

Country: Ukraine

Year: 2023

Date of launch of the CCPM process (sharing of the online survey): 15th of Jan 2024 results shared by HQ

Date of the survey results revision and action plan meeting: 21st of Mar 2024

Date of completion of the CCPM (sharing of the action plan with the GSC): 16th May 2024

Cluster Core Functions	Performance Status	Prioritization	Actions agreed	Timeframe agreed	Responsible to follow up	Constraints, unexpected circumstances, good practice
1. Supporting service delivery	77% Satisfactory	Medium priority	<ul style="list-style-type: none"> Integrate the updated damage assessment platform (SIDAR) with the Government Register of Damaged and Destroyed Property (RDDP) to synchronize humanitarian strategic objectives with governmental initiatives. 	Q1 – Q4	Shelter Cluster Team (SCT)	<ul style="list-style-type: none"> Partners have effectively utilized the program. A successful pilot manual data exchange between SIDAR and RDDP has been conducted. Full-scale automatic data exchange will commence following the completion of MOU signature between the government and UNHCR as the leading partner of the Cluster. UNHCR IM unit now leading on technical aspects of SIDAR project, SNFI cluster relies on continued positive collaboration. Ministry of Restoration works at its own pace their RDDP damage database and successful application program interface (API) with SIDAR is dependent upon continued productive collaboration.
			<ul style="list-style-type: none"> Together with the government, conduct a winterization campaign in 2024/2025. 	Q2 – Q4	SCT, Beneficiaries Selection TWiG (BS TWiG); Min.	<ul style="list-style-type: none"> Leveraging lessons learned from the 2023/2024 winterization experience and considering updated needs, it is needed to prioritize winterization efforts, with a focus on distributing solid fuel and implementing cash activities.
			<ul style="list-style-type: none"> Re-align the SNFI cluster sub-hub structure with priorities as outlined in the HNRP 2024 	Q1 - Q2	SCT	<p>The dynamic development of the humanitarian situation in Ukraine has led to regional changes in needs, and, accordingly, to an increase in the workload of Cluster personnel in certain regions. In this regard, the following actions are required:</p> <ul style="list-style-type: none"> Reallocate personnel among hubs based on revised requirements. Change territorial distribution of staff presence within current hubs to enhance coordination and expedite response to needs.
			<ul style="list-style-type: none"> Review the Non-Food Item (NFI) kit composition. 	Q3 – Q4	SCT, Strategic Advisory Group (SAG)	<ul style="list-style-type: none"> Because such a modality of assistance as the distribution of NFI kits in 2024 falls under the responsibility of several clusters, there was a need to review the composition of NFI kits for which the Shelter Cluster is responsible. Therefore, based on the latest updates regarding the types of NFI kits and the distribution responsibilities among respective Clusters, it is needed to endorse the revised composition of the NFI kits.
			<ul style="list-style-type: none"> Change the approach to the organization and structure of national cluster and SAG meetings. 	Q1	SCT	<p>Based on the results of discussions with the participants and organizers, it was noted the need to:</p> <ul style="list-style-type: none"> Reduce the duration of meetings. Update the list of participants. Improve the speaker selection system.
2. Informing HC/HCT strategic decision-making	71% Satisfactory	Top priority	<ul style="list-style-type: none"> Identify, analyze, and address gaps, obstacles, duplication, and cross-cutting issues. 	Q1 – Q4	SCT, SAG, Technical Working Groups (TWiGs)	<ul style="list-style-type: none"> Enhance communication with partners by providing clear and detailed technical advice and coordination guidance. Address any instances where partners may disregard Cluster guidelines or find them inadequate by actively advocating for adherence to established protocols and standards. Additionally, emphasize the importance of needs analysis as a fundamental responsibility of local governments. Work towards building Local authority capacities in this area by providing training, resources, and support to enable them to conduct thorough and accurate assessments of needs within their communities.
			<ul style="list-style-type: none"> Update and expand TWiG system. 	Q1 – Q4	SCT, TWiGs	<p>The following actions are planned:</p> <ul style="list-style-type: none"> Conclude Durable solutions / adequate shelter TWiG release position paper. Strengthen the engagement of the Shelter Cluster in the Housing, Land and Property Technical Working Group (HLP TWiG) to enhance its effectiveness, especially through collaboration with governmental entities. Engage with the Cash Working Group on relevant issues e.g., MEB composition, JMMI, etc. Establish a focused SNFI vulnerability, targeting and prioritization TWiG.
			<ul style="list-style-type: none"> Develop a transitional action plan 	Q2 – Q4	SCT, SAG	<ul style="list-style-type: none"> Collaborate with the RC office, Recovery / development actors and relevant Authorities to synchronize and authorize the transition plan from the emergency strategy to the development phase. Initiate the drafting of a plan for transferring the Coordination Mechanism from Cluster to government oversight.
3. Planning and implementing	73% Satisfactory	Medium priority	<ul style="list-style-type: none"> Review the Ukraine Shelter Cluster Strategy for 2024. 	Q1 – Q2	SCT, SAG	<ul style="list-style-type: none"> Based on the results of consultations with the authorities and partners, it was concluded that a particular focus on the approaching winter season and the transition towards durable solutions is needed. There is an urgent need in this regard to update the existing Ukraine Shelter Cluster Strategy for 2024 and formulate a new multi-year document.

