Cluster Performance Monitoring

Final Report

Cluster:	**Education**
Country:	**Afghanistan**
Level:	**National**
Completed on:	**30/11/2020**

This report provides the findings of the Cluster Performance Monitoring and allows the reporting of good practices, constraints and action points that will be identified and agreed upon by the cluster during the revision of the preliminary report.

This is a template of the final report to be filled in and shared publicly. The performance status is filled from the results of the survey. The last 2 columns need to be filled according to discussions held with partners during the meeting reviewing the results of the cluster performance

Table 1. Response rate among partners

Partner Type	Number of responded partners	Total number of partners	Response Rate (%)
Donors	1	2	50.0%
International NGOs	13	12	108.3%
National Authority	0	1	0.0%
National NGOs	4	8	50.0%
ICRC/IFRC	0	0	0.0%
UN Organizations	2	2	100.0%
Total	20	25	80.0%

Table 2. Score matrix

Core Functions	Performance status	Performance status Constraints: unexpected circumstances and/or success factors and/or good practice identified	Follow-up action, with timeline, (when status is orange or red) and/or support required	Timeline. When?
1. Supporting service delivery				
1.1 Providing a platform that ensures service delivery is driven by Humanitarian Response Plan and strategic priorities	Good			
1.2 Developing mechanisms to eliminate duplication of service delivery	Good			
2. Informing strategic decisions of the Humanitarian Coordinator (HC) and Humanitarian Country Team (HCT)				
2.1 Preparing needs assessments and analysis of gaps (across and within Clusters, using information management tools as needed) to inform the setting of priorities	Satisfactory			
2.2 Identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues	Satisfactory			
2.3 Formulating priorities on the basis of analysis	Good			
3. Planning and implementing Cluster strategies				
3.1 Developing sectoral plans, objectives and indicators that directly support realization of the overall response's strategic objectives	Satisfactory			
3.2 Applying and adhering to common standards and guidelines	Good			
3.3 Clarifying funding requirements, helping to set priorities, and agreeing Cluster contributions to the HC's overall humanitarian funding proposals	Satisfactory			

4. Monitoring and evaluating performance				
4.1 Monitoring and reporting on activities and needs	Satisfactory			
4.2 Measuring progress against the Cluster strategy and agreed results	Satisfactory			
4.3 Recommending corrective action where necessary	Satisfactory			
5. Building national capacity in preparedness and contingency planning				
5.1 National contingency plans identified, updated and shared	Satisfactory			
5.2 Cluster roles and responsibilities defined and understood	Satisfactory			
5.3 Early warning reports shared with partners	Weak			
6. Advocacy				
6.1 Identify concerns, and contributing key information and messages to HC and HCT messaging and action	Satisfactory			
6.2 Undertaking advocacy on behalf of Cluster, Cluster members and affected people	Good			
7 Accountability to affected people				
7.1 Mechanisms to consult and involve affected people in decision-making agreed upon and used by partners	Good			
7.2 Mechanisms to receive, investigate and act upon complaints on the assistance received agreed upon and used by partners	Good			
7.3 Key issues relating to protection from sexual exploitation and abuse have been raised and discussed	Satisfactory			

Annex : Additional guidance to support the CCPM meeting facilitation

The Final Reporting Template serves as a common, mandatory, minimum reporting format for the CCPM. It enables Cluster coordinators, in conjunction with cluster members, to identify common issues and actions that will assist the cluster in coordinating an effective and accountable response. These can be both areas requiring improvement, and methods of good practice that can potentially be amplified. It will also help the global clusters to identify any common challenges that may be occurring throughout different country responses and across different sectors. Thus, further aiding action and advocacy at the global level in addition to existing support.

The form is arranged to correlate with the six core cluster functions, plus accountability to affected populations (6+1). The primary indicators (e.g. 1. Supporting Service Delivery – highlighted in bold/blue) relate directly to one of the 6+1 and are mandatory for all clusters to include in their final report. Each sub indicator is **non-mandatory** and relates to the additional information encompassed by the 6+1 framework. n.b. whilst non-mandatory, inclusion of those sub indicators is deemed best practice and enables cluster coordinators to identify further issues and action points in more detail.

