



2024 CCPM 2025 ACTION PLAN

Shelter Cluster in Cameroon

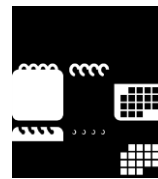
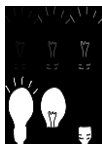
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Introduction

Country: Cameroon **Date of launch of the CCPM process** (sharing of the online survey): 1/31/2025 **Date of the survey results revision and action plan meeting:** 3/26/2025 **Date of completion of the CCPM** (sharing of the action plan at the GSC): 4/5/2025



The 2024 Shelter Cluster Coordination Performance Monitoring (CCPM) for Cameroon provides a comprehensive evaluation of the Shelter Cluster’s effectiveness across its core functions. This assessment, grounded in partner surveys and consultations, offers precise performance metrics for each function, highlighting strengths and areas necessitating improvement.

Core Functions Results

The CCPM exercise in Cameroon involved 31 respondents. These respondents provided feedback on various aspects of cluster coordination.

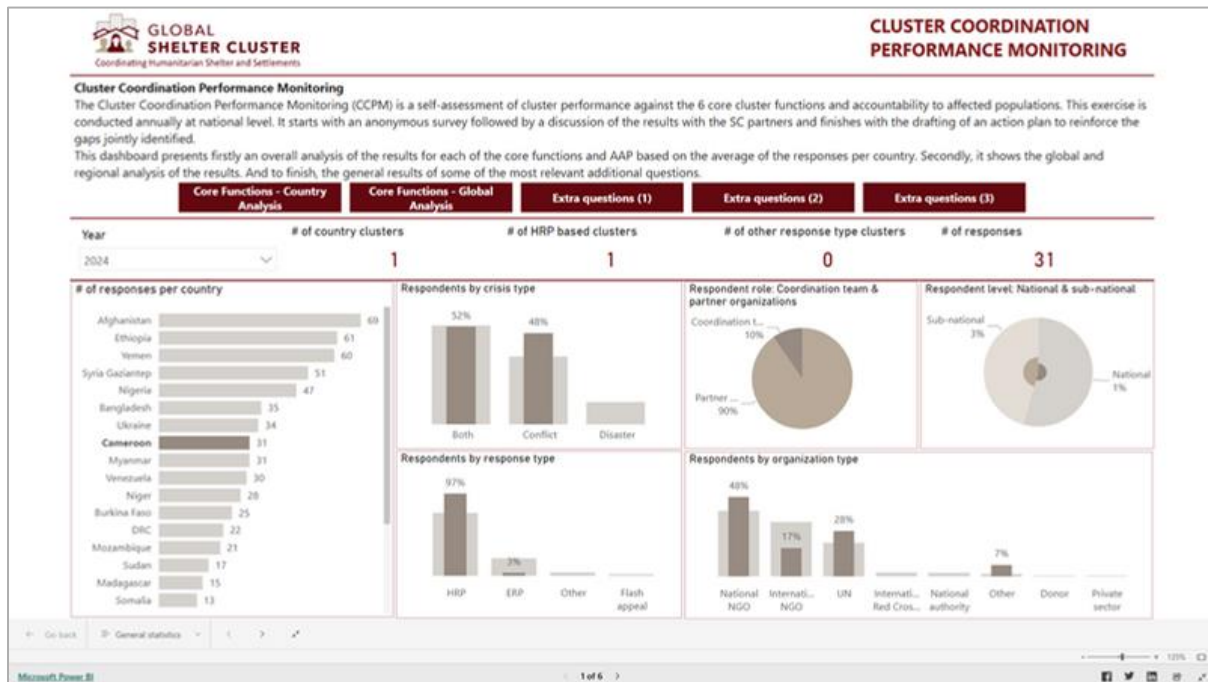


Fig.01. Overview of the countries that submitted the CCPM Survey : [Cluster Coordination Performance Monitoring | Shelter Cluster](#)

