

Country: Sudan

Year: 2022

 Date of launch of the CCPM process
 (sharing of the online survey): **11/08/2022**

 Date of the survey results revision and
 action plan meeting: **06/10/2022**

 Date of completion of the CCPM (sharing of the
 action plan at the GSC): **10/12/2022**

Cluster Core Functions	Performance Status (Partners and stakeholders)	Performance Status (Coordination Team)	Prioritization	Actions agreed	Timeframe agreed	Responsible to follow up	Constraints, unexpected circumstances	Good Practice	Comments
1. Supporting service delivery	<ul style="list-style-type: none"> 24% <i>Unsatisfactory (needs major improvement)</i> 57% <i>Satisfactory (needs minor improvement)</i> 19% <i>Strong</i> 	<ul style="list-style-type: none"> 8% <i>Unsatisfactory (needs major improvement)</i> 84% <i>Satisfactory (needs minor improvement)</i> 8% <i>Strong</i> 	Top Priority	Organize a Capacity Building Event for partner and cluster coordination team staff.	Before the end of 2022	National Cluster Coordinator	<ul style="list-style-type: none"> Staffing/capacity issues, both on the Cluster Coordination Team side (e.g., no IMO, sub-national coordinators triple/quadruple hatting – coming from Field/Protection Units with no technical backgrounds and cluster coordination experience and little time to undertake these responsibilities) as well as on the Partner side (e.g., lack of technical and sector specific staff – usually generalists engage with the cluster such as Programme Managers which are also overstretched). Limited staff we do have largely has poor job security with short-term contracts resulting in high staff turnover and difficulties with maintaining continuity. Lack of innovative technical solutions in light of the above at the time when it is really important to be creative with limited funding we've got. This results in a very poor/limited shelter response. Irregular meeting attendance, irregular reporting and limited response to requests for provision of information or feedback from cluster partners. Lack of government counterparts from line ministries at national level due to political situation/the military coup which took place a year ago. Access constrains due to insecurity, flooding and poor infrastructure impacting the timeliness of the response. Furthermore, competing emergencies happening in parallel across a vast geographical area and large distances between hotspots coupled with limited staffing makes it difficult to achieve everything that is required. 	<ul style="list-style-type: none"> Regular coordination services at national level (meetings, presentations, minutes, etc.) ActivityInfo for reporting/5Ws, regular updated of user access + training for partners (recordings also posted on Sudan page of the GSC website) 5W PowerBi dashboard for information dissemination 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts. Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			Top Priority	Ensure regular reporting in ActivityInfo (on the monthly basis).	ASAP/Regularly	Partners			
			Top Priority	Ensure regular meetings at sub-national level (at least 1 per month)	ASAP/Regularly	Sub-national Coordination Focal Points			
			Top Priority	Cluster to select a co-chair organization.	Before the end of 2022	National Cluster Coordinator			
			Top Priority	Partners to attend meetings regularly. If usual partner focal points can't make it, they should send someone to represent them instead. Partners should send relevant staff to meetings – staff that can participate and engage actively.	ASAP/Regularly	Partners			
			Top Priority	Ensure timely flow of information from the field towards the regional and national level.	ASAP/Regularly	Sub-national Coordination Focal Points			
			Medium Priority	Update Cluster Coordination Team org. chart with contact details.	Before the end of 2022	National Cluster Coordinator			
Medium Priority	Ensure regular updates to the GSC website.	ASAP/Regularly	National Cluster Coordinator						
2. Informing HC/HCT strategic decision-making	<ul style="list-style-type: none"> 5% <i>Don't Know</i> 9% <i>Weak</i> 14% <i>Unsatisfactory (needs major improvement)</i> 48% <i>Satisfactory (needs minor improvement)</i> 24% <i>Strong</i> 	<ul style="list-style-type: none"> 77% <i>Satisfactory (needs minor improvement)</i> 23% <i>Strong</i> 	Top Priority	Ensure timely/regular collection and input of gap analysis data.	ASAP/Regularly	Sub-National Coordination Focal Points	<ul style="list-style-type: none"> Lack of resources and partner capacity to conduct quality assessments which results in poor quality data and limited information on specific needs and gaps. Due to these limitations most assessments are rapid and at community level (not HH level) which limits the possibilities for prioritization and provision of a targeted assistance package. Lack of information sharing from the partner side. Lack of presence of OCHA and humanitarian agencies in certain geographical areas which results in needs assessment delays. Lack of coordinated assessments or lack of partner participation in coordination forums which sometimes leads to overlapping. 	<ul style="list-style-type: none"> Sector-related questions in the MSNA questionnaire and the IA assessment questionnaire underwent major review and improvement which resulted in a good base for 2023 planning. Sector-specific MSNA dashboard (also posted on the GSC website on Sudan page) was developed to support cluster partners in 2023 planning. Gap Analysis tool was developed to ensure a real-time representation of gaps at state level which also serves as a check and balance for ActivityInfo reporting. 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts. Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			Top Priority	Cluster partners to be designated for conducting/participating in assessments in the absence of the sector lead agency.	As Needed	Sub-National Coordination Focal Points			
			Top Priority	Develop a standardized questionnaire for sector-specific assessments.	March 2023	National Cluster Coordinator			
			Medium Priority	Create a repository of needs assessment reports at Sudan Page of the GSC website.	March 2023	National Cluster Coordinator			
			Top Priority	Collect state level needs assessment reports to share with the central level for further circulation.	ASAP/Regularly	Sub-National Coordination Focal Points			
3. Planning and implementing cluster strategies	<ul style="list-style-type: none"> 5% <i>Don't Know</i> 29% <i>Unsatisfactory (needs major improvement)</i> 57% <i>Satisfactory (needs minor improvement)</i> 	<ul style="list-style-type: none"> 8% <i>Don't Know</i> 31% <i>Unsatisfactory (needs major improvement)</i> 53% <i>Satisfactory (needs minor improvement)</i> 	Top Priority	Update S/NFI Cluster Strategy based on Strategic Planning Workshop held in Aug. '22.	Before the end of 2022	National Cluster Coordinator	<ul style="list-style-type: none"> Competition instead of collaboration and complementarity between the partners hence agreed strategies and response plans not followed. Lack of technical staff/knowledge as well as time cluster partners can dedicate to TWIG participation. 	<ul style="list-style-type: none"> Strategic Planning Workshop attended by more than 50 participants in support of HNO/HRP development and strategy update which ensured involvement of all cluster partners in the planning stage. 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts.
			Medium Priority	Establish SAG to ensure agile decision-making.	Mid-2023	National Cluster Coordinator			

