

Country: **Ethiopia**

Year: **2026**

Date of launch of the CCPM process
(online survey sharing): **2026-Mar-01**

Date of the survey results revision and
action plan meeting: **2026-Mar-27**

Date of completion of the CCPM (action plan
shared at the GSC): **2026-Mar-29**

Cluster Core Functions	Performance Status (Partners and stakeholders)	Prioritisation	Actions agreed	Timeframe agreed	Responsible to follow up	Constraints and challenges	Good practices and lessons learned	Comments
1. Supporting service delivery	89.8%	Top priority	<ul style="list-style-type: none"> Integrate regular operational problem solving, partner lessons learned, and risk-related discussions into coordination meeting agendas 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Requires active partner preparation and contributions 	<ul style="list-style-type: none"> Presentation of lessons learned by partners can enrich peer learning, promote practical exchange, and improve the operational relevance of meetings 	<ul style="list-style-type: none"> Actions under this core function aim to strengthen the quality, inclusiveness, and operational relevance of coordination mechanisms.
		Medium priority	<ul style="list-style-type: none"> Strengthen engagement with sub-national coordination platforms, including in underserved and hard-to-reach areas. Strengthen linkages between national and sub-national coordination to improve two-way information flow and alignment. 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Access constraints and insecurity in some locations Limited cluster coordination capacity to sustain expanded sub-national engagement Low number or uneven presence of partners in some priority areas Communication and follow-up challenges across coordination levels 	<ul style="list-style-type: none"> Delegation of partners to support coordination functions in specific areas has helped extend the reach of coordination and offers a practical model for strengthening sub-national engagement. 	<ul style="list-style-type: none"> Delegation of partners to support coordination functions in specific areas has helped extend the reach of coordination and offers a practical model for strengthening sub-national engagement.
		Top priority	<ul style="list-style-type: none"> Strengthen partner engagement by encouraging consistent participation of appropriate partner representatives and improving follow-up on agreed actions. 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Participation is at times delegated to junior staff or colleagues with limited familiarity with coordination processes or technical Shelter and NFI issues, affecting the quality of engagement and continuity. 	<ul style="list-style-type: none"> Inviting senior or appropriately positioned staff to workshops, and consistent participation by partners represented by competent staff, has contributed to richer discussions and more meaningful technical engagement. 	<ul style="list-style-type: none"> Effective coordination depends not only on participation but on consistent engagement by appropriately positioned and technically informed representatives.
		Top priority	<ul style="list-style-type: none"> Enhance partner understanding and use of SAG/TWiGs through orientation, communication, and stronger channels for exchange between meetings. 	Q2-Q4	ESNFI Cluster Team/SAG and Partners	<ul style="list-style-type: none"> Frequent changes in partner representatives and participation by staff with limited familiarity with coordination structures may affect continuity and engagement. 	<ul style="list-style-type: none"> Encouraging partners to designate appropriately senior or policy-level representatives for national coordination meetings has helped strengthen engagement in strategic discussions. 	<ul style="list-style-type: none"> Strengthening understanding and use of coordination structures supports more effective partner engagement, continuity, and coordination performance.
2. Informing HC/HCT strategic decision-making	86.1%	Top priority	<ul style="list-style-type: none"> Expand technical guidance (e.g. transitional and climate-resilient shelter solutions), and improve market assessments and regular price updates for ES/NFI items 	Q2-Q4	ESNFI Cluster Team and TWiGs	<ul style="list-style-type: none"> Ethiopian domestic market material availability and price fluctuations remain unpredictable due to wider economic conditions. Limited participation in TWiGs can constrain the development, review, and uptake of technical guidance 	<ul style="list-style-type: none"> Extensive technical guidelines already provide a strong foundation for strengthening and adapting guidance on transitional shelter approaches. Regular updating of costs and market information has supported evidence-based planning and informed response decisions. 	<ul style="list-style-type: none"> Supports stronger technical evidence and analysis to inform strategic decision-making and response quality.

