



# Cluster Coordination Performance Monitoring Report and Action Plan 2022

February 28, 2022 – Afghanistan

<b>Cluster:</b>	Emergency Shelter and NFI
<b>Country:</b>	Afghanistan
<b>Level:</b>	National and Sub-National
<b>Survey completed on:</b>	25 <sup>th</sup> January 2022
<b>CCPM Report validation:</b>	28th February 2022

**Report compiled and reviewed by:**  
ESNFI Cluster Coordination Team

## 1. Introduction:

The ES/NFI Cluster was activated in Afghanistan in March 2008. The cluster is led by UNHCR and co-chaired by IOM with a membership of 48 partners including International and National NGOs, UN agencies, Donor, and government.

To ensure effective coordination and timely response, the Cluster has in place a Coordination Team at the National Level (Cluster Coordinator, Deputy Cluster Coordinator, Co-chair, and Deputy Co-Chair and supported by an Information Management Unit). At the sub-national level, the Cluster has Sub-National Cluster Leads and Co-Chairs for the eight Regions and Provincial Focal Points for all 34 provinces in Afghanistan.

The Cluster has a Strategic Advisory Group comprised of 7 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.

ES-NFI Cluster aims to ensure a well-coordinated humanitarian response across Afghanistan 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. August 15, brought dramatic change in the country political environment which shifts cluster focus towards shelter response, believing that there would be a significant reduction in conflict induced displacements. As per Humanitarian Response Plan 2022, around 10.9 million people have humanitarian ES-NFI needs in 2022, however considering the current partners' capacity, ES-NFI Cluster has planned to reach a modest target of 1.9 million people. To respond to severe and extreme shelter and NFI needs of 1.9 million people across the country, the ES-NFI Cluster seeks \$374 million in 2022. Of the total requirement for 2022, \$15.1 million is needed for NFI assistance, \$81.53 million for direct winterization activities and \$277.37 million has been considered for comprehensive shelter response.

### ES-NFI Cluster Response Plan for 2022

Activity/Output	Planned Reached	Unit Cost (US\$)	Total Cost (US\$)
Emergency Shelter Assistance (Cash for Rent)	468,220	315	21,069,878
Emergency Shelter Kit (Tent+2 pcs of plastic tarpaulin)	365,041	550	28,681,769
Provision of Non-Food Items (NFIs)	721,074	147	15,142,550
Shelter Repair (Reconstruction Toolkit)	478,334	70	4,783,342
Shelter Repair / reconstruction (Minor)	1,437,974	420	86,278,447
Shelter Repair / reconstruction (Severe)	502,795	700	50,279,452
Transitional Shelter Support	344,873	1,750	86,218,344
Assistance to cover winterization needs (cash for heating)	1,336,484	280	53,459,356
Assistance to cover winterization needs (winter clothing+blanket package)	1,336,484	147	28,066,162
<b>Total</b>	<b>1.9 M</b>		<b>\$374M</b>

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 authorities

## 1. 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

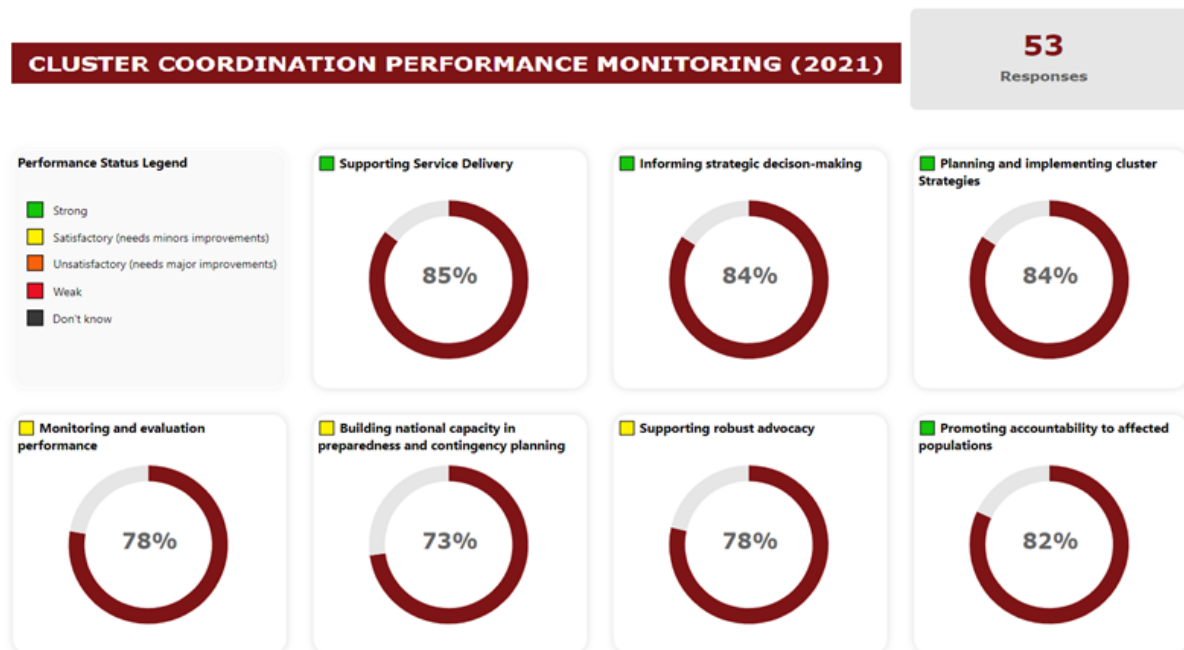
The CCPM survey to monitor the performance of 2021 was launched on 11<sup>th</sup> January 2022 and was completed on 25<sup>th</sup> January 2022. The preliminary report was compiled by the Global Cluster and shared with all partners.

