Cluster Coordination Performance Monitoring

What is cluster coordination performance monitoring?

Cluster Coordination Performance Monitoring (CCPM) is a self-assessment exercise. Clusters monitor their performance against (i) the six core cluster functions set out in the *Reference Module for Cluster Coordination at Country Level* and (ii) accountability to affected populations. A country-led process, which is supported by Global Clusters and OCHA, it is ideally conducted by all clusters (and sectors) at the same time, though it can be implemented by individual clusters or a group of clusters.

Why monitor the performance of clusters?

CCPM can help clusters fulfil their core cluster functions and become more efficient and effective coordination mechanisms at national and sub-national level in both sudden onset and protracted crises.

When?

A CCPM process should be undertaken annually in protracted emergencies. In sudden onset emergencies, a CCPM process should be undertaken within three to six months after the onset and once every year thereafter. If several core functions have been registered as weak, it is recommended that a CCPM process occurs more frequently.

Who is involved?

CCPM is ideally carried out by all clusters in a given country at the same time. If the HC/HCT and/or clusters have not agreed to carry out a CCPM process across all clusters, individual clusters (or a small group of clusters) may initiate one.

Cluster coordinators or inter-cluster coordination should ensure that cluster partners participate, including UN agencies, national and international NGOs, national authorities and representatives of cross-cutting issues.

Global Clusters provide technical support (the survey) and help with facilitation. If a global cluster is not able to administer the survey, OCHA Headquarters can support it. The OCHA Field Office is responsible for coordinating the CCPM exercise across clusters and ensuring the engagement of the HC/HCT.

Step I: Planning

The CCPM process and objectives are presented at a meeting of the HCT and subsequently discussed at an inter-cluster coordination meeting, which agrees a timeframe for implementation.

Each cluster then meets to discuss the objectives, clarify questions related to the process, and on timeframe of the three steps. At this meeting, cluster members also commit themselves to following up agreed actions to improve coordination and performance.

Output I: Agreement on a framework for CPM implementation

Step II: The CCPM Survey

The CCPM Survey consists of three online questionnaires: (i) a Cluster Description Report, completed by the cluster coordinator; (ii) a Coordination Performance Questionnaire, completed by the cluster coordinator; and (iii) a Coordination Performance Questionnaire completed by cluster partners. Each requires about 20-25 minutes to complete. Examples of sample questions can be found in the *Guidance Note* on Cluster Coordination Performance Monitoring.

Output II: The Preliminary Coordination Performance Report. The completed questionnaires are analysed and two reports, a Cluster Description Report and a Preliminary Coordination Performance Report, are generated automatically through HQ-based technical support processes provided by the Global Cluster or OCHA. The Preliminary Coordination

Performance Report classifies the responses in four performance categories: Good, Satisfactory, Weak and Unsatisfactory.

Step III: Cluster analysis and action planning

Each cluster subsequently convenes to discuss the findings of the Preliminary Coordination Performance Report. The meeting identifies good practices, constraints on performance, actions to improve performance, and contextualizes the report's findings. The report is then finalized and shared with Global Clusters, Cluster Lead Agencies, the HC/HCT, OCHA, and national authorities.

Output III: Final Coordination Performance Report and Action Plan. Based on the analysis and discussion within the cluster, the Coordination Performance Report is finalised and an Action Plan is developed. The Final Coordination Performance Report and Action Plan identify actions that will be taken to improve core cluster functions and the cluster's accountability to affected populations (giving special attention to functions that have been rated unsatisfactory or weak). It sets out a timeframe for implementation and designates the organizations that will follow up on each action.

Step IV: Follow-up and monitoring the implementation of the Action Plan

The Final Coordination Performance Reports and Action Plans are reviewed by the Inter-Cluster Coordination Group and the HCT. They pinpoint common weaknesses across clusters that need to be addressed systematically, and identify concrete actions that the HC/HCT and global clusters need to take. Cluster coordinators monitor implementation of Action Plans. The clusters take stock of progress every month and send progress reports to the Inter-Cluster Coordination Group and the HC/HCT every quarter.

Output IV. Quarterly reports to the HC/HCT. These quarterly progress reports to the HCT make an important contribution to the implementation of Action Plans. They assist the Cluster to document progress, and draw attention to forms of support which the HC/RC/HCT and global clusters need to provide.

CCPM PROCESS

STEPS	1. Planning	2. Survey	3. Analysis & Action Planning	4. Follow-up & Monitoring
OUTPUTS	Decision on Implementation	Preliminary Report	Final Report & Action Plan	Quarterly Reports to HCT