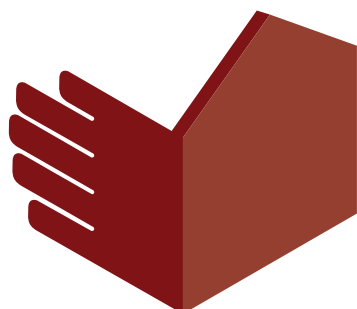


# CLUSTER COORDINATION PERFORMANCE MONITORING WORKSHOP REPORT 2024

Publication Date: May 2024



**Shelter/NFI Cluster**  
**NW Syria - XB Hub**  
ShelterCluster.org  
Coordinating Humanitarian Shelter

# 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 over 80 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. To enhance coordination at the operational level, a field coordination mechanism has been established through the creation of a District Focal Point in nine districts under the North-west Syria Cross-border Response. UNHCR and Care are co-leads of the overall North-west Syria Cross-border Shelter and NFI (SNFI) Cluster response, and the field level Cluster Focal Points will support and feed into the overall coordination structure.

The Cluster has a Strategic Advisory Group comprised of 15 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 13 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. Humanitarian needs in Syria continue to rise inexorably, driven by escalating violence, which has led to further displacement and suffering. The socio-economic situation has continued to deteriorate, exacerbated by the February 2023 earthquakes, tensions, and conflicts in the region, have negatively impacted social cohesion and amplified vulnerabilities.

**Inadequate Living Conditions:** With 2.1 million people in need of shelter assistance and over 800,000 living in tents and makeshift shelters—90% of which are more than a year old—the severe winter conditions present a significant humanitarian challenge in north-west Syria. The majority reside in old tents at IDP sites, which lack proper sewage, drainage, electricity, and water supply. Among the camp population, 80% are women and children who have experienced multiple displacements over several years and face safety, security, and protection risks. These issues arise partly because the temporary shelters and settlements fail to meet dignity standards.

**Earthquake:** The February 2023 earthquake that struck Syria and Türkiye has exacerbated the conditions for an already vulnerable population living in overcrowded and substandard shelters.

**Winter Severity:** The long, extremely cold, and unpredictable winters in north-west Syria cause acute suffering for two million individuals lacking adequate shelter. Respiratory infection outbreaks increase during winter, leading to higher hospitalizations, morbidity, and mortality rates. The absence of warm clothing, insulation, and heating amplifies the risk of respiratory infections, hypothermia, and preventable deaths, particularly among children and the elderly.

## 2. SNFI CLUSTER HRP TARGET FOR 2024

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.

Sector Objective	Indicator	In Need	Target	Total families	\$ Direct Cost/Family	Total cost + Ops (15--20%)
S01	# of people benefiting from new/ replacement tents installed	581,935	57,915	11,583	850	\$11,814,660
S01	# of people benefiting from transitional shelters installed/ constructed	684,900	100,000	20,000	2,900	\$69,600,000
S01	# of people benefiting from site level improvements implemented	1,208,055	240,450	48,090	225	\$12,984,300
S02	# of people benefiting from minor repairs to damaged housing	981,969	39,090	7,818	1,000	\$9,381,600
S02	# of people benefiting from rehabilitation of damaged housing (Moderate and Severe Damage)	968,009	38,535	7,707	1,500	\$13,872,600
S01	# of people benefitting from core NFIs distributed	1,454,072	727,035	145,407	230	\$38,460,152
S01	# of people benefitting from winter NFIs distributed	2,547,183	1,273,590	254,718	180	\$52,726,626
S01 & S02	CC Rehabilitation, Emergency shelter kits, cash for rent, PSN adaptation, Solar, assessment, HH level improvements & Tent repair		1,273,590	254,718	\$3,605,955	\$4,327,146
<b>TOTAL</b>						<b>\$213,167,084</b>

### 3. THE CLUSTER COORDINATION PERFORMANCE MONITORING (CCPM) SURVEY

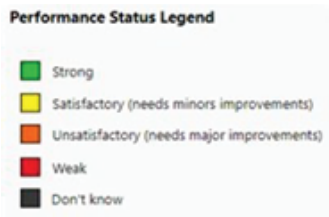
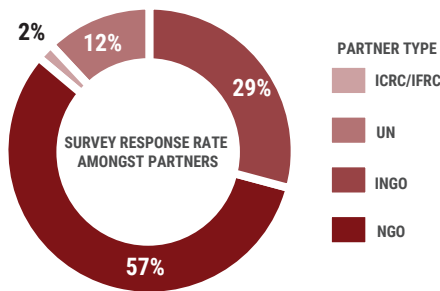
A Cluster Coordination Performance Monitoring (CCPM) is a self-assessment exercise. Clusters monitor their performance against (i) the six core cluster functions set out in the Reference Module for Cluster Coordination at Country Level and (ii) accountability to affected populations. CCPM can help clusters 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 2023 was launched on 25th January 2024. The preliminary report based on the survey was analyzed and compiled by the Information Management unit of the SNFI Cluster. During the CCPM workshop, cluster members Reviewed and validated 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. Participants also review the 2023 Action Plan and checking achievements against targets and developed the 2024 Action Plan.

