building programs Advocate for prioritizing funding for capacity building programs to raise the capacity of Partners. 	Q1 – Q4 Q1 – Q4	SNCT, Partners SNCT
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Absence of advocacy experts in the hub Lack of knowledge among Partners on how to prepare advocacy messaging No plans for improving advocacy in the hub 	<ul style="list-style-type: none"> Liaise with the National Cluster to develop an advocacy strategy. 	Q3	SNCT
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> No involvement of affected population in the planning and implementation of the projects. Security situation limited partners ability to implement AAP commitments Lack of Partners and authorities capacity about the AAP commitments 	<ul style="list-style-type: none"> Organize awareness raising on the importance of respecting the AAP commitments and integrating them in the response 	Q2 & Q4	SNCT

3.2.3 Ibb HUB

a) Ibb and North Taizz

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none"> Limited Partners capacity which affected the overall response in the hub. Massive displacement into the hub Improvement on following up with partners on SMC activities and the work towards coordinating the integrated response in IDP hosting sites. Strengthened relationship with NAMCHA (Government authority in charge for coordinating IDP response) through regular communication including joint field visits to IDP hosting sites. 	<ul style="list-style-type: none"> Share regular communication about new displacements or return to Partner and ensure putting in place a mechanism for a rapid response. Increase field visits especially to IDP hosting sites and coordination with other clusters to ensure provision of the response in-line with the minimum standard package of assistance. 	Q1 – Q4 Q1 – Q4	SNCT SNCT, Partners
2. Informing strategic decision-making			
<ul style="list-style-type: none"> Discussions and decisions agreed at the RCT (Regional Coordination Team) level were communicated to Partners. All strategic decisions shared by the national cluster were communicated to Partners. All needs assessments reports were shared with Partners to ensure provision of immediate response. 	<ul style="list-style-type: none"> Continue participating in the RCT meetings and keep Partners informed of all discussion and decisions made. Keep Partners informed of all the strategic decision shared by the National Cluster. Strengthen information exchanged with the Partners. 	Q1 – Q4 Q1 – Q4 Q1 – Q4	SNCT SNCT SNCT

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none"> Partner's feedback on the Cluster strategies were collected and shared with the National Cluster for consideration. Partners were guided to design their programs in-line with the Cluster strategy Partners were mobilized to focus on priority locations and activities. 	<ul style="list-style-type: none"> Organize regular meetings to discuss the implementation progress of the Cluster strategy in the hub. Provide technical comments on Partners proposals when needed to ensure alignment with the Cluster strategy and priorities in the hub. 	Q1 – Q4	SNCT
		Q1 – Q4	SNCT
4. Monitoring and evaluating performance			
<ul style="list-style-type: none"> No standardized mechanism to evaluate Partner's projects. Good monitoring helped to measure the progress of implementing the Cluster priorities in the hub. 	<ul style="list-style-type: none"> Set a mechanism for monitoring and evaluating the response. 	Q2	SNCT, Partners
5. Building national capacity in prep. and cont. planning			
<ul style="list-style-type: none"> Local authority are usually absent in the capacity building programs Lack of effectiveness of the capacity building programs organized in the hub. 	<ul style="list-style-type: none"> Encourage local authority to participate more effectively in the capacity building programs organized in the hub Develop an annual plan for capacity building programs in the hub. Advocate from more capacity building programs in the hub. 	Q1 – Q4	SNCT
		Q2	SNCT
		Q1 – Q4	SNCT
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Provision of inputs to the advocacy messaging developed at the hub or national level made a great impact. Some Partners felt that advocacy needs to be strengthened. 	<ul style="list-style-type: none"> Develop a flexible mechanism to support robust advocacy. 	Q3	SNCT
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> Unavailability of a Sub-National Cluster Coordinator for sometimes was one of the drivers behind low promotion of AAP commitment. Lack of awareness on the APP commitments. 	<ul style="list-style-type: none"> Set a clear mechanism to promote and monitor AAP. Deliver trainings on AAP. 	Q2	SNCT
		Q2 – Q4	SNCT