Response rate amongst partners	
Partner type	Numbers respondents (national / sub-national level)
International NGOs	23
National NGOs	12
UN organizations	17
Others	1
Total	53

### The classification of performance status:

Score	Performance Status
> 80 %	Strong
61-80%	Satisfactory, needs minor improvement
41-60%	Unsatisfactory, needs major improvement
21-40%	Weak
<=20%	Don't know

The ESNFI Cluster score based on the survey was Strong in four areas however in three areas it was Satisfactory, needs minor improvements.



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

On February 28, 2021, 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 2021 Action Plan and checking achievements against targets and developing the 2022 Action Plan.

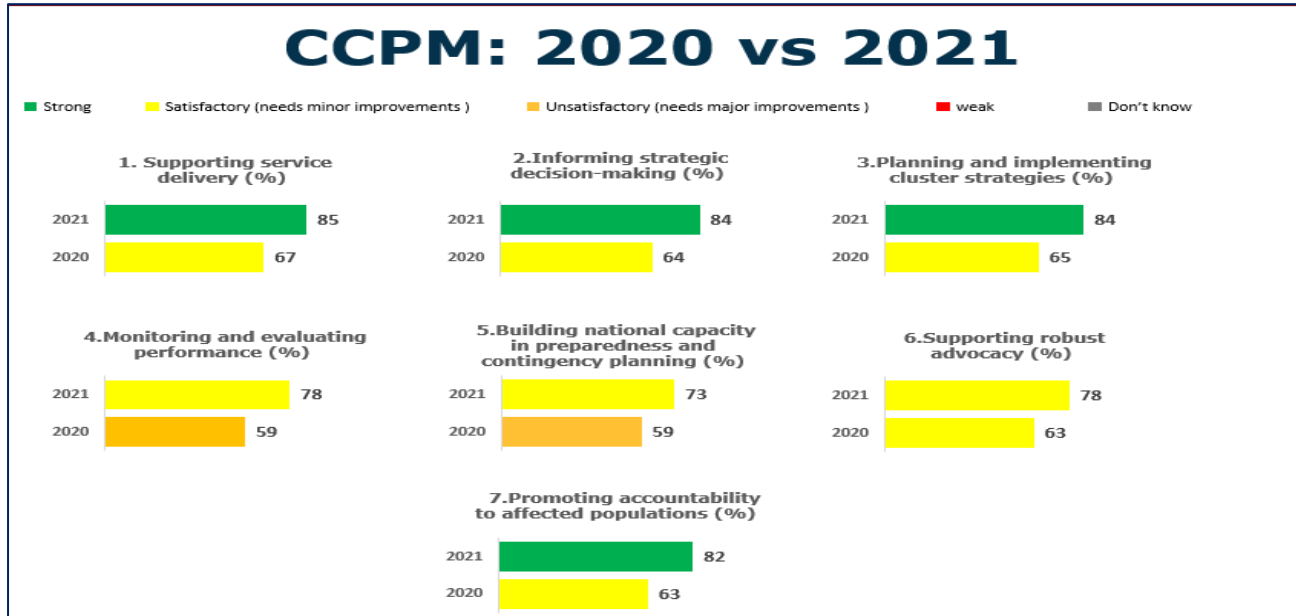
59 participants from national NGOs, International NGOs, Donor, and UN agencies contributed to the review and validation.

