

Country : **YEMEN** Year : 2021 Date of launch of the CCPM process (sharing of the online survey): 16th of January 2022 Date of the survey results revision and action plan meeting: 20th of February 2022
8th of March 2022 Date of completion of the CCPM (sharing of the action plan at the GSC): 21st of April 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
1. Supporting service delivery	74% <i>Satisfactory (needs minor improvement)</i>	89% <i>Strong</i>	Top priority	<ul style="list-style-type: none"> Follow-up on the authority approval on the revised rapid needs assessment form. Develop a beneficiary list template to capture key elements. Establish a risk mapping to inform the response. Organize a discussion session on practical improvements to the needs assessments process and participation of relevant counterparts. Develop a guideline on data sharing protocol and relevant tools. Develop guidance on how to tackle cross-checking beneficiaries lists among partners. Organize a discussion session on implementation modalities (cash/vouchers and in-kind) and a hybrid approach. Update the distribution guideline (incl. community participation and protection mainstreaming) and follow up with partners to ensure compliance. Develop a catalog of shelter solutions recommended in Yemen. Establish shelter maintenance/upgrade kits. Develop a guideline on Shelter Rehabilitation and Reconstruction. Review the NFI kit composition and specifications. Review the Shelter Cluster membership tool and criteria for enrolling new members in either active or info. mailing list. 	Q1-Q2 Q2 Q3 Q2 Q2-Q3 Q2-Q3 Q3 Q3 Q2-Q3 Q2 Q3 Q2 Q2	SCT SCT SCT & SAG SCT & SAG SCT & SAG SCT & SAG SCT SCT & SAG Shelter TWiG Shelter TWiG Shelter TWiG NFI TWiG SCT	<ul style="list-style-type: none"> Access constraints, incl. delays in approving projects sub-agreement or extensions as well as movement clearances. Frequent escalation of hostilities and additional waves of displacements present a challenge to the response. Natural hazards impact communities, including IDPs, and generate additional needs. Funding shortages and limited resources hinder plans to scale up the response.
2. Informing HC/HCT strategic decision-making	72% <i>Satisfactory (needs minor improvement)</i>	82% <i>Strong</i>	Medium priority	<ul style="list-style-type: none"> Establish an emergency mechanism and guidance to ensure timely reporting and actual response to emerging emergencies. Develop specific messaging for the HC/HCT. Develop an in-depth gap analysis. Promote the shift from emergency to durable shelter solutions. 	Q2-Q3 Q2-Q4 Q2-Q3 N/A	SCT & SAG SCT & SAG SCT SCT	<ul style="list-style-type: none"> Funding shortage is a key challenge.
3. Planning and implementing cluster strategies	73% <i>Satisfactory (needs minor improvement)</i>	84% <i>Strong</i>	Top priority	<ul style="list-style-type: none"> Finalize the Shelter Cluster strategy for 2022-2024. Develop a summary of the winterization strategy before the beginning of the winter season. 	Q2 Q3	SCT SCT	<ul style="list-style-type: none"> A multi-year strategy would be essential to reflect the transition to long-term shelter solutions. Shortage of resources hinders the implementation of strategies. Engagement of donors in the development of strategies and planning processes is beneficial.
4. Monitoring and evaluating performance	69% <i>Satisfactory (needs minor improvement)</i>	80% <i>Satisfactory (needs minor improvement)</i>	Medium priority	<ul style="list-style-type: none"> Present lessons learned or best practices, especially during the cluster meetings. Organize a dedicated discussion on areas of improvement to the cluster 5W system, shift to site-level reporting, and review & priorities data requested. Strengthen reporting and coordination of planned interventions. Strengthen post-distribution monitoring tools and analysis to inform planning and strategy development. 	Q1-Q4 Q1-Q2 & Q4 Q1-Q4 Q3	Partners SCT Partners SCT	<ul style="list-style-type: none"> Further follow-up is needed to encourage partners to share 5W. High turnover of partner's staffing reduces the effectiveness of programs as a result of discontinuity in staffing and loss of institutional memory. Partners are interested in reporting at the site level and suggested prioritizing the data being requested. Internet connection presents challenges in reporting, among other difficulties. Provide further capacity-building programs and coaching for the coordination team as well as cluster partners.

