

Northwest Southwest Cameroon Shelter Cluster

Cluster Coordination Performance Monitoring 2022

The Shelter Cluster was first activated in the Northwest and Southwest regions of Cameroon in October of 2018. This will be the fourth year of the Shelter Cluster approach in response to the humanitarian situation created by the Anglophone crisis in Cameroon. Currently, the Shelter Cluster has 20 partner agencies on its mailing list with 16 of them (most of them national NGOs), reporting activities as of the end of 2021. The last cluster coordination performance monitoring was conducted in 2019, shortly after the Cluster was established. While some progress has been made, there are other areas where there needs to be improvements. In order to conduct the exercise, partners completed the standard CCPM questionnaire in January, which was consolidated at national level. At subnational level, the Subnational Shelter Cluster Coordinator for NWSW Cameroon conducted a series of bilateral meetings and consultations with partners in February, followed by the use of an interactive poll during the Shelter Cluster meeting on the 2nd of March 2022. Main recommendations include:

1. Shelter Cluster requires the contribution of all partners and the coordinators to make the core functions possible.
2. Ensure stronger and more regular reporting to the Cluster's 5W tool to better operationalize coordination and prevent duplications of assistance.
3. Strengthen capacity building for national NGOs in various programmatic and shelter-related areas to better support longer-term integration of the Cluster.
4. Increase efforts in the areas of advocacy and resource mobilization at various levels.
5. Put in place mechanisms to better support accountability to affected populations.

More detailed recommendations and the assessment of the Cluster is detailed in the following pages:

Core Function	Service	Score from CCPM Exercise	Actual Deliverables	Recommendations
1. Supporting service delivery	Coordination management	76% Satisfactory	Partners reflected that the cluster had made continual progress since its activation in NSW Cameroon in 2018. 1. SAG members for NW/SW per last update of Strategy: IOM, Plan International, CRS, Intersos, DRC, Shumas, Lukmef, COMINSUD, FGI 2. Co-Chair: COHESODEC 3. Contact List: offline list, needing some updates 4. De-duplication of activities; Operational coordination 5. Cluster Meetings and fora	1. SAG: There is a need to ensure SAG ToR is up to date and partners are aware of their responsibilities. SAG ToR to be reviewed and ToRS to be updated. 2. Status of Co-chair: The Co-Chair process was decided at national level and many partners felt like they don't have ownership of the decision. As this current MoU is only in place for the first few months of 2022, the process should be done at subnational level. The Co-Chair does not have a significant level of experience in shelter and NFI programming, and there is a need to increase their capacity if they are to be more involved in the shelter coordination. 3. Contact list: Cluster to look into ways to share cluster contacts with all partners, such as Teams channels. 4. Deduplication of activities; operational coordination: Regular coordination with partners to ensure that plans are communicated and interactivity to ensure de-duplication of activities; perhaps creation of interactive groups (Teams, website, skype, whatsapp for plans particularly) 5. Donors: Through tools like the 5W, ensure that the implementing partners' activities are visualized alongside the funding of the donors. Support advocacy activities by better mapping donor interventions. 6. Partners: Partners should be encouraged to regularly participate in cluster meetings and also share and participate in the discussions.

