

Country: THE REPUBLIC OF YEMEN

Year:  
2025

Date of launch of the CCPM process  
(sharing of the online survey):  
20<sup>th</sup> of January 2025

Date of the survey results revision and  
action plan meeting:  
16<sup>th</sup> of March 2025

Date of completion of the CCPM (sharing of the  
action plan at the GSC):  
31<sup>st</sup> of March 2025

Cluster Core Functions	Performance Status	Prioritization	Actions agreed	Timeframe agreed	Responsible to follow-up	Constraints, unexpected circumstances, good practice
<b>1. Supporting service delivery</b>	85% <i>Strong</i>	Medium priority	<ul style="list-style-type: none"> <li>Advocate for recruiting an international coordinator at the national level and ensure continuity of Sub-National coordination structures.</li> </ul>	Q1-Q4	Shelter Cluster Team (SCT), Strategic Advisory Group (SAG)	<ul style="list-style-type: none"> <li>Coordination mechanisms are in place at both national and Sub-National levels. Due to the financial constraints, there is initiative to merge shelter and CCCM clusters. Therefore, one Coordinator will be double hatting both clusters.</li> <li>Regular coordination meetings are held at national and Sub-National levels.</li> <li>Lack of dedicated financial resources for coordination presents a significant challenge to maintaining existing capacities at national or Sub-National levels.</li> <li>Majority of SC Sub-National Coordinators are double hatting.</li> <li>The shelter cluster has published the call for interest in a national Co-Coordinator, but financial constraint might be a barrier for agencies to apply.</li> </ul>
			<ul style="list-style-type: none"> <li>Follow up on the authority approval of the revised rapid needs assessment form.</li> </ul>	Q1-Q4	SCT	<ul style="list-style-type: none"> <li>Extensive discussions have been conducted with authorities to finalize the needs assessment tool, awaiting their final approval.</li> </ul>
			<ul style="list-style-type: none"> <li>Improve coordination efforts in hard-to-reach areas through engaging new partners and rely on their access for coordination.</li> </ul>	Q1-Q4	SCT, Sub-Nationals	<ul style="list-style-type: none"> <li>The partners who are providing support in hard-to-reach areas are expected to be understaffed and overloaded and might have challenges providing coordination efforts</li> </ul>
			<ul style="list-style-type: none"> <li>Enhance considering of environment and climate impact during designing of shelter interventions</li> </ul>	Q1-Q4	SCT, partners	<ul style="list-style-type: none"> <li>It is challenging to get authorities approval for assessment related to environmental impact</li> <li>Many partners are taking environmental impact in consideration during shelter designing</li> </ul>
<b>2. Informing HC/HCT strategic decision-making</b>	77% <i>Satisfactory (needs minor improvement)</i>	Top priority	<ul style="list-style-type: none"> <li>Create a repository of success stories and best practices from Yemen to improve learning.</li> </ul>	Q1 – Q4	SCT	<ul style="list-style-type: none"> <li>Limited engagement of Sub-National actors, repeated materials being shared without updates.</li> </ul>
			<ul style="list-style-type: none"> <li>Implement more informative cluster meeting that includes capacity building, awareness about SOPs and discussion of new initiatives.</li> </ul>	Q1-Q4	SCT	<ul style="list-style-type: none"> <li>Bi-Monthly meeting duration is to be packed and implementing a training might be challenging</li> </ul>
			<ul style="list-style-type: none"> <li>Improve engagement of hubs and Sub-National coordinators during decision making</li> </ul>	Q1-Q4	SCT	<ul style="list-style-type: none"> <li>Some of the key decisions need to be taken in a short time which complicate going through consultation process for all decisions</li> </ul>
<b>3. Planning and implementing cluster strategies</b>	75% <i>Satisfactory (needs minor improvement)</i>	Top priority	<ul style="list-style-type: none"> <li>Develop informative and engaging Information, Education, and Communication (IEC) materials to raise awareness about fire prevention measures and provide recommendations for the response.</li> </ul>	Q2-Q3	Energy Advisor, CIMWG, Shelter TWiG	<ul style="list-style-type: none"> <li>Increased rate of fire incidents, particularly in the last three years.</li> <li>There is limited awareness among communities of prevention measures.</li> </ul>
			<ul style="list-style-type: none"> <li>Develop a guideline for Semi-Permanent/Permanent shelters in Yemen.</li> </ul>	Q2-Q3	TWiG	<ul style="list-style-type: none"> <li>Some of the discussions related to HLP working group which might delay the planned schedules</li> </ul>
			<ul style="list-style-type: none"> <li>Improve engagement of communities in designing, implementing and evaluating shelter interventions.</li> </ul>	Q2-Q4	SCT	<ul style="list-style-type: none"> <li>This will prolong project cycle period specially designing stage.</li> <li>SCT will circulate a due diligence document which clarify the correct cycle for shelter designs</li> </ul>
			<ul style="list-style-type: none"> <li>Encourage moving from emergency response towards sustainable interventions</li> </ul>	Q1-Q4	SCT	<ul style="list-style-type: none"> <li>Decrease of fund prioritized only lifesaving activities.</li> <li>SCT is giving a big consideration for durable solution in term of developing guidelines and advocacy.</li> </ul>
			<ul style="list-style-type: none"> <li>Update the Shelter Cluster Common Pipeline Standard Operating Procedures (SoP) to include Cash component</li> </ul>	Q2	SCT, SAG	<ul style="list-style-type: none"> <li>Assessing market capacity to support Cash assistance without causing inflation or supply shortages.</li> <li>Establishing mitigation measures if markets fail to provide necessary shelter materials.</li> <li>Re-prioritizing the eligibility criteria and targeting mechanisms for Cash within the pipeline system</li> </ul>
<b>4. Monitoring and evaluating performance</b>	76% <i>Satisfactory (needs minor improvement)</i>	Medium priority	<ul style="list-style-type: none"> <li>Facilitating a structured discussion on enhancing monitoring mechanisms and consolidate the findings from previous exercises.</li> </ul>	Q2-Q3	SCT, SAG	<ul style="list-style-type: none"> <li>Many partners conduct PDMs in an ad-hoc and limited geographical scope, which requires harmonization and consolidation.</li> <li>Conducting comprehensive PDM ensures broader coverage.</li> </ul>
			<ul style="list-style-type: none"> <li>Unify tools for assessments (Rapid assessment tool – PDM) and seeking blanket approval by authorities for these tools.</li> </ul>	Q3-Q4	SCT	<ul style="list-style-type: none"> <li>Coordination with authorities is expected to take a long time</li> </ul>
			<ul style="list-style-type: none"> <li>Advocate for provision of budget for PDM after pipeline distribution.</li> </ul>	Q3-Q4	SCT	<ul style="list-style-type: none"> <li>Transfer of budget between pipeline partners and distributing partner is complicated without a partnership agreement</li> </ul>