b) South Taizz

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none"> No regular coordination meetings held in Taizz Regular communication with Partners contributed in enhancing the coordination and information exchange. 	<ul style="list-style-type: none"> Ensure organizing regular coordination meetings in Taizz and review the progress of addressing needs in the governorate. Strengthen information exchange with Partners 	Q1 – Q4	SNCT
		Q1 – Q4	SNCT
2. Informing strategic decision-making			
<ul style="list-style-type: none"> Lack of involvement of Partners in a strategic decision. A workshop was organized to discuss needs, gaps and strategies to address them. 	<ul style="list-style-type: none"> Organize regular meetings to review the progress of implementing the agreed strategies and apply modifications based on the changes on the context. 	Q1 – Q4	SNCT

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none"> Poor monitoring of the Cluster strategy. Lack of awareness among new Partners on Cluster Strategy 	<ul style="list-style-type: none"> Strengthen support to Cluster Partners and provide corrective actions when needed. Organize a training on the monitoring and evaluation. 	Q1 – Q4 Q3	SNCT SNCT
4. Monitoring and evaluating performance			
<ul style="list-style-type: none"> Lack of follow-up with Partners on the programs being implemented. 	<ul style="list-style-type: none"> Set a clear process for the monitoring and evaluation in Taizz Increase field visits 	Q2 Q1 – Q4	SNCT SNCT, Partners
5. Building national capacity in prep. and cont. planning			
<ul style="list-style-type: none"> No capacity building programs delivered in Taizz due to the security situation. 	<ul style="list-style-type: none"> Identify mechanisms to raise the capacity of Cluster Partners. 	Q2	SNCT, Partners
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Weak advocacy about the needs in Taizz. 	<ul style="list-style-type: none"> Provide inputs to the National Cluster advocacy messaging. 	Q1 – Q4	SNCT
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> Good understanding of Partners about AAP. 	<ul style="list-style-type: none"> Promote and monitor AAP. 	Q1 – Q4	SNCT

3.2.4 Sana'a HUB

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none"> Partners require more technical support. 	<ul style="list-style-type: none"> Strengthen coordination and existing coordination mechanism to eliminate duplication and overlaps and provide Partners with technical support. Participate actively in the TWiGs established at the national level. 	Q1 – Q4 Q1 – Q4	SNCT SNCT
2. Informing strategic decision-making			
<ul style="list-style-type: none"> Lack of communication with Partners on strategies and decisions affecting their operation 	<ul style="list-style-type: none"> Improve communication and information exchange with Partners. 	Q1 – Q4	SNCT
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none"> All stakeholders were involved in the planning and implementing of projects in the hub through solid needs assessments and regular communication but plans often change due to the change of context. 	<ul style="list-style-type: none"> Contribute actively in the YHRP and Mid-Year review processes to reflect changes in priorities and situation in the field. 	Q2 – Q4	SNCT, Partners
4. Monitoring and evaluating performance			
<ul style="list-style-type: none"> Good joint monitoring visits organized by the Cluster and NAMCHA. 	<ul style="list-style-type: none"> Develop a monitoring plan for the hub. 	Q2	SNCT

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
5. Building national capacity in prep. and cont. planning			
<ul style="list-style-type: none"> Limited capacity building programs organized in the hub. 	<ul style="list-style-type: none"> Develop capacity building plan through identify gaps in the hub. Advocate for prioritizing funding for capacity building programs. 	Q2 Q1 – Q4	SNCT, Partners SNCT
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Lack of advocacy on the needs of affected population in the hub. 	<ul style="list-style-type: none"> Identify advocacy concerns to contribute to messaging in the hub or at the national level. Develop an effective advocacy strategy for the hub. 	Q1 – Q4 Q2	SNCT, Partners SNCT, Partners
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> Partial implementation of AAP commitments in the hub. 	<ul style="list-style-type: none"> Promote AAP commitments for 2019 	Q1 – Q4	SNCT