	<ul style="list-style-type: none"> 9% Strong 	<ul style="list-style-type: none"> 8% Strong 	<p>Top Priority</p> <ul style="list-style-type: none"> Establish thematic and time-bound TWIGs in order to come up with creative solutions in light of extremely limited resources and update technical guidance accordingly. 	Throughout 2023	National Cluster Coordinator	<ul style="list-style-type: none"> Limited resources available for capacity building. Staff burnout – colleagues in the field experiencing lack of motivation. Unpredictable operational environment – access constraints, civil disobedience, inflation, etc. 	<ul style="list-style-type: none"> 2-day Capacity Building Retreat held for the Cluster Coordination Team and Partners. Detailed PiN and Severity as well as financial requirement calculation methodologies developed. Transparent calculations with all formulas shared with relevant stakeholders. 	<ul style="list-style-type: none"> Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			<p>Top Priority</p> <ul style="list-style-type: none"> Organize regular capacity building sessions on cluster coordination, technical aspects of the S/NFI sector, proposal/concept note writing, reporting, etc. 	Throughout 2023	National Cluster Coordinator			
			<p>Top Priority</p> <ul style="list-style-type: none"> Improve state-level coordination to ensure better complementarity and avoid duplication. 	ASAP/Regularly	Sub-National Coordination Focal Points			
			<p>Medium Priority</p> <ul style="list-style-type: none"> Promote area-based inter-sectoral approaches through a settlement lens with partners and at ISCG level. 	Throughout 2023	National Cluster Coordinator			
4. Monitoring and evaluating performance	<ul style="list-style-type: none"> 14% Weak 19% Unsatisfactory (needs major improvement) 48% Satisfactory (needs minor improvement) 19% Strong 	<ul style="list-style-type: none"> 23% Unsatisfactory (needs major improvement) 69% Satisfactory (needs minor improvement) 8% Strong 	<p>Top Priority</p> <ul style="list-style-type: none"> Encourage partners to use the PDM KoBo form in order to establish a centralized repository of PDM reports for everyone to access. 	Throughout 2023	National and Sub-National Coordinators	<ul style="list-style-type: none"> Partners not conducting PDM regularly and not sharing PDM reports/using the standardized KoBo form developed by the Cluster. Some of the causes stated were lack of funds/capacity. Lack of understanding of what cluster coordination actually entails, makes it difficult for partners and sub-national cluster coordinators to assess cluster performance. 	<ul style="list-style-type: none"> CCPM Action Plan workshop in Miro. PDM KoBo form developed for all cluster partners to use. Ideally a third party should conduct PDM, however this is usually not feasible due to limited resources. 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts. Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			<p>Top Priority</p> <ul style="list-style-type: none"> If partners submit PDM reports regularly, develop a summary report to guide the readjustment of response plans and strategies. 	Mid-2023	National Cluster Coordinator			
			<p>Medium Priority</p> <ul style="list-style-type: none"> Discuss PDM findings in cluster meetings on monthly basis and ensure readjustment of the response accordingly. 	Throughout 2023	National and Sub-National Coordinators			
			<p>Low Priority</p> <ul style="list-style-type: none"> Introduce performance metrics such as – percentage of meetings held/attended per partner/coordinator, etc. to ensure accountability and advocate for more staffing/resources. 	2023	National Cluster Coordinator			