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	Information management	73% Satisfactory	Partners reflected that IM is particularly satisfactory and has improved. Partners have appreciated the dashboards and visuals circulated by the Cluster: 1. 5W 2. Factsheets 3. NSW web page at sheltercluster.org 4. Gap in response and Unique beneficiaries	1. 5W: A challenge has been noted in consistency of reporting. A 5W tool in Kobo has been created by the Cluster team to make reporting easier. More partners need to report to the 5W on time. The Cluster team will also put in place an interactive dashboard to encourage partners to report and make the data more accessible for easier coordination. 2. NWSW web page: The web page has now been updated with the latest minutes and dashboards. The Cluster team will regularly publish finalized products, minutes, and presentations there for ease of accessibility. Partners should share with the coordinator any lessons learned, documents, and photos that they want to share through this platform. It is up to all members of the Cluster to shape this platform. 3. Gaps in response: To better track gaps in response through visuals, the Cluster team has started to put in place tools to better track response at the village level. Some challenges exist due to the need to identify which village is in which subdivision when completing the 5W tool. The Cluster will put in place updated guidance for partners to ease this burden. 4. Partner Presence: Several partners recommended a better accounting of access issues and also of which partners had regular presence in which communities to support faster implementation and updates on needs. 5. Unique beneficiaries: The Cluster team will put in place tools to support partners in tracking any duplicate activities and to represent the achievement of the assistance more accurately. 6. Photos: Partners should share photos to also help illustrate their interventions and support advocacy interventions. The Cluster team will help curate these photos on the website and in an online storage.

Integration	60% Unsatisfactory	1. National NGO engagement and capacity building 2. Engagement with authorities	1. National NGOs: National NGOs are a critical part of the implementation of the Shelter Cluster Strategy. There is a need to review what kind of capacity building may be needed to support the NGOs in ownership of the cluster. Partners recommended the following priority areas for National NGOs' capacity building: protection mainstreaming, resource mobilization, project and financial management, and on knowledge of shelter/nfi indicators and which ones correspond with their activities for better reporting. 2. Complementary Programming between International and National Orgs: National agencies in the cluster have a vast network and access to locations where some international agencies may struggle to gain access. Partnerships between international and national agencies should be encouraged, and the Shelter Cluster can support in fostering such relationships by putting in place tools and mechanisms that enable agencies to share information and coordinate on the Shelter/NFI response. 3. Engagement with authorities: Given the context of the Anglophone crisis, it is important to maintain humanitarian neutrality while also better explaining the activities of the shelter sector to local authorities. National NGOs had more reservations on liaising with Ministry of Housing and Urban Planning counter parts than International NGOs. The cluster though needs to advance in this area particularly in the need in advocating for more adequate shelter solutions and in ensuring access to the most crisis affected.
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2. Informing HC/HCT strategic decision-making	Coordinated assessments	50% Unsatisfactory	Partners agreed that this was an area where both analysis, coordination, and the actual advocacy and reach to decision-makers could be increased to support better, more quality implementation at the field level: 1. Shelter Cluster Assessment 2. IOM MSNA	1. 2022 Assessment Tracker: During the March Cluster meeting, an assessment tracker tool was introduced to the partners in order to better support coordinated assessments. Partners were asked for their inputs and contributions. Partners should also use the tool to provide updates to support the cluster in better ensuring that there is not a duplication of Shelter/NFI related indicators collected. 2. Shelter Cluster Assessment: Plan International recently finished data collection on a HH assessment in the NWSW. Partners would be invited to a data validation workshop in April, and to jointly analyse the findings and how that influences the cluster's strategy. 3. IOM MSNA: A new round of data will be available in March and can be analyzed to know the estimated number of IDPs and returnees per village, shelter types per village, and damage levels to returnee homes.
Advocacy on Inter-Cluster and Humanitarian Coordination Team Level	50% Unsatisfactory	1. Inter-cluster 2. Advocacy at national level 3. Advocacy at HCT	4. Inter-cluster: Participate regularly in the Intercluster; bilateral meetings with OCHA, but also need to establish good coordination with key clusters: Protection and the sub-clusters (GBV referral pathways was one thing mentioned in the last inter cluster; also look into WASH for anything related with technical standards particularly for linkages with shelter and WASH infrastructure. 5. HCT: Partners mentioned that they did not yet see the practical impact of advocacy to higher level decision-makers in the response, and recommended that efforts be increased to reach these decision-makers, so that shelter needs and priorities are considered on their agenda.	