3.2.5 Sa'adah HUB

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
1. Supporting service delivery			
<ul style="list-style-type: none"> SNC developed mechanism to ensure avoidance of duplication or overlap in the response. Cluster Partners activities were in-line with the hub priorities. There are access constraints in some areas with ongoing or nearby conflict zones. There were some delays on providing assistance to newly displaced families. 	<ul style="list-style-type: none"> SNC will advocate through the RCT and National Cluster to facilitate access to affected population. 	Q1 – Q4	SNCT
2. Informing strategic decision-making			
<ul style="list-style-type: none"> Partners were always informed of strategic decisions affecting their operations. 	<ul style="list-style-type: none"> Strengthen sharing of needs assessment and gap analysis 	Q1 – Q4	SNCT
3. Planning and implementing cluster strategies			
<ul style="list-style-type: none"> Lack of awareness among new Partners on the selection criteria. Cluster strategies in planning, implementation, monitoring and evaluation were followed. 	<ul style="list-style-type: none"> Conduct induction program for new Partners and emphasis on the beneficiary's selection criteria. 	Q1 & Q3	SNCT
4. Monitoring and evaluating performance			
<ul style="list-style-type: none"> Good monitoring was done during and after the distributions however authorities are not fully satisfied with the PDM questionnaire. 	<ul style="list-style-type: none"> Discuss the PDM questionnaire with NAMCHA. 	Q1 – Q2	SNCT
5. Building national capacity in prep. and cont. planning			

Constraints, unexpected circumstances, good practice	Cluster Follow-up action and support requirements	Deadline	Responsible for follow up and support
<ul style="list-style-type: none"> No capacity building programs organized in the hub Lack of capacity among partners on conducting needs assessments. 	<ul style="list-style-type: none"> Identify capacity building gaps among Partners and develop a plan accordingly. 	Q1 – Q2	SNCT, Partners
6. Supporting robust advocacy			
<ul style="list-style-type: none"> Partners have dedicated teams to advocate for the needs in the hub. 	<ul style="list-style-type: none"> Strengthen advocacy in the hub and contribute to advocacy messaging prepared at the RCT or National level. 	Q1 – Q4	SNCT, Partners
7. Promoting accountability to affected populations			
<ul style="list-style-type: none"> Good follow-up made on applying AAP commitments Affected population have access to complaints and feedback mechanisms through hotlines, complaints boxes or direct complaint to the projects staff. 	<ul style="list-style-type: none"> Monitor progress of implementation of AAP commitments. 	Q1 – Q4	SNCT

Annex 1: Additional survey comments or information on cluster performance from national partners