5. Building national capacity in preparedness and contingency planning	<ul style="list-style-type: none"> 10% Weak 42% Unsatisfactory (needs major improvement) 38% Satisfactory (needs minor improvement) 10% Strong 	<ul style="list-style-type: none"> 46% Weak 15% Unsatisfactory (needs major improvement) 39% Satisfactory (needs minor improvement) 	<p>Top Priority</p> <ul style="list-style-type: none"> Systematize the stock mapping exercise to increase preparedness and predictability. 	March 2023	National Cluster Coordinator	<ul style="list-style-type: none"> Centralized frame agreements with local suppliers not functioning well due to accessibility issues (poor infrastructure, flooding, insecurity), hence it would be good to explore sourcing options at state level. Lack of involvement/participation of government actors. Lack of community awareness on how to build back better and protect themselves. 	<ul style="list-style-type: none"> Flood Response Plan Common Pipeline Dashboard 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts. Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			<p>Top Priority</p> <ul style="list-style-type: none"> Increase training opportunities for affected communities (PASSA, BBB, etc.) to increase awareness and improve preparedness at community/ household level. 	Throughout 2023	National and Sub-National Coordinators			
			<p>Top Priority</p> <ul style="list-style-type: none"> Support local NGOs through targeted capacity building and promote their projects and successes to increase their visibility. 	Throughout 2023	National and Sub-National Coordinators			
			<p>Top Priority</p> <ul style="list-style-type: none"> Ensure continuous risk analysis and timely development of contingency plans. 	Throughout 2023	National Cluster Coordinator			
6. Supporting robust advocacy	<ul style="list-style-type: none"> 19% Weak 24% Unsatisfactory (needs major improvement) 48% Satisfactory (needs minor improvement) 9% Strong 	<ul style="list-style-type: none"> 8% Don't Know 8% Weak 38% Unsatisfactory (needs major improvement) 46% Satisfactory (needs minor improvement) 	<p>Top Priority</p> <ul style="list-style-type: none"> Conduct stakeholder mapping exercise in order to develop tailored messaging for different target groups. 	Mid-2023	National Cluster Coordinator	<ul style="list-style-type: none"> Donor interest dwindling year in year out due to global financial constraints and new emerging crisis. Lack of solutions in sight for Sudan also makes investments less feasible, hence on the global scale, Sudan is rarely prioritized. Chronic political instability, highlighted most recently by the latest military coup, makes it harder to develop relationships and implement advocacy strategies with frequent changes amongst the government ranks. The pause in development funding following the military coup threatens to further cement the recurrent cycle of the emergency response. This band aid type of approach does not address the root causes of the crises or address the longer term needs of the population which threatens to degrade the situation only further, and ultimately only waste resources. 	<ul style="list-style-type: none"> Existing advocacy notes, PI materials, iconographics and advocacy plans 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts. Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			<p>Top Priority</p> <ul style="list-style-type: none"> Draft the cluster Advocacy Strategy. 	Mid-2023	National Cluster Coordinator			
			<p>Medium Priority</p> <ul style="list-style-type: none"> Explore how to pursue advocacy on HLP, a key driver of conflict in Sudan. In light of the total breakdown of government structures, perhaps resort to resolving HLP issues through advocacy at community level. 	Throughout 2023	National Cluster Coordinator			
			<p>Medium Priority</p> <ul style="list-style-type: none"> Donor engagement to highlight the need for more durable solutions to increase communities' resilience to both man-made and natural disasters. Additional engagement through field visits to demonstrate the needs on the ground, as well as through various media materials. II 	Throughout 2023	National and Sub-National Coordinators			