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3. Planning and strategy development	Strategic planning	66% Satisfactory	Partners mentioned that the strategy development was an area that they particularly appreciated. Some partners probably needed a refresher for better alignment throughout the year. 1. Shelter Cluster Strategy 2. Shelter Cluster Activity Matrix 3. HPC 2022	1. Strategy: Last strategy was updated in April 2021: Given the recent HH assessment by Plan, and the IOM MSNA data coming out, a review of the strategy is planned for April 2022. This will be the opportunity for partners to influence the Cluster's strategic direction for the next year. 2. Activity Matrix: During the Shelter Cluster meeting in March, partners were introduced to the Activity Matrix, which serves as a simple one-pager of the activity definitions and indicators. Partners are asked to provide their feedback on this in order to help in shaping the Strategy revision. 3. Partners: It is important that partners continue to use and reference the strategy throughout the year and provide feedback that would shape lessons learned.
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Technical coordination	40% Weak	Partners expressed that this was a particular area of weakness for the Shelter Cluster. Revisions of guidelines, technical working groups could all be more active: 1. Technical Working Groups 2. Guidelines	1. Shelter Strategy mentions two working groups that have been activated: Currently, there are no active technical working groups. While an attempt has been made to have NFI implementing agencies to review the contents of the standard NFI kit, partners have not actively provided feedback. This is where a platform such as Teams channels may be helpful. 2. Kits: There is a current ban on the distribution of metallic items and so the shelters are not yet providing adequate shelter for the IDPs. There is a need for continued advocacy to provide a better standard of kit for shelter. Review standard composition of NFI kits and look at monetization of components where and if not appropriate where and when. 3. Shelter typologies: There is a need to review shelter typologies and better make them known so as to also look at better local transitional solutions. Review with partners particularly national NGOs, natural sheltering solutions of IDPs to ensure that cluster activities accompany IDPs in their recovery. Photos of different shelters could also be collected by the partners to better advocate for the various shelter solutions that exist in the NWSW. 4. Cash/Monetization/MBP: This has been one area mentioned frequently as a needed direction of the cluster. To organize capacity building, establish guidelines, determine with the activity matrix which modality is appropriate where, when and for whom. Various agencies are conducting market monitoring exercises that could also help the cluster in providing guidance to partners on prices. 5. Beneficiary targeting and criteria: Through the activity matrix and in collaboration with the Protection Cluster, put in place guidance to better identify which shelter solution should go to which vulnerability criteria of beneficiary. 6. Transitional Shelter: Continue to advocate for transitional shelter activities particularly for returnees
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			and non-displaced populations, particularly looking into local and vernacular building practices of the NWSW. 7. Coordination with WASH Cluster: Look into any activities for construction where complementarities between Shelter and WASH may be established. 8. Post Distribution Monitoring: Create post distribution monitoring tools that will help the cluster and partners to get feedback on their projects and also to inform any technical improvements. Encourage lessons learned sharing during cluster meetings.
Resource mobilization	60 % Unsatisfactory	Given the limited funding available for the NWSW crisis in general and also the limited coverage of shelter interventions, this was an area that was unsatisfactory for partners: 1. HRP 2. CERF 3. Country-based Pooled Funds	1. HPC: Review any specific NW/SW inputs and how that relates with strategy and advocacy required for resources. 2. CERF: Review with national cluster coordinator and OCHA available funding windows and see if needs of shelter can be prioritized in future allocations. 3. Country-based pooled funds: In many countries OCHA/UNDP have been operating country-based pooled funds; see if there is any similar mechanism for NW/SW partners and see if any funding can cover the activities of the cluster. Several partners requested advocacy in this area specially to support more national partners implementing.