5. Building national capacity in preparedness and contingency planning	59% <i>Unsatisfactory (needs major improvement)</i>	75% <i>Satisfactory (needs minor improvement)</i>	Top priority	<ul style="list-style-type: none"> Update the Shelter Cluster Contingency Plan for 2022. Organize an IM training including Activity Info. Develop an interactive dashboard to present Shelter/NFI stock levels, both regular and contingency. Provide regular updates about the Shelter Cluster Common Pipeline through a monthly dashboard. Update the Shelter Cluster Common Pipeline SOP and tools & develop a one-pager to explain the benefit of the pipeline. Develop a capacity-building plan and follow up on its implementation. Explore the establishment of new warehouses for the Shelter Cluster Common Pipeline in strategic locations. 	Q1-Q2 Q2 & Q4 Q2 Q1-Q4 Q2-Q3 Q2 Q2-Q4	SCT & SAG SCT SCT SCT SCT SCT & SAG	<ul style="list-style-type: none"> Provision of mandatory documents such as needs assessment reports, beneficiaries' lists, and contingency stocks release agreements takes time to prepare. Advocacy is needed to address the funding situation and the replenishment of the SC contingency pipeline. Additional warehouses and contingency supplies need to be prepositioned in proximity to areas prone to flood to facilitate rapid response. There is a greater need to address the specific needs of the affected population timely. Access remains a key challenge to conflict front-line districts such as Harad, Midi, and Bakil Al Mair. There is a need to define damages (full, partial, minor) caused by flooding and determine the appropriate response. Absence of multi-sectoral need assessment tool. Lack of an SOP or guideline on the response to the flood-affected families and pre-defined response timeline. Delays in getting the authority approval to the cluster revised rapid needs assessment tool. Delays in the flood response are often related to the lengthy agencies processes, limited staffing, internal bureaucracy procedures, and centralization of decision-making. Partners often do not have sufficient funding to engage in the flood response. Difficulties, delays, and in some cases, denial of clearances by authorities when transporting supplies between governorates. There is a need to strengthen the Post monitoring.
6. Supporting robust advocacy	70% <i>Satisfactory (needs minor improvement)</i>	85% <i>Strong</i>	Top priority	<ul style="list-style-type: none"> Advocate with donors for funding the Shelter Cluster Common Pipeline, including warehousing, transportation, and distribution expenses. Undertake advocacy on behalf of Cluster in specific issues affecting the Shelter/NFI response, including HLP, fire incidents, fuel shortages, and access constraints. Periodically share key advocacy messages with the HC/RC and HCT, e.g., on human resource gaps in the coordination team, funding, and other barriers to an effective response. Organize donor outreach missions to advocate for Shelter/NFI priorities. Explore opportunities to organize a dedicated donor conference potentially in Amman. Strengthen the visibility of the Shelter Cluster Common Pipeline. 	Q1-Q4 Q1-Q4 Q1-Q4 Q2-Q4 Q3 Q1-Q4	SCT & Pipeline Partners SCT SCT SCT & SAG SCT & SAG SCT	<ul style="list-style-type: none"> Further advocacy on cross-cutting issues, incl. HLP. New global emergencies (i.e., Ukraine) may affect the funding situation in Yemen. Advocacy is needed to promote fuel-efficient cooking stoves. Advocacy at a higher level particularly by the HC/HCT regarding preserving the integrity of humanitarian space and facilitating sub-agreements approvals and movement clearances. Further advocacy is needed for funding the Shelter Cluster Common Pipeline.
7. Promoting accountability to affected populations	68% <i>Satisfactory (needs minor improvement)</i>	76% <i>Satisfactory (needs minor improvement)</i>	Medium priority	<ul style="list-style-type: none"> Strengthen partners' capacity in the accountabilities to the affected population, including the complaints and feedback mechanism. Finalize the gender and GBV focal points workplan and support the GGFPs to put it in action. 	Q3 Q2	SCT GGFPs	<ul style="list-style-type: none"> Strengthen the partner's capacity in ensuring the participation of the affected community in all project stages, including decision making, complaints, and feedback mechanisms. Further considerations need to be given to people with specific needs and people with disability across the response cycle. Explore areas to be strengthened in implementing the rights-based approach, community-based approach, and age, gender, and diversity approach.