

Country: THE
REPUBLIC OF
YEMEN

Year:
2024

Date of launch of the CCPM process
(sharing of the online survey):
8th of February 2024

Date of the survey results revision and
action plan meeting:
25th of March 2024

Date of completion of the CCPM (sharing of the
action plan at the GSC):
31st of March 2024

Cluster Core Functions	Performance Status	Prioritization	Actions agreed	Timeframe agreed	Responsible to follow-up	Constraints, unexpected circumstances, good practice
1. Supporting service delivery	82% <i>Strong</i>	Medium priority	<ul style="list-style-type: none"> Advocate for recruiting an international coordinator at the national level and ensure continuity of sub-national coordination structures. 	Q1-Q4	Shelter Cluster Team (SCT), Strategic Advisory Group (SAG)	<ul style="list-style-type: none"> Coordination mechanisms are in place at both national and sub-national levels. Regular coordination meetings are held at national and sub-national levels. Lack of dedicated financial resources for coordination presents a significant challenge to maintaining existing capacities at national or sub-national levels. Majority of SC Sub-National Coordinators are double hatting. The shelter cluster has expressed interest in a national coordinator, but financial constraint is a barrier.
			<ul style="list-style-type: none"> Follow up on the authority approval of the revised rapid needs assessment form. 	Q1-Q4	SCT	<ul style="list-style-type: none"> Extensive discussions have been conducted with authorities to finalize the needs assessment tool, awaiting their final approval.
			<ul style="list-style-type: none"> Establish a risk mapping initiative focused on the Shelter/NFI programming. 	Q2-Q3	SCT	<ul style="list-style-type: none"> The crisis in Yemen is dynamic, with varying risks across different areas. Frequent escalations of hostilities and waves of displacements continually challenge response efforts. Annual climate crisis impacts communities, including IDPs, and creates additional needs.
			<ul style="list-style-type: none"> Explore alternative reporting systems for the cluster 5Ws. 	Q2-Q3	Cluster Information Management Working Group (CIMWG)	<ul style="list-style-type: none"> Activity Info features are limited, and licenses provided to the Yemen Shelter Cluster were reduced in 2024. Partners face challenges in reporting due to poor internet connectivity.
			<ul style="list-style-type: none"> Reduce the frequency of national meetings to bi-monthly and limit the duration to one hour. 	Q1-Q4	SCT	<ul style="list-style-type: none"> Since the UN-brokered truce, there have been no significant displacements. Bi-monthly meetings balance regular communication and the flexibility to address issues that may arise between meetings. Shorter, more focused meetings will likely keep participants engaged and attentive, leading to more productive outcomes.
			<ul style="list-style-type: none"> Ensure that cluster meetings include an agenda item for partners to exchange knowledge, including sharing lessons learned, best practices, and case studies. 	Q1-Q4	SCT, Cluster Partners	<ul style="list-style-type: none"> Partners can learn from each other's successes and failures, gaining new perspectives and ideas for improving their practices and approaches. Sharing best practices and case studies can help build the capacity of individual partners and the cluster, leading to improved effectiveness and efficiency in response efforts.
			<ul style="list-style-type: none"> Develop a one-pager detailing how beneficiary lists can be cross-checked among partners and sub-national coordinators to eliminate duplication of assistance. 	Q3	SCT	<ul style="list-style-type: none"> Each hub currently employs a different mechanism for cross-checking beneficiary lists, highlighting the need for harmonization and improvement in these processes. Cross-checking beneficiary lists helped ensure transparency and accountability in aid distribution by minimizing duplication and ensuring that assistance reaches those most in need.
2. Informing HC/HCT strategic decision-making	75%: <i>Satisfactory</i> (needs minor improvement)	Top priority	<ul style="list-style-type: none"> Coordinate a comprehensive needs assessment 	Q2-Q3	SCT, SAG	<ul style="list-style-type: none"> The absence of a nationwide assessment limits deeper analysis of needs and poses a risk that available data may not accurately represent all affected populations. Both the updated version of the sector's rapid needs assessment and multi-sectoral need assessment tools are still not endorsed by authorities.
			<ul style="list-style-type: none"> Develop and disseminate monthly gap analysis dashboard 	Q1-Q4	SCT	<ul style="list-style-type: none"> Reports shared by sector partners on the 5Ws system are consolidated, analyzed, and subsequently shared with all stakeholders in the sector.
			<ul style="list-style-type: none"> Finalize the flood preparedness and emergency response plan. 	Q1	SCT	<ul style="list-style-type: none"> The plan will allow for mobilizing resources in advance, ensuring they are used effectively and efficiently during an emergency. Having a finalized plan ensures that all stakeholders know their roles and responsibilities, leading to a more coordinated and efficient response during an emergency. There is a funding gap of over 86% for emergency response to flooding.