cluster strategies			<ul style="list-style-type: none"> Update existing standards and guidelines 	Q1 – Q4	SCT, SAG, TWiGs	<p>The following documents need to be produced or updated:</p> <ul style="list-style-type: none"> Winterization lessons learnt 2023/24 Eng. & Ukr. Winterization guidelines 2024/25 HNRP handbook (dynamic document) SOP Shelter immediate emergency response (24-60 hours, >60 hours) SOPs Light and Medium Repairs - review SOPs Humanitarian Repair of Social Facilities SOPs Humanitarian Repair of Common Spaces (Multistorey) Rental guidance - Review
			<ul style="list-style-type: none"> Ensure continuous technical coordination throughout the process. 	Q1 – Q4	SCT, SAG, TWiGs	<ul style="list-style-type: none"> The dynamic and ongoing hostilities, coupled with the unpredictable situation, can significantly influence the operational context, introducing new challenges and necessitating ongoing technical clarifications and updates.
			<ul style="list-style-type: none"> Revise the winterization strategy for 2024-2025. 	Q2 - Q3	SCT	<ul style="list-style-type: none"> There is a constant need to ensure the effectiveness of interventions, adapt to evolving needs, and ensure alignment with best practices.
			<ul style="list-style-type: none"> Plan and execute an annual retreat. 	Q3	SCT	<ul style="list-style-type: none"> Collegial discussion on development of strategies and other cluster key priority is essential to offer an opportunity for participants to review past activities and glean insights, thereby enhancing future strategies, plans, activities, and approaches.
4. Monitoring and evaluating performance	72% Satisfactory	Medium priority	<ul style="list-style-type: none"> Improve IM partner reporting. 	Q1 – Q4	SCT	<ul style="list-style-type: none"> It is important to implement joint field visits with partners to improve accountability.
			<ul style="list-style-type: none"> Enhance Performance Monitoring and Reporting (PDM) by increasing awareness and ensuring timely execution. 	Q1 – Q4	SCT	<p>The following measures need to be implemented:</p> <ul style="list-style-type: none"> Develop PDM guidance. Encourage reporting on the utilization of PDM results in the planning and development of strategies. Standardize PDM across key partner activities. Conduct evaluations of Cluster performance.
			<ul style="list-style-type: none"> Conduct SIDAR training. 	Q1 – Q4	SCT	<ul style="list-style-type: none"> In 2024, the active involvement of local and central authorities of Ukraine in the use and filling of SIDAR data is foreseen. In addition, the experience of the previous year showed that the staff of partners is often rotated, and already trained employees need to refresh their knowledge. Therefore, it is important to initiate periodic SIDAR training for government representatives and continue for humanitarian partners.
			<ul style="list-style-type: none"> Update and distribute a monthly dashboard for gap analysis, both 5W and SIDAR. 	Q1 – Q4	SCT	<p>Over the past year, there has been a notable rise in requests from partners, particularly state authorities, for the Cluster to provide indicators on the aid provided, which are utilized for reports, planning, monitoring, and other purposes. As a result, the following actions are necessary:</p> <ul style="list-style-type: none"> Ensure the aggregation and analysis of data supplied by partners through 5W. Generate dashboards utilizing this data for further utilization by all stakeholders. Develop separate dashboards using information from SIDAR.
5. Building national capacity in preparedness and contingency planning	68% Satisfactory	High priority	<ul style="list-style-type: none"> Initiate the Capacity Development Plan 2025-2028. 	Q2 - Q4	SCT, SAG	<ul style="list-style-type: none"> It is needed to identify critical capacity development gaps and support partners in acquiring new knowledge, skills, and expertise. Update / review existing capacity development plan