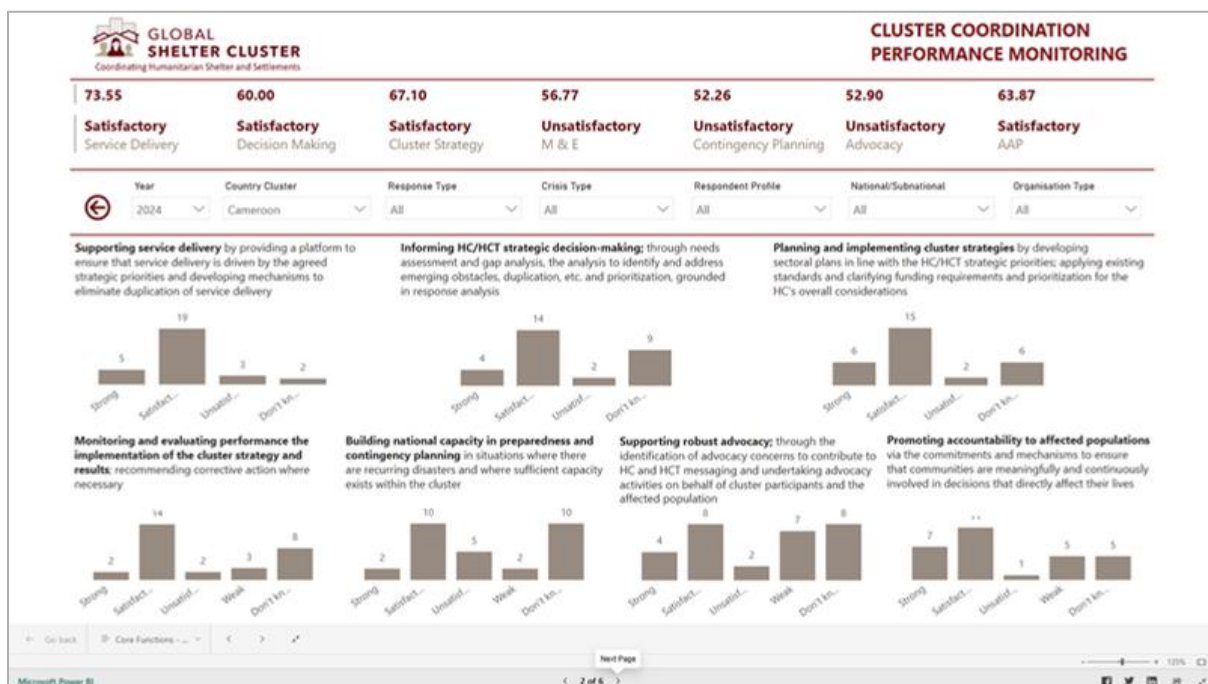


Fig.02. Overview of the rates per Core Function: [Cluster Coordination Performance Monitoring | Shelter Cluster](#)

1. Supporting Service Delivery



The Shelter Cluster achieved an **73.5%** performance rating in supporting service delivery. This high score reflects the Cluster's success in establishing robust mechanisms that ensure coordinated and efficient delivery of shelter services. Partners acknowledged the effectiveness of regular meetings, information-sharing platforms, and collaborative planning processes that have streamlined operations and reduced service duplication.

2. Informing Strategic Decision-Making



In informing strategic decision-making, the Cluster received a score of **60%**. This indicates a strong capacity to analyze needs assessments and disseminate critical information to guide strategic planning. The development of comprehensive strategies and response plans has been well-received, though there is room to enhance the integration of data-driven insights into decision-making processes.

3. Planning and Strategy Development



The Cluster's performance in planning and strategy development was rated at **67.1%**. This score underscores the effectiveness of current strategies in addressing shelter needs and the proactive engagement of partners in the planning process. The alignment of plans with overarching humanitarian objectives has been a noted strength, contributing to a cohesive and targeted response.

4. Advocacy



Advocacy efforts were evaluated with a score of **56.7%**. While the Cluster has made commendable strides in advocating for shelter needs and mobilizing resources, partners identified the necessity for more robust and consistent advocacy initiatives. Enhancing engagement with donors, government entities, and other stakeholders is essential to elevate the visibility of shelter issues and secure additional support. **The Cluster Advocacy strategy will be updated and donor briefing organized.**

5. Monitoring and Reporting



The monitoring and reporting function received a score of **52.2%**, indicating a moderate level of effectiveness. Challenges were noted in achieving consistent and timely reporting from all partners, which impacts the Cluster's ability to maintain an accurate overview of shelter interventions. Although Standardized tool have been implemented for each region partners are not reporting against them. **A series of trainings will be organized to refresh knowledge and boost engagement.**

6. Contingency Planning and Preparedness



In contingency planning and preparedness, the Cluster scored **52.9%**. This reflects ongoing efforts to develop and implement preparedness plans for potential emergencies. However, partners highlighted the need for continuous updates to contingency plans and regular simulation exercises to ensure readiness for unforeseen events. During the Strategy Workshop a session has been dedicated to the Contingency Planning drafting. **A national template will be shared, and regional groups will work to its own plan.**

7.Accountability to Affected Populations (AAP)



The Cluster's performance in ensuring accountability to affected populations was rated at **63.8%**. This score is satisfactory however there exist still significant opportunities for improvement in incorporating community feedback mechanisms, enhancing transparency, and ensuring that shelter interventions are responsive to the needs and preferences of affected communities.