			<ul style="list-style-type: none"> Finalize collaborations with the Food Security and Agriculture Cluster (FSAC), Water, Sanitation, and Hygiene Cluster (WASH), Camp Coordination and Camp Management Cluster (CCCM), and Protection Cluster. 	Q1-Q4	SCT, SAG	<ul style="list-style-type: none"> Increased reliance on humanitarian assistance due to a lack of livelihood opportunities. Collaborating with other clusters ensures a comprehensive approach to addressing the needs of affected populations and promotes the sustainability of the response.
3. Planning and implementing cluster strategies	75% <i>Satisfactory (needs minor improvement)</i>	Top priority	<ul style="list-style-type: none"> Organize an annual retreat. 	Q3	SCT, SAG	<ul style="list-style-type: none"> Annual retreats provide a forum to reflect on past activities and lessons learned, improving future strategies and approaches.
			<ul style="list-style-type: none"> Develop SC multi-year strategy 2025-2028. 	Q2-Q4	SCT, SAG	<ul style="list-style-type: none"> Strategy and necessary guidelines are available. HRP is formulated based on HNO and contributions from the partners Shortage of resources hinders the full implementation of strategies. There is a pressing need to scale up sustainable interventions that ultimately lead to durable solutions.
			<ul style="list-style-type: none"> Update the winterization strategy 2024-2025. 	Q3	SCT	<ul style="list-style-type: none"> An update is essential to ensure that interventions remain effective, responsive to changing needs, and aligned with best practices.
			<ul style="list-style-type: none"> Track the sector's funding quarterly. 	Q1-Q4	SCT	<ul style="list-style-type: none"> The Financial Tracking Service (FTS) is a valuable tool for tracking humanitarian funding. However, it does not always accurately reflect the actual funding level. The Cluster has a system in place for tracking partners' funds. The Cluster contributes to YHF and CERF allocation papers and advocates for a higher level of funding.
			<ul style="list-style-type: none"> Monitor the implementation of the updated Shelter Cluster Common Pipeline SOP and enhance fundraising and advocacy efforts by organizing regular refresher sessions, persistently advocating with the HCT and donors, and developing a monthly dashboard to track available supplies and distributions. 	Q1-Q4	Q1-Q4	<ul style="list-style-type: none"> Additional advocacy efforts are required to secure Shelter Cluster Common Pipeline funding. Delays in obtaining clearances from authorities for transporting supplies between governorates are causing significant delays in the response.
			<ul style="list-style-type: none"> Finalize the catalogue of recommended shelter solutions in Yemen. 	Q2-Q4	Shelter TWiG	<ul style="list-style-type: none"> Partners have several shelter solutions that require harmonization and improvement through technical review and community engagement.
			<ul style="list-style-type: none"> Develop informative and engaging Information, Education, and Communication (IEC) materials to raise awareness about fire prevention measures and provide recommendations for the response. 	Q2-Q3	CIMWG, Shelter TWiG	<ul style="list-style-type: none"> Increased rate of fire incidents, particularly in the last three years. There is limited awareness among communities of prevention measures.
			<ul style="list-style-type: none"> Submit two proposals to the GSC: 1) Flood mitigation in one IDP site and 2) Housing damage assessment in addition to cluster visibility items and follow up on implementation. 	Q1-Q4	SCT	<ul style="list-style-type: none"> These proposals are crucial to bolster the response efforts, especially in light of the significant funding shortage.
4. Monitoring and evaluating performance	81% <i>Strong</i>	Medium priority	<ul style="list-style-type: none"> Develop guidelines for referral pathways. 	Q2-Q4	SCT	<ul style="list-style-type: none"> There are current referral practices that require formalization and strengthening. Clear guidelines can streamline the referral process, reducing delays and ensuring that individuals receive timely and appropriate support.
			<ul style="list-style-type: none"> Coordinate a joint Participatory Design and Monitoring (PDM) exercise and consolidate the findings from previous exercises. 	Q2-Q3	SCT, SAG	<ul style="list-style-type: none"> Many partners conduct PDMs in an ad-hoc and limited geographical scope, which requires harmonization and consolidation. Conducting comprehensive PDM ensures broader coverage.
			<ul style="list-style-type: none"> Review and enhance the functionality of the interactive 5Ws dashboard. 	Q2	CIMWG	<ul style="list-style-type: none"> The 5Ws system monitors the progress of the HRP 2024. Analysing data and sharing IM products with partners occur regularly.
5. Building national capacity in preparedness and contingency planning	72% <i>Satisfactory (needs minor improvements)</i>	Top priority	<ul style="list-style-type: none"> Coordinate delivery of training for preparedness and emergency response. 	Q2	SCT	<ul style="list-style-type: none"> Partners have identified a need for training in developing preparedness and emergency response plans, needs assessments, distribution, and monitoring. A dedicated sector contingency plan has been established.
			<ul style="list-style-type: none"> Update the Capacity Development Plan 2025-2028 	Q2-Q4	SCT, SAG	<ul style="list-style-type: none"> The current plan has identified priority capacity development gaps and helped partners gain new knowledge, skills, and expertise.
			<ul style="list-style-type: none"> Organise coaching sessions on sector-specific cash programming. 	Q2-Q3	SCT	<ul style="list-style-type: none"> There is a need for a platform for sharing best practices, lessons learned, and innovative approaches in cash programming within the sector. Some sector-specific cash programming implemented in previous years, such as rental support, housing rehabilitation and reconstruction, and shelter maintenance.
			<ul style="list-style-type: none"> Conduct training on technical guidelines for house rehabilitation, rental support, and other priority topics. 	Q2-Q3	SCT, Shelter & NFI TWiGs	<ul style="list-style-type: none"> Over the past few years, the cluster has developed important guidelines that serve as the foundation for its work. Training is essential to ensure all stakeholders understand and can effectively implement these guidelines in their projects.