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4. Advocacy	Coordinated communication and advocacy	60% Unsatisfactory	Given critical low funding and constraints, partners agreed that advocacy was an area where the Cluster could scale up its activities: 1. Use of website for coverage of partner activities: factsheets will also be part of this, but we can also do story maps and circulation on social media. 2. Intercluster Sitreps 3. Advocating at National level	1. Website and production of content: Beyond the publication of factsheets which will include advocacy messages, also create content that is creative in nature: story maps, photo galleries 2. Intercluster Sitreps: Include relevant advocacy messages of partners in the sitreps submitted to OCHA. 3. Liaise with National Coordinator: Liaise with national cluster coordinator and heads of offices for messages at national level and also global level. 4. Photos: Already raised in IM section.
	Legal and regulatory issues.	40% Weak	There has yet to be specific Shelter Cluster guidance and tools related with this issue. Better engagement with the HLP WG under the Protection Cluster would be a good way to start. National policies, guidelines and standards. Legal & regulatory issues related to HLP, building codes, etc.	1. Housing and government liaison: Review national housing policies in place and link this with coordination with national authorities; find appropriate focal persons for shelter and NFI programming to make this link. 2. Consult on HLP activities and engagement in NW/SW: collaborate with Protection Cluster on the HLP activities and if any procedures and guidelines need to be put in place on this issue; particularly for activities such as rent, damaged housing, sporadic settlements, and length of stay in specific settlements.

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5. Monitoring and reporting	Performance monitoring	61 % Satisfactory	In the first quarter of the year, the Cluster attempted to put into place several ways of reviewing the cluster's performance which culminated in the Cluster Coordination Performance Monitoring exercise and soliciting recommendations from partners.	1. Bilateral Consultations: The Cluster Coordinator has initiated a series of bilateral meetings with partners to better know their activities and their recommendations for the cluster this year. Regular check-ups such as this should continue throughout the year so as to support partners' engagement and contributions to the cluster. 2. CCPM Survey: Conducted in February/March 2022.
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6. Preparedness	Contingency planning	47% Unsatisfactory	1. Contingency Stock Update 2. Contingency Plans	1. Contingency Stock: Create tool for partners to update on their available contingency stock 2. Rapid Response Mechanism: Cluster should map out the partners who have a rapid response mechanism in place to better map out who has the capacity to respond with which stock when and where. 3. Creation of Referral Mechanism: The Shelter Cluster should put in place a system to refer new emergencies or newly identified needs to partners. This requires partners to also share updates with the cluster. 4. Contingency Plans: Review with OCHA and other clusters what the specific inter-agency contingency plan is for the NW/SW- make any links with the Cluster Lead Agency's role as provider of last resort as appropriate.

7. Accountability to affected population	Community liaison	36% Weak	This was an area that Cluster partners particularly flagged as being an area where improved activities were needed: 1. Consultation with communities about Shelter/NFI design 2. Follow up post assistance 3. Complaints and feedback mechanisms specific to shelter/nfi response – referral system amongst shelter partners of gaps in response as mentioned in contingency planning point 4. Capacity building/ICE materials as appropriate	1. Consultation with communities through cluster missions: Organize with partners visits to the field to review projects. Post mission, create factsheet on the area of the mission to review activities implemented, feedback from IDPs who recipients of the projects were, and recommendations from these IDPs on their shelter/nfi needs and feedback for partners. 2. GBV Mainstreaming: Partners should be careful to ensure that their shelter interventions do not heighten the risk of gender-based violence incidents. Space should also be allocated in such a way that is gender sensitive. Cluster to ensure technical guidance and referral pathways are communicated clearly to partners. 3. Disability Mainstreaming: Work on putting in place guidance and shelter interventions that take into consideration the particular needs of disabled population. 4. Collect through partners feedback from beneficiaries on their programming. 5. Partners to share lessons learned with the Cluster team and during cluster meetings. 6. Establish as appropriate Complaints and feedback/referral system for the cluster: In order to ensure accountability to displaced people for the shelters they receive, create a system whereby which complaints and referrals can be received specific to shelter programming, as mentioned also in the point on contingency planning. Consult with other clusters and partners to see if a mechanism already exists and ensure
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feedback depending on the capacity of the partners.

7. **Capacity building/IEC:** Mostly linked with transitional shelter activities; encourage programs/activities that promote the involvement of beneficiaries in their own self-recovery (linked with technical coordination point above).