Cross-cutting issues

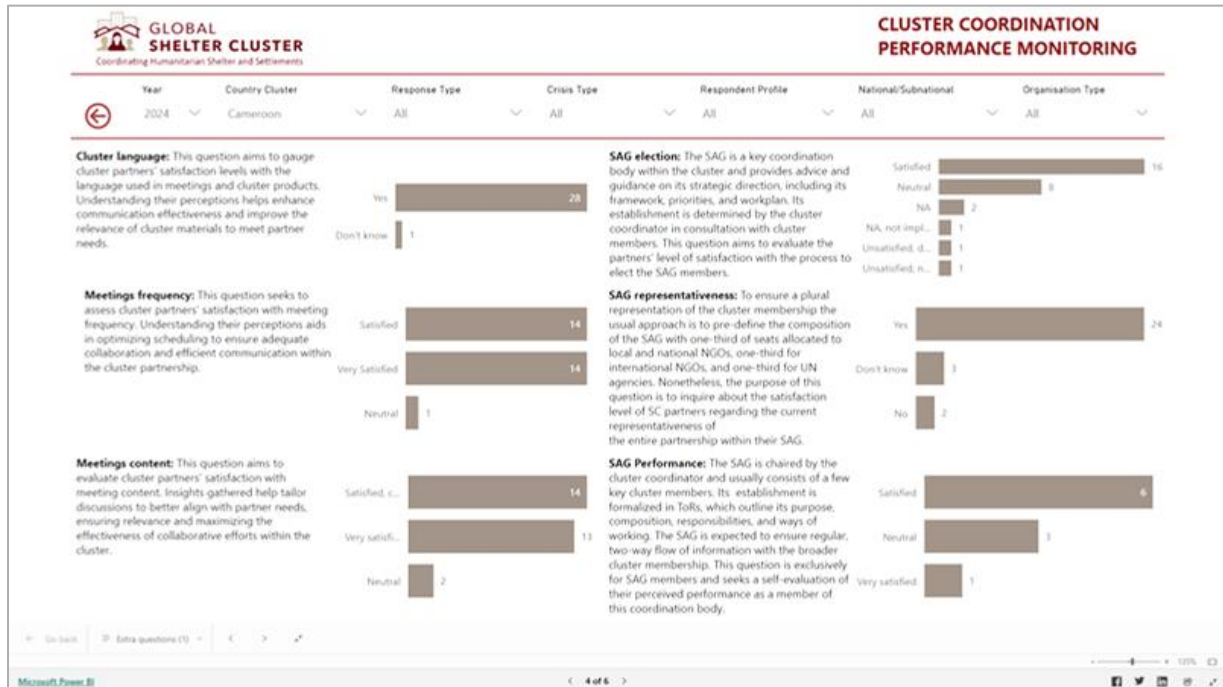


Fig.03. Overview of the rates per Crosscutting issue: [Cluster Coordination Performance Monitoring | Shelter Cluster](#)

1.Cluster Language and Communication Effectiveness

Effective communication within the Shelter Cluster is crucial for ensuring smooth coordination and service delivery. The survey reveals that:

- **28 respondents confirmed** that they understood and were satisfied with the language used in meetings and cluster products.
- **1 respondent was unsure** about the language used, indicating that a minor gap exists in ensuring inclusivity in communication.

This overwhelmingly positive response indicates that the **Cluster has successfully tailored its language and communication strategies** to meet the needs of its partners, thereby enhancing clarity and effectiveness in coordination

2. Meeting Effectiveness: Frequency and Content

The efficiency of meetings is critical in ensuring smooth operations and decision-making. The survey assessed satisfaction regarding **meeting frequency and content**, yielding the following insights:

Meeting Frequency:

- **14 respondents (50%) were satisfied** with the frequency of meetings.
- **14 respondents (50%) were very satisfied**, showing **no dissatisfaction** with the meeting schedule.
- **Only 1 respondent remained neutral**, suggesting that while the current meeting schedule is well-received, some minor refinements could be explored.