6. Supporting robust advocacy	76%: Satisfactory (needs minor improvements)	Top priority	<ul style="list-style-type: none"> Establish synergies with the development sector and local authorities through the Nexus approach by actively participating in the durable solution working group and regularly meeting with authorities. 	Q1-Q4	SCT	<ul style="list-style-type: none"> Yemen's humanitarian operation is drastically underfunded. There is a need for a more holistic and integrated response to humanitarian and development challenges, ensuring that interventions are comprehensive and sustainable.
			<ul style="list-style-type: none"> Develop advocacy messaging papers on priority issues, including but not limited to highlighting the importance of renewable energy, addressing the consequences of inadequate shelter and non-food items (NFI) in other sectors, mainstreaming environmental concerns, and addressing the impact of flood mitigation efforts. 	Q2-Q4	SCT, SAG	<ul style="list-style-type: none"> Advocacy messaging papers developed by the sector in the past helped raise awareness about critical issues and mobilize support. Further advocacy efforts are needed to enhance the visibility of sector achievements and highlight pending issues that require urgent attention.
			<ul style="list-style-type: none"> Ensure more frequent meetings with the HC and donors. 	Q1-Q4	SCT	<ul style="list-style-type: none"> Previous donor meetings have been instrumental in updating donors on sector achievements and challenges and gaining insight into their perspectives and potential contributions, which has been invaluable. The Yemen Pledge Conference has not yet been held in Yemen in 2024.
7. Promoting accountability to affected populations	79%: Satisfactory (needs minor improvements)	Top priority	<ul style="list-style-type: none"> Organize a refresher session with partners on the significance of involving the affected community in all project stages, including decision-making, complaints, and feedback mechanisms. 	Q3	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> There is a need to strengthen partners' capacity on best practices for community involvement, ensuring that projects are more relevant to the needs and priorities of the community, leading to more effective outcomes. Accountability to Affected Populations (AAP) training was delivered last year.
			<ul style="list-style-type: none"> Update the cluster's commitment to Accountability to Affected Populations (AAP). 	Q2	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> The last update to the cluster commitment was in 2019. The humanitarian context is constantly evolving, and updating the AAP commitment ensures that it remains relevant and responsive to the needs of affected populations.
			<ul style="list-style-type: none"> Collaborate with the Inter-Cluster Coordination Group (ICCG) to create an inter-cluster framework for community engagement. 	Q2-Q3	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> There are fewer opportunities where partners engage meaningfully with the affected communities. An inter-cluster framework for community engagement ensures better coordination among clusters, avoiding duplication of efforts and ensuring a more comprehensive approach.
			<ul style="list-style-type: none"> Activate a technical working group on Protection Mainstreaming and Inclusive Programming. 	Q2-Q4	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> There are challenges in promoting the centrality of protection Incl. AAP. A technical working group might bring together protection and inclusive programming experts, ensuring that interventions are based on best practices and lessons learned.
			<ul style="list-style-type: none"> Develop step-by-step guidance on implementing complaint and feedback mechanisms or contribute to an inter-cluster guide. 	Q3-Q4	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> While numerous lessons have been learned from previous years regarding complaint and feedback mechanisms, there have been limited opportunities to review and enhance them. There is a pressing need for a comprehensive guide that provides clear and consistent direction on establishing and overseeing complaint and feedback mechanisms, drawing on lessons learned and best practices.