Please ensure to remove any indicators from the final report that you are not reporting on (**Primary Indicators 6+1 MUST remain**). *Further indicative characteristics for each indicator are located below, these will assist to guide coordinators in conducting the meeting and completing the final report.*
In the third column (Performance Status Constraints), Cluster coordinators should attempt to describe circumstances that have had a positive, or negative impact on the Cluster's ability to function. This can include any unforeseen circumstances that appeared during the period of evaluation and also express any good practices that have been identified during the meeting.

In the fourth column (follow up action), for Cluster functions that have been identified as needing improvement, Cluster coordinators should focus on identifying specific and measurable actions that will assist in improving cluster functions relating to each of the 6+1 and assign responsibility to taking the actions forward. Those action items are not intended to provide feedback on individuals or agencies/organizations, they are primarily proposed to provide clusters with specific actions that they can implement, and thus improve the overall effectiveness of the cluster. Each action point should include specific forms of support that may be required to achieve the desired outcome, in addition to a timeline on proposed date of completion. If there are large cross cutting issues, then these can also be broken down into stages of implementation. Each action point should also allocate who will be responsible for follow up (if possible, these should be agreed upon at the meeting).

Indicative characteristics for each of the indicators in the Final Report Template

1. Supporting Service Delivery

1.1 Providing a platform that ensures service delivery is driven by Humanitarian Response Plan and strategic priorities
- A relevant coordination mechanism recognising national systems, subnational and co-lead aspects is established
- Stakeholders participating regularly and effectively, and able to influence discussions at Cluster meetings
- Meetings take a people-centred approach and set out to understand the best ways to meet the needs of people on the ground
- Local NGO members are able to contribute own perspectives, experience and capacities to the Cluster's work as much as international UN/NGO members
- Cluster coordinator active in inter-cluster and related meetings.

1.2 Developing mechanisms to eliminate duplication of service delivery
- Cluster partner engagement in dynamic mapping of presence and capacity (5W)
- Assuring quality and consistency in interventions, maximising coverage and minimising risks and gaps in response
- Different members' mandates and capacities are taken into account when the Cluster is deciding how to respond to coverage gaps
- Information sharing across clusters in line with joint Humanitarian Response Plan objectives.

2. <u>Informing strategic decisions of the Humanitarian Coordinator (HC) and Humanitarian Country Team (HCT)</u>

2.1 Preparing needs assessments and analysis of gaps (across and within Clusters, using information management tools as needed) to inform the setting of priorities
- Use of assessment tools in accordance with approaches agreed in the Cluster; individual assessment/survey results shared and/or carried out jointly as appropriate
- Use of joint inter-sectoral assessment tools in accordance with approaches agreed in the inter-cluster coordination group; assessment/survey results shared and/or carried out jointly as appropriate
- Needs assessments that only consider "technical" data, without an adequate situational analysis, or qualitative data from the perspective of affected people are unlikely to help identify and prioritize needs comprehensively or find the most appropriate intervention strategies for the context.
- The Cluster regularly shares relevant information with all members

2.2 Identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues
- Joint, continuous analysis for current and anticipated risks, needs, gaps and constraints
- Cross cutting issues addressed from outset.
- Without a good understanding of the situation and context, and the validation of local and other expertise, intervention strategies and approaches may be ineffective or even accentuate risks and vulnerabilities.

2.3 Formulating priorities on the basis of analysis
- Joint, continuous analysis throughout the year supporting response planning and prioritization in short and medium term, consider affected people's needs, priorities and preferences
- There strong collaboration between the Cluster and other Clusters (Health, WASH, Nutrition etc.) where relevant, to ensure that the Cluster approach is complementary to what others are doing

3. <u>Planning and implementing Cluster strategies</u>

3.1 Developing sectoral plans, objectives and indicators that directly support the overall response's strategic objectives (e.g. of an HRP)
- Strategic plan based on identified priorities, addressing affected people's needs and 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 Applying and adhering to common standards and guidelines
- Use of existing national standards and guidelines where possible.
- Standards and guidance are relevant to the local context, agreed to (including by the affected population), adhered to and reported against.