This indicates that the **meeting structure is functioning well**, with an appropriate frequency that supports active engagement without causing fatigue among participants.

Meeting Content:

- **14 respondents were satisfied**, and **14 were very satisfied**, indicating that **100% of respondents found the meeting content relevant and useful**.
- **Only 2 respondents remained neutral**, meaning no one expressed dissatisfaction.

These findings suggest that the **Cluster effectively tailors its discussions to align with partner needs**, ensuring relevance and maximizing collaboration efforts.

3.Strategic Advisory Group (SAG) Performance and Governance

The **Strategic Advisory Group (SAG)** plays a critical role in providing guidance, setting priorities, and ensuring the representation of key stakeholders in decision-making. The CCPM survey explored various aspects of SAG performance:

SAG Election Process:

- **16 respondents (57%) were satisfied** with the SAG election process.
- **8 respondents (28%) remained neutral**, suggesting that while satisfaction is high, greater clarity in election procedures might be beneficial.
- **Only 3 respondents expressed dissatisfaction** (2 stated “Unsatisfied” and 1 “Unsatisfied, not implemented”).

These results indicate that **most partners view the SAG election process positively**, but there is room to improve transparency and participation in the selection process.

SAG Representativeness:

To ensure a diverse and inclusive SAG composition, representation is structured as: **one-third local/national NGOs, one-third international NGOs, and one-third UN agencies.**

- **24 respondents (86%) agreed** that the SAG is representative.
- **3 respondents (11%) were unsure**, while **2 respondents (7%) disagreed**, indicating a small gap in ensuring full inclusivity.

While the **overall representativeness of the SAG is strong**, further engagement may be required to clarify its role and ensure that **all partners feel adequately represented.**

SAG Performance:

SAG members were asked to self-evaluate their performance:

- **6 respondents (66%) expressed satisfaction** with how the SAG functions.
- **1 respondent (11%) was very satisfied** with the SAG's performance.
- **2 respondents (22%) remained neutral**, indicating that there is still some potential for improvement in efficiency and transparency.

These figures suggest that **SAG members acknowledge its effectiveness but see opportunities for optimization**, particularly in ensuring continuous engagement and two-way communication with the broader Shelter Cluster membership.

CONCLUSION & RECCOMENDATION

The 2024 CCPM results highlight that the **Shelter Cluster in Cameroon is performing well in communication, meeting effectiveness, and governance structures**. However, some key recommendations for improvement include:

1. **Enhancing Clarity in SAG Elections:** While the election process is largely satisfactory, greater transparency and partner engagement could **increase confidence and participation**.
2. **Improving Stakeholder Representation Awareness:** More efforts are needed to **engage partners who feel underrepresented** in SAG decision-making.

3. **Strengthening Two-Way Communication in SAG Performance:** A mechanism for **regular feedback and updates** from SAG members to the broader Cluster should be institutionalized.
4. **Fine-tuning Meeting Schedules:** Given the neutral response from a few participants, a **periodic review of meeting frequency and content relevance** could ensure sustained engagement.



Fig.04. Overview of the rates per Crosscutting issue

4. Gender-Based Violence (GBV) Mainstreaming

Integrating **GBV considerations** into the Shelter Cluster's work is crucial for ensuring the protection and dignity of affected populations. The survey results indicate the following perceptions:

- **11 respondents rated GBV mainstreaming as “Strong”**—suggesting that most partners acknowledge the efforts being made in this area.

- **2 respondents rated it as “Very Strong”**, indicating a high level of satisfaction among some stakeholders.
- **5 respondents remained neutral**, while **5 rated it as “Weak”**, highlighting areas where improvements could be made.
- **6 respondents stated, “Don’t know”**, which suggests a potential gap in awareness or engagement on GBV-related initiatives.

These findings indicate that **while GBV mainstreaming is perceived positively, further awareness and capacity-building efforts may be necessary to ensure more consistent integration across operations.**

5. Environmental Mainstreaming

Ensuring that shelter and Non-Food Item (NFI) responses align with environmental sustainability principles is an important priority. The survey measured perceptions of how well the Shelter Cluster integrates **environmental considerations** into its strategies:

- **12 respondents rated it as “Strong”**, indicating a general satisfaction with efforts toward environmental mainstreaming.
- **4 respondents rated it as “Very Strong”**, which shows that some stakeholders see significant progress in this area.
- **6 respondents remained neutral**, while **2 rated it as “Weak”**, suggesting that there is room for improvement in incorporating sustainability practices.
- **5 respondents selected “Don’t know”**, implying that some partners may not be fully informed about the Cluster’s environmental efforts.