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		Medium priority	<ul style="list-style-type: none"> Innovative exploration of information into aspects like NEAT, multi-agency, and collaboration 	Q2-Q4	ESNFI Cluster Team, TWiGs, and Partners	<ul style="list-style-type: none"> Partner capacity levels on thematic issues vary Limited technical expertise, time, and engagement may affect the uptake and practical application of innovative approaches. 		<ul style="list-style-type: none"> Exploring innovative tools and fostering collaboration can deepen and improve the quality of analysis for strategic decision-making.
		Top priority	<ul style="list-style-type: none"> Strengthening information products and field-level analysis supports evidence-based decision-making. Timely sharing of funding opportunities can support partner preparedness and resource mobilization. 	Q2-Q4	ESNFI Cluster Team	<ul style="list-style-type: none"> Timeliness and quality of partner reporting affect the information products. Funding opportunities is limited or highly competitive, and partners may have varying access or readiness to respond to calls for proposals. 		<ul style="list-style-type: none"> Improved information products and funding information reinforce the link between analysis, planning, and resource mobilization. Actions under this area support stronger evidence-based decision-making and partner readiness.
3. Planning and implementing cluster strategies	86%	Top priority	<ul style="list-style-type: none"> Strengthening partner understanding and application of cluster strategies, including clearer communication of strategic priorities and prioritization criteria 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Variations in partner understanding of strategy and uneven engagement in planning processes may affect consistent application 	<ul style="list-style-type: none"> Actively utilizing means, including refresher sessions, subnational rollouts, relevant workshops, hard-copy distribution, and others 	<ul style="list-style-type: none"> Supports stronger alignment between strategy, planning, and implementation
		Top priority	<ul style="list-style-type: none"> Strengthen alignment of tools, standards, and technical guidance, including regular review and clarification of partner and donor expectations 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Differences in the interpretation of standards and varying partner capacity may affect consistency in application 	<ul style="list-style-type: none"> Existing guidelines and technical exchanges provide a strong foundation for strengthening harmonized approaches 	<ul style="list-style-type: none"> Contributes to more consistent and quality implementation of cluster strategies
		Medium Priority	<ul style="list-style-type: none"> Strengthen integration of cross-cutting considerations and multi-sector collaboration within strategy development and implementation 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Competing priorities and limited multidisciplinary engagement may affect integration 	<ul style="list-style-type: none"> Competing priorities and limited multidisciplinary engagement may affect integration 	<ul style="list-style-type: none"> Competing priorities and limited multidisciplinary engagement may affect integration
4. Monitoring and evaluating performance	86.3%	Top priority	<ul style="list-style-type: none"> Establish a more systematic monitoring and follow-up approach, including tracking of gaps, partner commitments, and corrective actions through existing coordination mechanisms 	Q2	ESNFI Cluster Team and SAG	<ul style="list-style-type: none"> Limited resources constrain direct cluster-led monitoring. Reliance on partner reporting and access limitations may affect systematic monitoring. 	<ul style="list-style-type: none"> Joint monitoring efforts and partner reporting have helped identify gaps and inform adjustments. Follow-up tracking has improved accountability where consistently applied. 	<ul style="list-style-type: none"> Supports a more systematic approach to monitoring through coordination mechanisms.
		Top priority	<ul style="list-style-type: none"> Improve the communication of monitoring outcomes to partners 	Q2-Q4	ESNFI Cluster Team	<ul style="list-style-type: none"> Limited systematic monitoring data and inconsistent partner reporting may affect the quality and timeliness of monitoring information shared. Capacity and competing priorities may constrain regular communication and follow-up on monitoring outcomes. 	<ul style="list-style-type: none"> Actively building on harnessed insights, strengthen the use of monitoring findings to inform corrective action 	<ul style="list-style-type: none"> Strengthening communication of monitoring outcomes can support accountability, partner learning, and more timely corrective action.
5. Building national capacity in preparedness and contingency planning	86.9%	Top priority	<ul style="list-style-type: none"> Strengthen emergency communication arrangements and information sharing during sudden-onset responses 	Q2-Q4	ESNFI Cluster Team	<ul style="list-style-type: none"> Rapidly changing contexts may affect timely information flow during emergencies. Partner communication channels may not be consistently used across all levels. 	<ul style="list-style-type: none"> Delegating staff to government-led emergency coordination structures (e.g. ECC) has supported timely information sharing on sudden-onset displacement and strengthened coordination linkages. 	<ul style="list-style-type: none"> Supports stronger preparedness coordination and timely response communication.

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		Medium priority	<ul style="list-style-type: none"> Strengthening links between national-level decisions and field-level realities 	Q2-Q4	ESNFI Cluster Team	<ul style="list-style-type: none"> Information flow between levels may not always be consistent. Capacity and access constraints may affect feedback from the field to the national level. 	<ul style="list-style-type: none"> Establish and well utilize comprehensive and cascading national, subnational, zonal, and prioritized locational coordination structures 	<ul style="list-style-type: none"> Supports more grounded and responsive preparedness planning.
6. Supporting robust advocacy	86.7%	Top priority	<ul style="list-style-type: none"> Strengthen evidence-based advocacy informed by partner priorities and identified response gaps 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Competing priorities and evolving context may affect sustained advocacy engagement. Translating operational evidence into coordinated advocacy messages may require additional effort. 	<ul style="list-style-type: none"> For example, advocacy for sustainable, localized responses and durable solutions, also in return contexts 	<ul style="list-style-type: none"> Supports stronger, more targeted advocacy aligned with response priorities.
		Top priority	<ul style="list-style-type: none"> Promote joint advocacy initiatives with partners and relevant coordination forums 	Q2-Q4	ESNFI Cluster Team and Partners	<ul style="list-style-type: none"> Coordinating collective positions across partners may take time and alignment. Opportunities for joint advocacy may be constrained by context. 	<ul style="list-style-type: none"> Joint advocacy efforts have helped amplify key messages and strengthen collective influence. 	
7. Other recommendations		Top priority	<ul style="list-style-type: none"> Support localization and strengthen inclusion of national actors in coordination and response processes 	Q2-Q4	ESNFI Cluster Team, SAG, and Partners	<ul style="list-style-type: none"> Capacity and resource limitations may affect the pace of implementation. Meaningful participation may require sustained support. 	<ul style="list-style-type: none"> Well utilize and timely replenish the Cluster pipeline mechanism 	<ul style="list-style-type: none"> Supports broader localization commitments and partner ownership.
		Top priority	<ul style="list-style-type: none"> Incorporate environmental considerations across the response programming and response solution reiteration 	Q2-Q4	ESNFI Cluster Team, TWiGs, and Partners	<ul style="list-style-type: none"> Limited technical capacity and competing priorities may affect integration. Practical application may require continued support and awareness. 	<ul style="list-style-type: none"> The Cluster study on the environmental impact of the shelter response, and its recommendations, provides a strong foundation for integrating environmental considerations into response planning and technical approaches. 	<ul style="list-style-type: none"> Supports more sustainable and context-responsive programming.