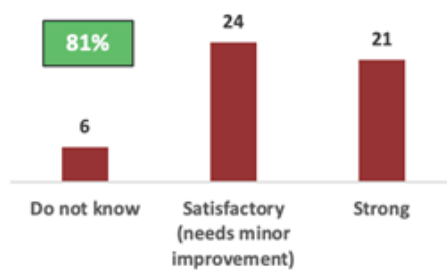
THE CLASSIFICATION OF PERFORMANCE STATUS

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

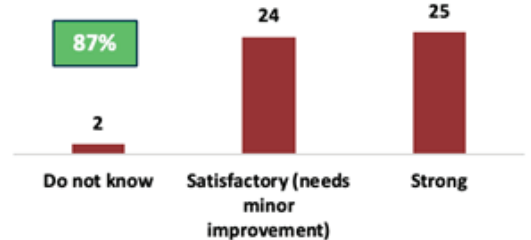


Responses  
**51**

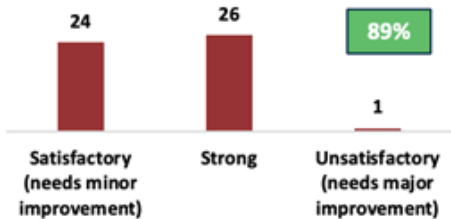
#### Supporting service delivery



#### Informing strategic decision making



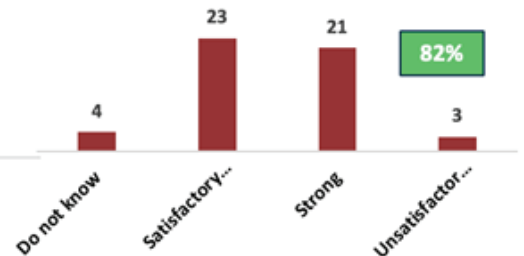
#### Planning and implementing cluster strategies



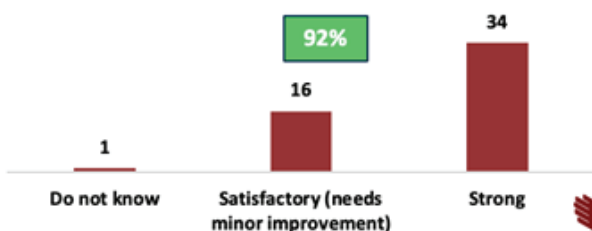
#### Monitoring and evaluating performance



#### Contingency planning



#### Supporting robust advocacy



#### Accountability to affected populations



The SNFI Cluster score based on the survey was Strong in all the seven areas.

## SUMMARIZED COMMENTS FROM RESPONDENTS ON MAIN STRENGTHS OF THE CLUSTER

The cluster team excels in communication, coordination, technical support, and commitment. They manage regular communication, advocacy, technical guidance, and information effectively. The team also maintains reliable communication channels, coordinates efficiently with partners, donors, and stakeholders, and exhibits strong technical expertise. Their key strengths include strategic decision-making, close coordination, strong technical capacity, and professional information management.

## Feedback from survey participants on areas for improvement:

1. Enhance reporting tools and provide monthly updates on service-related numbers and figures, camps, and individuals.
2. Link data with geographic maps.
3. Increase technical exercises.
4. Advocate with non-traditional donors.
5. Address the ongoing need for rehabilitating earthquake-affected houses.
6. Increase female participation.
7. Support NGOs in improving their coordination.
8. Enhance communication channels.
9. Invest in capacity building.
10. Strengthen inclusive decision-making, streamline coordination, integrate technology, and develop community engagement strategies.
11. Foster continuous learning.
12. Expand feedback mechanisms.
13. Boost advocacy efforts.
14. Integrate environmentally sustainable practices.
15. Incorporate conflict-sensitive approaches into shelter planning and implementation to reduce potential risks.
16. Improve resource mobilization.
17. Facilitate direct access of resources for beneficiaries.