- 1/ Capacity building of local organizations. 2 / Enabling national membership to prepare, assess, monitor and inspect issues performed/reported by the implementing partners in the Sub-National Clusters. 3 / Build the capacity and deliver trainings for local organizations who failed to implement their projects and study the reasons behind the failure. 4- Re-consider the situation of displaced and affected people in Sa'adah governorate who are affected by the shelling and confrontations in border districts. 5 / Communicate with the Kingdom of Saudi Arabia in the issue of Sa'adah Governorate.
- As for the technical support, the cluster is playing its role effectively, just hope that the cluster is keen on two points we touched on the field. The first point is that the cluster is building the capacity of partners who have projects in the field. We have noticed from our work and field visits that many organizations in the field lack to the standards of humanitarian work besides the technical and administrative weakness in implementing some activities that have specific criteria that should not be compromised. The second point is that the cluster is developing new mechanisms to ensure that all the actors in the shelter sector join the cluster, such as the cluster partners would report any new actors they found in the field or assigning an organization voluntarily to monitor and register all the new actors in the field as we have seen some local agencies were working in the same target areas. Best Regards.
- Cluster need to assess well the capacities of the local NGOs and try to organize specialized shelter, NFIs and CCCM trainings in light of the identified needs
- I think the Shelter/NFI/CCCM in the best Cluster in Yemen, because it regularly update reports and provide information to the partners.
- I would like to point on the cluster performance in meetings, I find out there is no any support and benefit. We mostly work on indicators, surveys and other documents whereas the most important thing is service provision and implementation where we see no any progress.
- I would like to point out on the Cluster performance in meetings. I find out nothing has progressed in implementation and service provision. The progress is only on the surveys, indicators, reports and other documents where implementation in the field and provision access for NGOs should be one of the clusters main consideration.
- I would like to take this as an opportunity to express our organization appreciation of the Shelter/NFI/CCCM cluster's efforts and their organized and updated work.
- No comments, cluster's performance is pretty great
- No comments, the cluster's performance is pretty great
- Organizing workshops on community accountability, complaint mechanism and strategic planning As well as monitoring the performance of civil society organizations during implementation and after implementation,
- Really , we would to Thanks shelter cluster team
- Thank you for your efforts and further excellence
- The important to make capacity building for cluster partner
- The way of Coordinator of National Cluster in treatment local partners in the main cluster meeting is tough and he always has harsh words when talking with them, he does not accept other view points and work with volunteers in different TWG as employees under his department.
- To develop the cluster performance according to the filed need
- Preparedness for pre-crisis and ensure the availability of all humanitarian response resources with an involvement of organizations operating in the field
- Cluster needs to develop the capacities of its partners so everyone can get their chances in the humanitarian field
- Rehabilitation of institutions to ensure their readiness as emergency preparedness. Strengthening AAP commitments, especially in Sa'adah Governorate, where there are severe cases of war affected population, which were not considered and they are as follow: 1/ Residents at risk and unable to flee and fear for their lives 2/ Displaced persons who have been displaced for more than 9 months to different areas and have not been targeted so far. We hope to review the field surveys of those who are already waiting for assistance and update the database every month. The national partners should be tasked to proceed with conducting verifications, assessments, evaluations and follow-up of the organization rescuing IDPs to achieve comprehensive and impartial humanitarian action.
- There are many comments: (Planning and implementation of cluster strategies); the implementation does not proceed according to what it was planned in terms of time. (Capacity): this task is still under study and planning

Annex 2: Additional survey comments or information on cluster performance from Sub-National partners

- I would encourage more field missions from National Cluster leadership. I would also recommend to have more linkage between National Cluster lead with Sub-National Cluster partners. I would further encourage to have a workshop bringing all Sub-National cluster leads with National cluster lead to work on SWOT analysis.
- Shelter/NFIs/CCCM cluster it's the most activate cluster in Yemen, as a national NGO we received many supports from them but they need to improve some points in their performance as I selected above.
- The activities are great, no comments
- The way to work is a lot of professionalism and we wish the team success to reach the best always with our wish to support the emerging local organizations by enabling them to participate within the blocks to gain skill and benefit from the experience
- I recently joined the Cluster, and I do not know much about its performance.
- Cluster needs further development, involvement of many local community organizations, capacity building ... etc.
- When selecting partners in the implementation of projects, Partners who implemented lots of support for displaced people in voluntary basis are not being selected. We noticed that there is discrimination against NNGOs working in the Cluster when choosing the partners for funding. We also want to know why there is no allocation of funds for local institutions working in the field especially for thus sharing reports and data in regular basis.

Annex 3: Survey Comments from Cluster Coordinators

- Clusters should practically be responsible for funding projects in order to make partners more considerable towards clusters recommendations and activities.
- I think the Cluster is trying to put beats and pieces together in a progressive manner. Change is a process and not an event. I wouldn't be the best person to evaluate the cluster at this time given that I am still new and trying to catch up. I am happy to do so in future.