			<ul style="list-style-type: none"> <li>Design and implement a comprehensive capacity-building program on monitoring tools, focusing on data collection, validation, PDM and analysis.</li> </ul>	Q3-Q4	SCT, TWiG, SAG	<ul style="list-style-type: none"> <li>Tools will need to be consolidated and approved prior to this action</li> </ul>
<b>5. Building national capacity in preparedness and contingency planning</b>	69% Satisfactory (needs minor improvements)	Top priority	<ul style="list-style-type: none"> <li>Update the Capacity Development Plan 2025-2028</li> </ul>	Q2-Q4	SCT, SAG	<ul style="list-style-type: none"> <li>The current plan has identified priority capacity development gaps and helped partners gain new knowledge, skills, and expertise.</li> </ul>
			<ul style="list-style-type: none"> <li>Conduct training on technical guidelines for house rehabilitation, Shelter guideline, non-food items and rental support at hub level</li> </ul>	Q2-Q3	SCT, Shelter & NFI TWiGs	<ul style="list-style-type: none"> <li>Over the past few years, the cluster has developed guidelines that serve as the foundation for its work.</li> <li>Training is essential to ensure all stakeholders understand and can effectively implement these guidelines in their projects.</li> </ul>
			<ul style="list-style-type: none"> <li>Foster emergency response through capacity building to ensure smooth progress of</li> </ul>	Q2-Q3	SCT	<ul style="list-style-type: none"> <li>A TOT training was done last year for Sub-Nationals and this training can be circulated at Hub level</li> </ul>
<b>6. Supporting robust advocacy</b>	76%: Satisfactory (needs minor improvements)	Top priority	<ul style="list-style-type: none"> <li>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.</li> </ul>	Q2-Q4	SCT, SAG	<ul style="list-style-type: none"> <li>Advocacy messaging papers developed by the sector in the past helped raise awareness about critical issues and mobilize support.</li> <li>Further advocacy efforts are needed to enhance the visibility of sector achievements and highlight pending issues that require urgent attention.</li> </ul>
			<ul style="list-style-type: none"> <li>Develop and implement a structured capacity-building program on advocacy, including tailored training sessions, practical case studies, and mentorship opportunities for cluster partners.</li> </ul>	Q2-Q4	SCT, SAG	<ul style="list-style-type: none"> <li>Some cluster partners may have minimal experience in advocacy, requiring foundational training before engaging in advanced advocacy efforts.</li> <li>Humanitarian partners may prioritize emergency response activities over advocacy, leading to limited participation.</li> </ul>
<b>7. Promoting accountability to affected populations</b>	73% Satisfactory (needs minor improvements)	Top priority	<ul style="list-style-type: none"> <li>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.</li> </ul>	Q3	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> <li>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.</li> <li>Accountability to Affected Populations (AAP) training was delivered last year.</li> </ul>
			<ul style="list-style-type: none"> <li>Update the cluster's commitment to Accountability to Affected Populations (AAP).</li> </ul>	Q2	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> <li>The last update to the cluster commitment was in 2019.</li> <li>The humanitarian context is constantly evolving and updating the AAP commitment ensures that it remains relevant and responsive to the needs of affected populations.</li> </ul>
			<ul style="list-style-type: none"> <li>Activate a technical working group to review shelter cluster guidelines and ensure protection mainstreaming in shelter activities</li> </ul>	Q2-Q4	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> <li>There are challenges in promoting the centrality of protection Incl. AAP.</li> <li>A technical working group might bring together protection and inclusive programming experts, ensuring that interventions are based on best practices and lessons learned.</li> </ul>
			<ul style="list-style-type: none"> <li>Develop step-by-step guidance on implementing complaint and feedback mechanisms or contribute to an inter-cluster guide.</li> </ul>	Q3-Q4	Cross-cutting issues FPs, SCT	<ul style="list-style-type: none"> <li>While numerous lessons have been learned from previous years regarding complaint and feedback mechanisms, there have been limited opportunities to review and enhance them.</li> <li>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.</li> </ul>