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

CPM IN STEPS

STEPS	1. Planning	2. Survey	3. Analysis Action Planning	4. Monitoring
OUTPUTS	Decision on Implementation	Preliminary Report	Final Report & Action Plan	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-catagory is calculated based on aggregated results of partners and coordinator.
- The median score is classified into a 4 categories of performance status:

Score	Performance status
>0.75%	Green = Strong
0.51-0.75%	Yellow = Satisfactory (needs minor improvement
0.26-0.50%	Orange = Unsatisfactory (needs major improvement
≤ 0.25%	Red = Weak

Step II: The Survey

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

1.Supporting service delivery	
1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities	**Good**
1.2 Develop mechanisms to eliminate duplication of service delivery	**Unsatisfactory**
2. Informing strategic decision-making of the HC/HCT for the humanitarian response	
2.1 Needs assessment and gap analysis (across other sectors and within the sector)	**Satisfactory**
2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues.	**Weak**
2.3 Prioritization, grounded in response analysis	**Satisfactory**

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