3.3 Clarifying funding requirements, helping to set priorities, and agreeing Cluster contributions to the HC's overall humanitarian funding proposals
- Funding requirements determined with partners, allocation under jointly agreed criteria and prioritization, status tracked and information shared.
- The Cluster has considered ways to prioritize and allocate funding and resources to local communities and actors to help ensure effective and sustainable outcomes for affected people.
- The Cluster tells all members what resources it has available for the Cluster itself (e.g. funding for staff, meetings, training etc.) and how the Cluster is spending it

4. <u>Monitoring and evaluating performance</u>

4.1 Monitoring and reporting on activities and needs
- Regular, ongoing monitoring of the context, the coverage and technical quality of interventions, and the satisfaction of affected people takes place and the Cluster regularly shares relevant information with all members
- A balance of quantitative and qualitative data helps Clusters to have an evidence base to inform decision-making and ensure interventions are relevant and appropriate

4.2 Measuring progress against the Cluster strategy and agreed results
- Regular reporting and sharing of information between the cluster members, coordinators and inter-cluster mechanisms that includes results reported against planned indicators, targets, baselines and in-need figures.
- Where relevant to informing and effective response plan to meet the needs of all affected people, reporting should be disaggregated by sex and age, and include vulnerable and marginalised groups

4.3 Recommending corrective action where necessary
- The results of monitoring lead to direct action, e.g. the cluster adjusts response activities, indicators and priorities
- The strategic plan might also be changed to reflect changes in underlying need and context
- Advocacy to relevant actors around funding, capacity or other bottlenecks to achieving planned results.

5. Building national capacity in preparedness and contingency planning

5.1 National contingency plans identified, updated and shared
- Local capacity building strategies should go beyond preparedness and contingency planning to include response and coordination capacity that will minimise the need and improve the effectiveness of international assistance in future crises.

5.2 Cluster roles and responsibilities defined and understood
- Local capacity is able to contribute own perspectives, experience and capacities to the Cluster's work as much as international UN/NGO members
- Different members' mandates and capacities are taken into account when the Cluster is developing strategies
- Clusters are meant to complement and support national coordination efforts, not replace them.
- This means building on existing plans and capacities and identifying and planning for potential risks and scenarios that could increase vulnerabilities, and the role of Clusters to support national actors to minimise those risks.

5.3 Early warning reports shared with partners
- The cluster must be effective and timely in sharing early warning reports

6. Supporting robust advocacy

6.1 Identify concerns and contributing key information and messages to HC and HCT messaging and action.
- The Cluster periodically shares key advocacy messages with the HC/RC and HCT, e.g. on Capacity, coordination gaps (current or upcoming), funding and other barriers to an effective response.

6.2 Undertaking advocacy on behalf of Cluster, Cluster members and affected people
- Advocacy that is not grounded in the experiences and realities of affected people is unlikely to lead to the changes that will help improve the response or their situation.

7. <u>Accountability to affected populations</u>

7.1 Mechanisms to consult and involve affected people in decision-making agreed upon and used by partners
- Does the Cluster encourage consultation and involvement of affected people in decision making?
- Accountability to affected people is a shared responsibility of all aid providers.
- Cluster members also have mutual accountabilities to each other, and to other stakeholders, such as local actors.

7.2 Mechanisms to receive, investigate and act upon complaints on the assistance received agreed upon and used by partners
- Does the Cluster encourage engagement with affected through feedback mechanisms?
- While accountability to affected people is much broader than simply having 'feedback mechanisms' in place, failure to address issues of feedback and complaints, and protection can create serious risks and consequences for affected people, as well as undermine the overall quality and effectiveness of responses

7.3 Key issues relating to protection from sexual exploitation and abuse have been raised and discussed
- Does the Cluster encourage all agencies to have a code of conduct to prevent abuse and other human rights violations?
- The Cluster meetings have included discussions with partners around the key issues raised by affected people.