These results suggest that **although environmental mainstreaming is relatively well-integrated, continued efforts are needed to enhance awareness and**

improve the practical implementation of sustainable approaches in shelter interventions.

6. Protection from Sexual Exploitation and Abuse (PSEA)

Ensuring protection from **Sexual Exploitation and Abuse (SEA)** within humanitarian coordination is a critical function of the Shelter Cluster. The survey assessed partners' satisfaction with PSEA measures:

- **11 respondents rated the Shelter Cluster's PSEA efforts as "Strong"**, indicating a positive perception of the Cluster's commitment to this issue.
- **4 respondents rated it as "Very Strong"**, suggesting that some partners feel the Cluster is excelling in this area.
- **4 respondents remained neutral**, which may indicate a need for greater visibility or engagement on PSEA policies.
- **2 respondents rated it as "Weak"**, while **1 rated it as "Very Weak"**, highlighting areas where further reinforcement is needed.
- **7 respondents stated "Don't know"**, suggesting a lack of awareness or clarity regarding PSEA mechanisms.

While the overall perception of PSEA efforts is **predominantly positive**, the presence of neutral and weak responses indicates a need for additional training, improved reporting mechanisms, and enhanced communication on safeguarding policies.

7. Sub-National Coordination Coverage

Sub-national coordination plays a crucial role in ensuring that humanitarian efforts are **effectively localized and tailored to the geographical needs of affected populations**. The survey results indicate:

- **16 respondents agreed (“Yes”)** that sub-national coordination structures effectively address geographical needs, demonstrating a strong level of confidence in this system.
- **7 respondents disagreed (“No”)**, indicating some gaps in coverage or effectiveness at the sub-national level.
- **6 respondents stated “Don’t know”**, suggesting that some partners may not be fully aware of the existing coordination structures or their impact.

These findings highlight that **while sub-national coordination structures are generally perceived as effective, further efforts are needed to ensure equitable coverage, address concerns from dissatisfied respondents, and improve communication on these structures’ roles and achievements.**

CONCLUSION & RECCOMENDATION

The **2024 CCPM results** for Cameroon highlight a **solid foundation of effective coordination mechanisms** but also identify areas for enhancement. Based on the findings, the following recommendations are proposed:

1. **Strengthen GBV Mainstreaming:**

- Increase training and awareness sessions for partners to enhance integration of GBV considerations.
- Develop and disseminate clearer GBV response guidelines.

2. **Enhance Environmental Sustainability in Shelter Interventions:**

- Expand awareness campaigns on environmentally friendly shelter solutions.

- Strengthen partnerships with organizations specializing in green technologies.
- 3. Improve Awareness and Reporting on PSEA:**
- Conduct training workshops on PSEA policies and reporting mechanisms.
 - Ensure all partners and field staff are fully informed about existing safeguarding frameworks.
- 4. Expand Sub-National Coordination Coverage:**
- Address concerns from partners who reported gaps in coverage.
 - Improve communication about sub-national coordination structures to ensure all stakeholders are aware of their roles and impact.



Fig.05. Overview of the rates per Crosscutting issue: [Cluster Coordination Performance Monitoring | Shelter Cluster](#)

8. Information Sharing:

The satisfaction level with information sharing within the cluster was mostly positive:

- **14 respondents (54%)** were satisfied
- **11 respondents (42%)** were very satisfied
- **4 respondents (15%)** remained neutral

These results indicate that while information flow is generally effective, some stakeholders may require more tailored or accessible communication channels.

9. Knowledge Exchange:

The assessment measured whether the cluster provided an adequate platform for knowledge-sharing:

- **24 respondents (89%)** agreed that it did.
- **2 respondents (7%)** disagreed
- **3 respondents (11%)** were uncertain

The high approval rate suggests that the knowledge-sharing framework is functioning well, but engagement strategies may need enhancement for the disengaged minority.

10. Technical Working Groups (TWiGs):

Satisfaction with TwiGs, which address technical shelter-related challenges, was moderate:

- **13 respondents (50%)** were satisfied

- **3 respondents (12%) were very satisfied**
- **1 respondent (4%) was unsatisfied**

The limited number of highly satisfied respondents signals that TwiGs could be refined to better meet stakeholders' needs.

