

Cluster Performance Monitoring: Preliminary Coordination Performance Report

Cluster: XX

Country: XX

Level: XX

Completed on: XX

This Coordination Performance Report summarizes the results of questionnaires completed by the cluster coordinator(s) and partners as part of the cluster performance monitoring process undertaken in **[country]**. The report provides an in-depth assessment of the quality of cluster operations, focusing on the IASC six cluster core functions and an additional component on accountability to affected people. The cluster should meet to review results and identify areas for support and improvement. Following the meeting, the cluster should complete the table included in Annex I of this report and then circulate the completed table to cluster lead agencies, national authorities, the Resident/Humanitarian Coordinator and the Humanitarian Country Team.

Response rate among partners

Response rate among partners			
Partner type	Number partners responding	Total number of partners	Response rate (%)
International NGOs			
National NGOs			
UN organisations			
National authority			
Donors			
Others			
Total			

Results

For more information on the scoring of responses, please see the 'Explanatory Note – Questionnaire and Analysis' at <http://clusters.humanitarianresponse.info/how-to/improve-cluster-performance>.

Performance status:

<p>Green = Good</p> <p>> 0.75</p>	<p>Yellow = Satisfactory, needs minor improvements</p> <p>0.51-0.75</p>	<p>Orange = Unsatisfactory, needs major improvements</p> <p>0.26-0.50</p>	<p>Red = Weak</p> <p>≤ 0.25</p>
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Overall Results

	Category
1. Supporting service delivery	
1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities	
1.2 Develop mechanisms to eliminate duplication of service delivery	
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)	
2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues	
2.3 Prioritization, grounded in response analysis	
3. Planning and strategy development	
3.1 Develop sectoral plans, objectives and indicators directly supporting realization of the HC/HCT strategic priorities	
3.2 Application and adherence to existing standards and guidelines	
3.3 Clarify funding requirements, prioritization, and cluster contributions to HC's overall humanitarian funding considerations	
4. Advocacy	
4.1 Identify advocacy concerns to contribute to HC and HCT messaging and action	
4.2 Undertaking advocacy activities on behalf of cluster participants and the affected population	
5. Monitoring and reporting	
6. Contingency planning/preparedness	
7. Accountability to affected population	

Results per section

1. Supporting service delivery	
1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities	
List of partners regularly updated	
Regular cluster meetings organised	
Attendance of cluster partners to cluster meetings	
Level of decision making power of staff attending cluster meetings	
Conditions for optimal participation of national and international stakeholders	
Writing of minutes of cluster meetings with action points	
Usefulness of cluster meetings for discussing needs, gaps and priorities	
Useful strategic decision taken within the cluster	
Attendance of cluster coordinator to HCT and ICC meetings	
Support/engagement of cluster with national coordination mechanisms	
1.2 Develop mechanisms to eliminate duplication of service delivery	
Mapping of partner geographic presence and programme activities updated as needed	
Inputs of partners into mapping of partner geographic presence and programme activities	
Involvement of partners into analysis of gaps and overlaps based on mapping	
Analysis of gaps and overlaps based on mapping useful for decision-making	

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)	
Use of cluster agreed tools and guidance for needs assessments	
Involvement of partners in joint needs assessments	
Sharing by partners of their assessment reports	
2.2 Needs assessment and gap analysis (across other sectors and within the sector)	
Analyses of situations done together with cluster partners	
Analyses of situations identified risk	
Analyses of situations identified needs	
Analyses of situations identified gaps in response	
Analyses of situations identified capacity in response	
Analyses of situations identified constraints to respond	
Age (cross-cutting issue) considered in analyses	
Gender (cross-cutting issue) considered in analyses	
Diversity – other than age and gender- (cross-cutting issue) considered in analyses	
Human rights (cross-cutting issue) considered in analyses	
Protection, including gender-based violence (cross-cutting issue) considered in analyses	
Environment (cross-cutting issue) considered in analyses	
HIV/AIDS (cross-cutting issue) considered in analyses	
Disability (cross-cutting issue) considered in analyses	
2.3 Prioritization, grounded in response analysis	
Joint analyses supporting response planning	