			<ul style="list-style-type: none"> Enhance the involvement of national humanitarian partners and government officials in capacity building for preparedness and contingency planning. 	Q1 – Q4	SCT, SAG, TWiGs	<ul style="list-style-type: none"> Since the Cluster is approaching the phase of transfer of coordination to the responsible state authorities, the aim of more detailed involvement in the processes is required to increase the presence of government representatives and national NGOs in SAG and TWiGs.
			<ul style="list-style-type: none"> Improve capacity-building awareness. 	Q2 – Q4	SCT	<p>It is planned for 2024:</p> <ul style="list-style-type: none"> Organize trainings and workshops for NGOs and volunteer organizations covering the cluster approach, humanitarian coordination, and other pertinent topics. Conduct capacity-building training. Organize a West hub transition workshop with relevant stakeholders
			<ul style="list-style-type: none"> Improve Risk mapping and analysis – contingency planning 	Q1 – Q4	SCT, SAG	<ul style="list-style-type: none"> Conduct risk mapping and analysis in collaboration with partners and local authorities to mobilize resources proactively, ensuring their efficient utilization during emergencies. The finalized plan ensures that all stakeholders understand their roles and responsibilities, enhancing coordination and efficiency in emergency response efforts.
6. Supporting robust advocacy	51% Unsatisfactory	High priority	<ul style="list-style-type: none"> Update and expand guidance on government compensation mechanisms in collaboration with HLP working group. 	Q1 – Q4	SCT, TWiG, HLP	<ul style="list-style-type: none"> To avoid potential conflicts, it's essential to understand which segments of the population are eligible for humanitarian aid and when such aid should be administered within the government's housing compensation programs. Hence, there is a need to formulate comprehensive guidelines concerning the integration of humanitarian activities into the compensation process. Additionally, it's crucial to regularly update and clarify these guidelines to ensure their relevance and effectiveness.
			<ul style="list-style-type: none"> Arrange regular meetings with donors and development actors to maintain effective communication and collaboration. 	Q1 – Q4	SCT	<ul style="list-style-type: none"> Cooperation with local authorities and partners in fields is crucial in light of decentralization policies and regional specificities. Special issues require a special approach to their advocacy. It is crucial to strengthen the interaction of the Cluster hubs with partners on the ground.

7. Promoting accountability to affected populations	67% Satisfactory	High priority	<ul style="list-style-type: none"> Enhance the cluster's engagement on cross-cutting themes: Gender, PSEA & Accountability to Affected Populations (AAP). 	Q2-Q3	SCT	<ul style="list-style-type: none"> Carry out a quick review of data and relevant guidance from a gender perspective (SNFI gender FP) and report on compliance with best practice with recommendations if any for improvement. The evolving humanitarian landscape necessitates updating the AAP commitment to ensure its continued relevance and responsiveness to the needs of affected populations. This includes educating new partners on AAP and its significance in humanitarian aid delivery, as well as integrating AAP-related considerations into technical guidelines. Include AAP-related issues in updated technical guidelines and ensure participation in planned capacity building initiatives.
			<ul style="list-style-type: none"> Work in conjunction with the Inter-Cluster Coordination Group (ICCG) to develop an inter-cluster framework for community engagement. 	Q1 – Q4	SCT	<ul style="list-style-type: none"> Establishing an inter-cluster framework for community engagement enhances coordination among clusters, minimizes duplication of efforts, and ensures a more holistic approach.