7. Promoting accountability to affected populations	<ul style="list-style-type: none"> 5% <i>Weak</i> 14% <i>Unsatisfactory</i> (needs major improvement) 62% <i>Satisfactory</i> (needs minor improvement) 19% <i>Strong</i> 	<ul style="list-style-type: none"> 8% <i>Weak</i> 15% <i>Unsatisfactory</i> (needs major improvement) 54% <i>Satisfactory</i> (needs minor improvement) 23% <i>Strong</i> 	<i>Top Priority</i>	<ul style="list-style-type: none"> Audit existing complaints and feedback mechanisms together with the Protection Cluster 	Mid-2023	National and Sub-National Coordinators	<ul style="list-style-type: none"> Feedback mechanisms in place but the quality remains questionable particularly since referrals are not functioning properly. In addition, anonymity cannot always be ensured due to the type of feedback mechanisms in place. Not all partners engage the community in all stages of the programme cycle – particularly not in the planning and design stage Similarly, communication with communities could be improved in order to provide more detailed information on distributions, assistance package, targeting and prioritization criteria, etc. 	<ul style="list-style-type: none"> AAP central in strategic documents and SOPs Capacity building on AAP conducted; partner projects with strong AAP practices promoted, etc. Sector-specific FAQs and key messages drafted for Help Desks/Lines; while problems which are not included in these are referred to relevant members of the CCT. 	<ul style="list-style-type: none"> While shortcomings are clear it is difficult to commit to improving the situation given the low resources and staffing challenges experienced at all fronts. Hence, some of the actions agreed will possibly not be implemented, not because there is no will, but simply because it is not feasible to do so with such limited resources.
			<i>Medium Priority</i>	<ul style="list-style-type: none"> Develop metrics to track adherence to AAP commitments during all stages of partner projects 	Throughout 2023	National Cluster Coordinator			
			<i>Top Priority</i>	<ul style="list-style-type: none"> Conduct targeted training on AAP, PSEA, etc. on quarterly basis, with examples of good practice from the field. 	Throughout 2023	National and Sub-National Coordinators			