3. Planning and strategy development	
3.1 Develop sectoral plans, objectives and indicators directly supporting realization of the HC/HCT strategic priorities	
Strategic plan developed	
Partners involved in the development of strategic plan	
Sectoral strategic plan includes objectives, activities and indicators	
Sectoral strategic plan reviewed against host government strategy	
Age (cross-cutting issue) considered in strategic plan	
Gender (cross-cutting issue) considered in strategic plan	
Diversity – other than age and gender- (cross-cutting issue) considered in analyses	
Human rights (cross-cutting issue) considered in analyses	
Protection, including gender-based violence (cross-cutting issue) considered in strategic plan	
Environment (cross-cutting issue) considered in strategic plan	
HIV/AIDS (cross-cutting issue) considered in strategic plan	
Disability (cross-cutting issue) considered in analyses	
Strategic plan shows synergies from with other sectors	
Strategic plan guided response from partners	
Deactivation criteria and phasing out strategy formulated together with partners	
3.2 Application and adherence to existing standards and guidelines	
National and international standards and guidance identified and adapted as required	
Technical standards and guidance agreed upon and used by partners	
3.3 Clarify funding requirements, prioritization, and cluster contributions to HC's overall humanitarian funding considerations	
Prioritisation of proposals against the strategic plan jointly determined with partners based on agreed transparent criteria	
Prioritisation of proposals against strategic plan reflected interest of partners	
Cluster supported and facilitated access to funding sources by partners	
Regular reporting on funding status	

4. Advocacy	
4.1 Identify advocacy concerns to contribute to HC and HCT messaging and action	
Issues requiring advocacy identified and discussed together with partners	
4.2 Undertaking advocacy activities on behalf of cluster participants and the affected population	
Advocacy activities agreed upon and undertaken with partners	
5. Monitoring and reporting	
Programme monitoring formats agreed upon and used by cluster partners	
Reports shared by partners taken into account in cluster reports	
Regular publication of progress reports based on agreed indicators for monitoring humanitarian response	
Regular publication of cluster bulletins	
Changes in needs, risk and gaps highlighted in cluster reports and used for decision-making	
Monitoring and response of the cluster taking into account the needs, contributions and capacities of women, girls, men and boys	
6. Contingency planning/preparedness for recurrent disasters whenever feasible and relevant	
National contingency plans identified and shared	
Partners contributed to risk assessments and analysis	
Partners involved in development of preparedness plan	
Partners committed staff and/or resources towards preparedness plans	
Early warning reports shared with partners	
7. Accountability to affected population	
Mechanisms to consult and involve population in decision-making agreed upon and used by partners	
Mechanisms to receive, investigate and act upon complaints on the assistance received agreed upon and used by partners	

Comments

All remarks provided in the comments boxes of the cluster coordinator(s) and cluster partner self-assessment surveys have been included below. The comments have been displayed as written, but any reference to individual names or organizations have been deleted to ensure that the remarks remain anonymous. These comments should not be included in the Final Coordination Performance Report (Annex I).

	Comments
Section Nr.	Comments
0. General	
1. Supporting service delivery	
2. Informing strategic decision-making of the HC/HCT for the humanitarian response	
3. Planning and strategy development	
4. Advocacy	

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5. Monitoring and reporting	
6. Contingency planning/preparedness	-
7. Accountability to affected population	-
8. Any other information important to reflect the work of the cluster	-