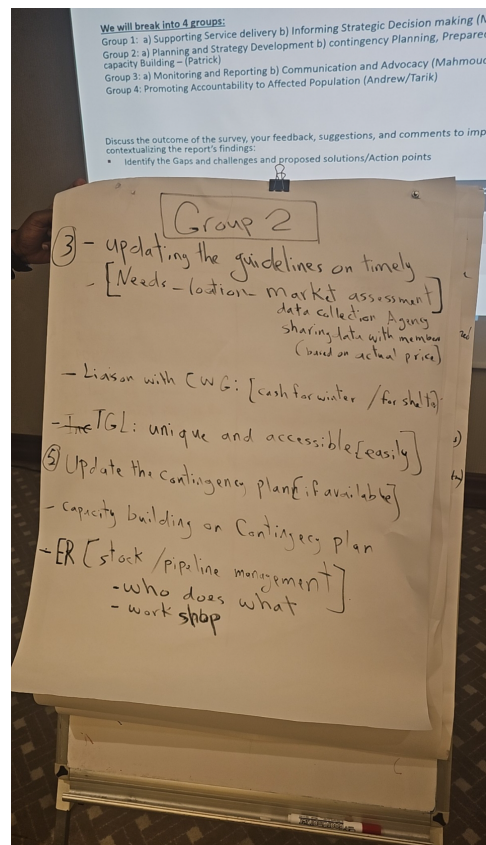
## RESULTS OF THE CLUSTER COORDINATION PERFORMANCE MONITORING (CCPM) AND FOLLOW UP ACTIONS:

On March 5th, 2024, the Cluster held a full day workshop 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, feedback, suggestions, and comments to improve performance, and contextualizing the report's findings.
2. Review the 2023 Action Plan and checking achievements against targets and developing the 2024 Action Plan.

41 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 indicators/functions of the cluster to review and discuss the outcome of the survey, feedback, suggestions, and comments to improve performance of the cluster. The groups identified the gaps and challenges and propose solutions/Action points.



2024 ACTION PLAN	
<b>1. Supporting service delivery</b>	
Challenges and Gaps	Proposed Solutions/Action points
Existing technical guidance for shelter repair and rehabilitation does not adequately account for earthquake mitigation standards, and there are inconsistencies in the understanding of various levels of damage.	Update technical guidance for shelter repair and rehabilitation incorporating earthquake mitigation standards and re-evaluation the levels of damage
Limited knowledge and resources about self-help modalities among the SNFI Cluster members	Consider inclusion of self-help modalities in SNFI Cluster technical guidance
Inconsistent or inadequate guidance on Cash for Shelter programs, leading to varied practices in terms of instalments, methodologies, and quality of services delivered.	Provide further guidance on Cash for Shelter including harmonization of aspects such as no. of instalments, methodologies and quality of services delivered
Limited access and resources to reach and respond to needs in hard-to-reach and frontline areas.	Encourage and support partners to respond in hard-to-reach areas especially in the frontlines
<b>2. Informing strategic decision-making</b>	
Challenges and Gaps	Proposed Solutions/Action points
Lack of current and comprehensive data on shelter rehabilitation needs that are pending	Conduct needs assessment for shelter rehabilitation to check for any existing needs that may still be
The current use of various, uncoordinated shelter assessment tools and trackers lead to inconsistent data and inefficiencies.	Develop unified shelter assessment tools and trackers
Limited coordination and collaboration among different stakeholders leading to isolated assessments and fragmented data.	Conduct more joint assessments to ensure evidence-based responses
Lack of regular updates on price and market trends affecting cluster assistances, leading to outdated cost estimates	Conduct price and market analysis of cluster assistances on a regular basis and update the costs accordingly
<b>3. Planning and strategy development</b>	
Challenges and Gaps	Proposed Solutions/Action points
Lack of a comprehensive plan currently in place to address the needs of families affected by severe shelter damage.	Planning on how the needs of families affected by severe shelter damage will be addressed explore option such as cash for shelter
Current dignified shelter responses majorly focus on in-kind assistance, need to explore cash modalities	Expand and incorporate cash for shelter responses to contribute to dignified shelter response.
Partner implemented projects using different modalities within the same communities, leading to inconsistencies and potential conflict within communities.	Provide strategic guidance to partners on selection of implementation modalities and how to ensure that there are no differing modalities within the same community which may cause problems in
<b>4. Monitoring and Evaluation Performance</b>	
Challenges and Gaps	Proposed Solutions/Action points
Insufficient monitoring mechanisms at field level.	Enhance field level monitoring especially by Field level Cluster Focal Points
<b>5. Capacity Building, Preparedness and Contingency Planning</b>	
Challenges and Gaps	Proposed Solutions/Action points
Lack of comprehensive contingency planning and coordination mechanisms for earthquake emergencies based on past experiences	Develop EQ contingency Planning and coordination of emergency response based on lessons learnt from the Earthquake
Insufficient training and development opportunities for cluster members	Scale up capacity building for cluster members
<b>6. Support Robust Advocacy</b>	
Challenges and Gaps	Proposed Solutions/Action points
Limited funding for pending earthquake (EQ) and conflict-related shelter rehabilitation needs	Advocacy for any pending EQ & conflict related shelter rehabilitation needs
Lack of a clear understanding of annual funding requirements and an absence of a structured advocacy plan for the cluster.	Develop clear annual funding requirements and cluster advocacy plan
<b>7. Accountability to Affected Populations</b>	
Challenges and Gaps	Proposed Solutions/Action points
Limited engagement and participation of communities in the S/NFI Cluster project cycle	Increase and ensure community engagement in all aspects of the S/NFI Cluster project cycle