11. Humanitarian Needs Overview (HNO) Engagement:

The involvement of partners in the HNO process showed mixed responses:

- **10 respondents (38%)** were satisfied
- **9 respondents (35%)** remained neutral
- **8 respondents (31%)** were very satisfied
- **1 respondent (4%)** was unsatisfied

The high number of neutral responses suggests that some stakeholders may not be fully engaged in or informed about the HNO process.

12. Humanitarian Response Plan (HRP) Involvement:

Engagement in the HRP process was extremely low:

Only 1 respondent (4%) reported satisfaction.

This might be due to an oversight of the question as the previous one was well responded.

13. CCPM Action Plan Awareness:

The survey assessed familiarity with the CCPM action plan:

- **14 respondents (54%)** were aware of it

- **12 respondents (46%)** were not aware
- **2 respondents (8%)** were uncertain

Almost half of the respondents lacked awareness of the CCPM action plan, indicating a need for better dissemination and engagement strategies.

CONCLUSION & RECCOMENDATION

The 2024 survey highlights significant progress in the coordination of humanitarian shelter and settlement activities in Cameroon. The commitment to information sharing, knowledge exchange, and active participation in technical forums has strengthened the overall effectiveness of the cluster. However, there are areas that require further attention, particularly in ensuring broader engagement and improving resource allocation. Based on the findings, the following recommendations are proposed:

1. **Enhance Information Sharing Mechanisms:**

- Develop more robust platforms for sharing needs assessments and gap analyses to ensure all stakeholders have access to timely and accurate data.
- Encourage feedback from neutral respondents to understand and address their concerns.

2. **Promote Knowledge Exchange:**

- Foster a culture of continuous learning by organizing regular workshops and seminars to share best practices and lessons learned.
- Encourage partial participants to engage more fully in knowledge exchange activities.

3. **Increase Participation in TWGs:**

- Identify barriers to participation and develop strategies to encourage broader engagement in technical working groups.
- Highlight the benefits of active participation to motivate stakeholders.

4. **Improve HNO Data Submission:**

- Streamline the data submission process to make it more user-friendly and less time-consuming.
- Provide training and support to organizations to ensure accurate and comprehensive data submission.

5. **Strengthen Resource Allocation:**

- Develop strategies for more efficient allocation of resources to maximize impact.
- Establish robust monitoring and evaluation frameworks to track progress and impact.



Action Plan 2025

Core Function	Action	Responsible Party	Timeframe
Supporting Service Delivery	Strengthen coordination mechanisms through regular meetings, updates, and reporting templates.	Cluster Coordination Team, IM Officer	Quarterly (Throughout 2025)
	Improve partner engagement by conducting periodic feedback sessions.	Cluster Lead, Shelter Partners	Bi-annually (Mid & End of 2025)
Informing Strategic Decision-Making	Enhance data collection by introducing digital assessment tools.	Information Management Officer (IMO), M&E Team	Q2 2025

	Develop a centralized data dashboard for real-time tracking of shelter interventions.	IMO, IT Support Team	Q3 2025
Planning and Strategy Development	Conduct a workshop to refine response strategies and align with national policies.	Cluster Lead, Government Representatives, Shelter Partners	Q1 2025
	Update strategic response plans incorporating lessons learned from 2024.	Shelter Cluster Technical Team	Q2 2025
Advocacy	Launch a donor engagement strategy to mobilize additional resources.	Cluster Lead, Advocacy Officer	Q1–Q3 2025

	Publish quarterly reports on shelter needs and successes for stakeholders.	Communications Officer, IMO	Quarterly (Throughout 2025)
Monitoring and Reporting	Standardize reporting templates and train partners on effective data submission.	Information Management Officer, Shelter Cluster Partners	Q1 2026
	Implement monthly tracking of reporting compliance.	IMO, M&E Team	Monthly (Throughout 2025)
Contingency Planning and Preparedness	Revise and update contingency plans for emergency shelter response.	Shelter Cluster Technical Team	Q2 2025
	Conduct at least two emergency response	Shelter Partners, Local Authorities, Cluster Lead	Q3 & Q4 2025

simulation exercises.			
Accountability to Affected Populations (AAP)	Establish community feedback mechanisms, including suggestion boxes and surveys.	Shelter Cluster Partners, IMO, M&E Team	Q2 2025
	Conduct training on AAP for partners to improve community engagement.	Cluster Lead, AAP Specialist	Q3 2025
	Develop and distribute an annual report on community feedback integration.	Communications Officer, IMO	Q4 2025

Reach Out

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