ANNEX 1

Final Coordination Performance Report

The cluster should review the above preliminary Coordination Performance Report and meet to discuss the results within two weeks from the receipt of the report. The meeting is an opportunity for self-reflection by the cluster, identifying areas that are working well and those that require additional attention, and raising awareness for support needed from the cluster lead agency, partners, and/or global clusters. At the meeting, the cluster should (i) jointly agree up to 5 priority actions to improve performance of any weak core functions; (ii) identify who is following up on each improvement action and by when; (iii) identify good practice, opportunities/constraints and/or request support, as needed; and (iv) note other issues relevant to cluster performance that were not included in the survey or views on why a certain function may be over- or under-evaluated or irrelevant to a specific cluster. Based on the conclusions reached at the meeting, the cluster coordinator (or designated representative) is kindly requested to complete the table below and to circulate it to participants for comment/validation within three days of the meeting date. It is recommended that cluster partners should have at least two days to comment. The agreed final Coordination Performance Report should then be shared with cluster lead agencies, national authorities, the Resident/Humanitarian Coordinator (RC/HC) and the Humanitarian Country Team (HCT). It is recommended that each cluster repeat this process annually, except in cases where core functions have been registered as red/orange, requiring more frequent monitoring and follow-up on improvement actions.

Number of participants at the meeting to discuss this report: ____

Representation of partners at the meeting: international NGOs national NGOs UN organizations Donors National Authorities Other

IASC core functions	Suggested characteristics of functions	Performance status	Performance status constraints/opportunities: unexpected circumstances and/or success factors and/or good practice identified	Follow-up action, with responsibilities and deadlines (when status is orange or red), and/or support required
1. Supporting service delivery				
1.1 Provide a platform to ensure that service delivery is driven by the agreed strategic priorities	Established, relevant coordination mechanism recognising national systems, subnational and co-lead aspects; stakeholders participating regularly and effectively; cluster coordinator active in inter-cluster and related meetings.			
1.2 Develop mechanisms to eliminate duplication of service delivery	Cluster partner engagement in dynamic mapping of presence and capacity (4W); information sharing across clusters in line with joint Strategic Objectives.			
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)	Use of assessment tools in accordance with agreed minimum standards, individual assessment / survey results shared and/or carried out			

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	jointly as appropriate.			
2.2 Analysis to identify and address (emerging) gaps, obstacles, duplication, and cross-cutting issues.	Joint analysis for current and anticipated risks, needs, gaps and constraints; cross cutting issues addressed from outset.			
2.3 Prioritization, grounded in response analysis	Joint analysis supporting response planning and prioritisation in short and medium term			
3. Planning and strategy development				
3.1 Develop sectoral plans, objectives and indicators directly supporting realization of the HC/HCT strategic priorities	Strategic plan based on identified priorities, shows synergies with other sectors against strategic objectives, addresses cross cutting issues, incorporates exit strategy discussion and is developed jointly with partners. Plan is updated regularly and guides response.			
3.2 Application and adherence to existing standards and guidelines	Use of existing national standards and guidelines where possible. Standards and guidance are agreed to, adhered to and reported against.			
3.3 Clarify funding requirements, prioritization, and cluster contributions to HC's overall humanitarian funding	Funding requirements determined with partners, allocation under jointly agreed			

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considerations	criteria and prioritisation, status tracked and information shared.			
4. Advocacy				
4.1 Identify advocacy concerns to contribute to HC and HCT messaging and action	Concerns for advocacy identified with partners, including gaps, access, resource needs.			
4.2 Undertaking advocacy activities on behalf of cluster participants and the affected population	Common advocacy campaign agreed and delivered across partners.			
5. Monitoring and reporting				
Monitoring and reporting the implementation of the cluster strategy and results; recommending corrective action where necessary	Use of monitoring tools in accordance with agreed minimum standards, regular report sharing, progress mapped against agreed strategic plan, any necessary corrections identified.			
6. Contingency planning/preparedness				
Contingency planning/preparedness for recurrent disasters whenever feasible and relevant.	National contingency plans identified and shared; risk assessment and analysis carried out, multi-sectoral where appropriate; readiness status enhanced; regular distribution of early warning reports.			

7. Accountability to affected population				
	Disaster-affected people conduct or actively participate in regular meetings on how to organise and implement the response; agencies have investigated and, as appropriate, acted upon feedback received about the assistance provided			