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.

Below is a summary of the 24 action points proposed from the CCPM workshop

S. No	CCPM Action Points classified by Cluster Core Functions
<b>A</b>	<b>Supporting Service Delivery</b>
1	Cluster to take lead in ensuring coordinated response, ensuring all partners operating are registered and active members of the cluster at regional and provincial level.
2	Develop a mechanism to address the concerns on data sharing through MoU where cluster can take lead in sharing the data with partners needing.
3	Develop specific SOP/ToR that organizations should follow to become ES/NFI cluster members , including guidance to the new partners on coordination, reporting and accountability.
<b>B</b>	<b>Informing strategic decision-making</b>
4	Capacity building of de facto authorities on humanitarian principles. It is proposed that this needs to be taken up and lead at higher levels including HCT, ACBAR, the national cluster and regional clusters to support this through coordination with ministries, governors, and district level authorities
5	The Cluster to enhance interventions in newly accessible and remote areas and ensure that the interventions are based on assessments and are evidence based. The cluster strategy and data analysis shall guide priority areas for intervention and guide partners, HNO and HRP planning, severity mapping based on settlement data
<b>C</b>	<b>Contingency planning, preparedness, and capacity building</b>
6	Enhance inter cluster contingency planning and response.
7	More advocacy with Donors and more so for flexible funding that can incorporate preparedness and contingency planning and also factor in interventions that are more durable and take longer to implement
8	Include local stakeholders when undertaking contingency planning
<b>D</b>	<b>Planning and strategy development</b>
9	Need to consider joint inter-cluster interventions and improve referrals
10	Partners to ensure that they consult with Sub-national clusters on a regular basis
11	Partners to ensure that they adhere to the cluster standards set
12	Revamp Advocacy & Prioritization
13	Use localized materials for easy access to materials and cost efficient easy to handle (logistics)
<b>E</b>	<b>Communication and advocacy</b>
14	More collaboration and information sharing from the partners side to better advocate for the needs
<b>F</b>	<b>Monitoring and reporting</b>
15	Developing the referral mechanism guideline
16	Follow up with the partner management at the field and national level to ensure coherence in reporting
17	increase field missions and more field-based meetings.
<b>G</b>	<b>Accountability to Affected Populations</b>
18	A proper regular monitoring from Cluster determining the areas for improvement
19	An integrated complaints mechanism to be developed at cluster level - more specific to ESNFI cluster
20	Conduct FGDS, visits and having close collaboration with target groups
21	Enhance inter-cluster coordination at national and sub-national levels
22	Ensure the strategy covers integrated response rather than stand alone and enhance multi sectorial response
23	Establishing more comprehensive referral pathway for referring post-emergency /recovery needs - In the absence of early recovery cluster a platform from ICCT needs to be identified.
24	Increase assessments and site visits, to newly accessible areas

ES-NFI Cluster had conducted CCPM workshop previously on February 22 and 23, 2021 and listed some important action points which were key priorities for the cluster for 2021 to work on and bring improvements in some key areas of the cluster. As compared to 2020, in 2021 the ES-NFI Cluster improved to strong in four areas and Satisfactory in three areas.



From the survey which had 53 respondents and there were some important comments as below:

- **Improve advocacy** for increasing funding to increase coverage for ES-NFI cluster activities
- **Undertake capacity building** measures for the members particularly on reporting, need assessment and inter-cluster coordination activities.
- All the information come from the cluster is one way, which should be **two-way communication** so that the cluster partners could easily reach-out the cluster focal points.
- **Better coordination between national and sub national cluster** is expected, particularly regarding reporting: we report on report hub biweekly + sub-clusters have ad hoc + regular **demands on reporting** which increase the workload three times
- Focus more on **sustainable performance** to help people of Afghanistan strategically and develop people capacity by providing them jobs, work, and education
- **Refresher Trainings:** We need for refresher training regarding all 6 Core functions
- There has been **great improvement** in the last one year in achieving the Cluster Core functions.
- **Accelerate the coordination** for humanitarian assistance to access the most vulnerable people.
- overall, **satisfactory, and strong**
- ES-NFI Cluster was one of the **most active clusters** on national and Sub-national level.
- **Cluster Coordinators should de-centralize their presence and have regular field visits** from other provinces to better understanding about the situation on the ground

