Cluster Coordination
Performance Monitoring
What is the CCPM?

- A self-assessment of cluster performance against the 6 core cluster functions and Accountability to Affected populations:
  1. support service delivery
  2. inform the HC/HCT's strategic decision-making
  3. strategy development
  4. monitor and evaluate performance
  5. capacity building in preparedness and contingency planning.
  6. Advocacy
  7. + section on Accountability to Affected Populations

- A country led process, supported by Global Clusters and OCHA
- The CPM can be applied by both clusters and sectors
Where does the CCPM come from?

- Transformative Agenda
  - Improve coordination and accountability
- Developed by the IASC SWG on the Cluster Approach and endorsed by the IASC WG in 2012
- Piloted in 2012 and implemented from 2013 -
Why monitor cluster coordination performance?

- Ensure efficient and effective coordination
- Take stock of what functional areas work well and what areas need improvement
- Raise awareness of support needed from the HC/HCT, cluster lead agencies, global clusters or cluster partners
- Opportunity for self-reflection
- Strengthening transparency and partnership within the cluster
- Show the added value and justify the costs of coordination
The CCPM does not …

- Monitor response (service delivery)
- Evaluate individual partners or coordinators
- Evaluate if/when clusters should be deactivated, merged etc. (Review of the cluster architecture)
- Exclude usage of other tools with the same purpose
When to implement the CCPM?

- Protracted crises: Annually, but clusters decide when to implement it
- New emergencies: 3-6 months after the onset and once every year thereafter.
- If several core functions have been registered as weak more frequent
- Avoid simultaneous commitments (e.g. the Strategic Planning Process, donor visits etc.)
Who is involved?

- Ideally all clusters (cluster coordinators and partners)
- Global clusters: Technical and facilitation support
- OCHA-HQ: Technical and facilitation support when clusters don’t have the survey tool
- OCHA-FO: coordinate across clusters (ICC) and ensure engagement of HC/HCT
CCPM in steps

1. Planning
   - Decision on Implementation

2. Survey
   - Preliminary Report

3. Analysis Action Planning
   - Final Report & Action Plan

4. Monitoring
   - Quarterly Reports to HCT
Step I: Planning

- HCT decision on CCPM timeframe and participation
- Inter-cluster Coordination Group discussion
- Each cluster meets to:
  - Discuss the CCPM purpose, process, methodology and outputs;
  - Clarify timeframe for survey and completion of report;
  - Clarify role of government counterpart
  - Establish commitment to follow-up on agreed actions to improve performance.

**Output I: Agreement on implementation and timeframe**
Step II: The Survey

- **Three online questionnaires:**
  
  i. The Cluster Description Report, completed by the cluster coordinator
  
  ii. Coordination performance questionnaire, completed by the cluster coordinator, app. 20-25 min
  
  iii. Coordination performance questionnaire, completed by the cluster partners, app. 20-25 min

- **Important:**
  
  o Responses are anonymous - but avoid sensitive comments
  
  o Important to fully complete the questionnaire
  
  o Survey results only shared externally after the cluster has contextualised it.
Step II: The Survey

Example of survey question:

‘Has your organization been involved in the development of the strategic plan?’

☐ No strategic plan (NA)

☐ My organization was not asked to be involved

☐ My organization was asked to be involved but has not contributed

☐ My organization was asked to be involved, has contributed but contribution not adequately taken into account

☐ My organization was asked to be involved, has contributed and contribution somewhat adequately taken into account

☐ My organization was asked to be involved, has contributed and contribution adequately taken into account
Step II: The Survey

Analysis and scoring of performance status

- The median score for each sub-category is calculated based on aggregated results of partners and coordinator.
- The median score is classified into a 4 categories of performance status:

<table>
<thead>
<tr>
<th>Score</th>
<th>Performance status</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;0.75%</td>
<td>Green = Strong</td>
</tr>
<tr>
<td>0.51-0.75%</td>
<td>Yellow = Satisfactory (needs minor improvement)</td>
</tr>
<tr>
<td>0.26-0.50%</td>
<td>Orange = Unsatisfactory (needs major improvement)</td>
</tr>
<tr>
<td>≤ 0.25%</td>
<td>Red = Weak</td>
</tr>
</tbody>
</table>
### Step II: The Survey

**Output II: The survey results are weighted and compiled into a report**

<table>
<thead>
<tr>
<th>Supporting service delivery</th>
<th>1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities</th>
<th>Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2 Develop mechanisms to eliminate duplication of service delivery</td>
<td></td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>Informing strategic decision-making of the HC/HCT for the humanitarian response</td>
<td>2.1 Needs assessment and gap analysis (across other sectors and within the sector)</td>
<td>Satisfactory</td>
</tr>
<tr>
<td></td>
<td>2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues.</td>
<td>Weak</td>
</tr>
<tr>
<td></td>
<td>2.3 Prioritization, grounded in response analysis</td>
<td>Satisfactory</td>
</tr>
</tbody>
</table>
Step III: Cluster analysis and action planning

- Review/amend the Cluster Description Report
- Explain/contextualize findings
- Identify actions for improvement (focus on weak and unsatisfactory performance), timeframe and responsible for follow-up
- Pinpoint support requirements

Clusters can request the secretariat of the global clusters or OCHA-HQ for facilitation support
Step III: Cluster analysis and action planning

**Output III: Final CCPM and Action Plan**

- Actions for improvement, timeframe and responsible for follow-up
- Awareness of support requirements (HC/HCT, Cluster Lead Agencies, Partners, OCHA, Global Clusters and national authorities)
- Shared with the HC/HCT and Global Cluster and, if applicable, the national authorities
Step IV: Follow-up & Monitoring

Follow-up:
- ICC: Review of Reports/Action Plans → identify common weaknesses to be addressed systematically.
- HCT: Presentation of Reports/Action Plans and discussion of support requirements

Monitoring:
- Take stock of progress at monthly cluster meetings
- Quarterly progress reporting to the HCT

Output IV: Quarterly reports to HCT