2022 ACTION PLAN	
<b>1. Supporting service delivery</b>	
Challenges and Gaps	Proposed Solutions/Action points
Data sharing protocols of partners that increases the chances of duplication and delay responses	Develop a mechanism to address the concerns on data sharing through MoU where cluster can take lead in sharing the data with partners needing.
Requests for Cluster membership for many new partners and cluster membership pathway is not clear.	Develop specific SOP/ToR that organizations should follow to become ES/NFI cluster members, including guidance to the new partners on coordination, reporting and accountability.
<b>2. Informing strategic decision-making</b>	
Challenges and Gaps	Proposed Solutions/Action points
De facto line departments have demands for considering the lists of beneficiaries provided by them which questions the integrity and impartiality of partners, this delays the assessment and distributions as coordination resolving the issues takes time	Capacity building of de facto authorities on humanitarian principles. It is proposed that this needs to be taken up and lead at higher levels including HCT, ACBAR, the national cluster and regional clusters to support this through coordination with ministries, governors, and district level authorities
Prioritizing a specific province easy to access while remote provinces and hard to reach districts are not targeted and prioritized for ESNFI interventions	The Cluster to enhance interventions in newly accessible and remote areas and ensure that the interventions are based on assessments and are evidence based. The cluster strategy and data analysis shall guide priority areas for intervention and guide partners, HNO and HRP planning, severity mapping based on settlement data
<b>3. Planning and strategy development</b>	
Challenges and Gaps	Proposed Solutions/Action points
Cost and access to es/NFI items. Winterization and shelter repair	Use localized materials for easy access to materials and cost efficient easy to handle (logistics)
Level of funding compared to the scale of needs	Revamp Advocacy & Prioritization
Partially There is lack of long lasting and long-term solutions/activities	Establishing more comprehensive referral pathway for referring post-emergency /recovery needs - In the absence of early recovery cluster a platform from ICCT needs to be identified.
Partners sometimes don't consult with the sub-national cluster when designing of proposals	Need to consider joint inter-cluster interventions and improve referrals
Some Partners not adhering to the standard packages of ES/NFI Cluster	Partners to ensure that they adhere to the cluster standards set. Capacity building sessions to be organized by the Cluster coordination team on this.
<b>4. Monitoring and Evaluation Performance</b>	
Challenges and Gaps	Proposed Solutions/Action points
lack of adequate field visits from the National Cluster coordination team.	increase field missions and more field-based meetings.
lack of information sharing by some of the partners	Follow up with the partner management at the field and national level to ensure coherence in reporting
Lack of referral mechanism guideline for winterization strategy	Developing the referral mechanism guideline

<b>5. Capacity Building, Preparedness and Contingency Planning</b>	
<b>Challenges and Gaps</b>	<b>Proposed Solutions/Action points</b>
Difficulty in reporting and communicating disasters and events	Better planning of assistance
funding not available to capacity building	More advocacy with Donors and more so for flexible funding that can incorporate capacity building, preparedness and contingency planning
lack of capacity building on DRR	Incorporate DRR awareness and trainings in our responses
Not many donors have appetite to funds contingency planning and we have more of reactionary Responses	More advocacy with Donors and for flexible funding.
There was delay in delivery winterization assistance	Better planning of assistance and funding mechanisms
Weak inter-cluster coordination - in relation to contingency planning	Enhance inter cluster contingency planning and response.
<b>6. Support Robust Advocacy</b>	
<b>Challenges and Gaps</b>	<b>Proposed Solutions/Action points</b>
lack of evidence and assessment reports sharing with the Cluster	More collaboration and information sharing from the partners side to better advocate for the needs
<b>7. Accountability to Affected Populations</b>	
<b>Challenges and Gaps</b>	<b>Proposed Solutions/Action points</b>
Bottom-up approach in designing and/or shaping the response /interventions	Include local stakeholders and the affected population when designing responses and interventions.
Inter-cluster /agencies coordination: Referring to outside of shelter cluster, contact and coordination with other clusters. Lack of proper referral mechanism	Enhance inter-cluster coordination at national and sub-national levels
Lack of Regular monitoring	A proper regular monitoring from Cluster determining the areas for improvement
No integrated complaint feedback mechanism - AWAZ no effective	An integrated complaints mechanism to be developed at cluster level - more specific to ESNFI cluster
reaching and identifying the affected population	Conduct FGDS, visits and having close collaboration with target groups
Weak Integrated response	Ensure the strategy covers integrated response rather than stand alone and enhance multi sectorial response