concluded that joint evaluation missions often produced higher quality results than single-agency evaluations, bringing more accountability and learning to the process. Based on these results, OCHA commissioned an options paper on Joint Humanitarian Impact Evaluations (JHIE). While the paper was discussed during the Active Learning Network for Accountability and Performance 2009 Annual Meeting, it was concluded that in-depth consultations with a wide range of stakeholders were required before designing and implementing any new evaluations. A JHIE Working Group has been established and will begin work in 2010, chaired by OCHA.

The pilot phase of IA RTEs (which included Pakistan, Mozambique and Myanmar) was reviewed, and the IASC agreed to move beyond piloting to regular implementation. The learning from the pilot phase will be used to develop a set of standard operating procedures and methodologies for conducting IA RTEs. The latter half of 2009 saw significant progress in this regard. Proposals are expected to be discussed by the IASC WG in July 2010.

The Cluster Evaluation Phase II was the focus of significant OCHA and inter-agency attention in 2009. The process of conducting the evaluation highlighted the challenges of assessing the impact of coordination on meeting the needs of affected populations. Following extensive research and consultations with key stakeholders, the Cluster Evaluation II developed a model for assessing operational outcomes of clusters, using a set of 21 indicators.

The Cluster Evaluation II model is a significant advance towards measuring the impact of coordination. It represents the collective view of the IASC Cluster Evaluation II Steering Group, comprised of a cross-section of stakeholders. It is the most sophisticated attempt yet to assess higher-level outcomes of a coordination mechanism. There is significant potential for this model to be applied in other contexts. It has been used to inform the forthcoming evaluations of the CHFs and CERF.

During 2009, OCHA also strengthened its internal evaluation function. A new evaluation policy and strategy for 2010 to 2013 was developed and approved by senior management. The policy and strategy will help guide OCHA’s evaluation work over the life of the new Strategic Framework. The policy provides for a strengthened internal evaluation system within OCHA and a clear set of management accountabilities for conducting and using internal evaluation. A major emphasis will be on using independent evaluation to strengthen OCHA’s performance reporting and to provide in-depth and contextual analysis around key performance issues, especially as this relates to OCHA’s new strategic objectives for 2010 to 2013.

### Performance Evaluation

#### Needs assessment and other core humanitarian information better consolidated at the multi-sectoral level for enhanced decision-making and humanitarian action.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Achievements</th>
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<tbody>
<tr>
<td>A working version of a multi-sectoral information consolidation tool is developed through piloting in four to six countries in consultation with partners.</td>
<td>First prototype of the Humanitarian Dashboard was developed and presented to the IASC WG in March 2009. Two further prototypes were developed based on lessons learned from field testing in Kenya and feedback from technical consultations.</td>
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<td>The tool was field tested in one country (Kenya) in 2009.</td>
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</table>

#### Assessment initiatives and processes further harmonized for more effective inter-sectoral field assessments and improved sectoral information consolidation.

<table>
<thead>
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<tr>
<td>Best practice examples and guidance (two documents) provided to partners and OCHA staff to facilitate improved multi-sectoral assessments and sectoral information consolidation.</td>
<td>The Framework for Needs Assessments in Natural Disasters (sudden-onset) was developed.</td>
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<td>Needs assessment guidance completed for the RC/HC’s handbook.</td>
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</table>

#### Common evaluation framework for assessing the results and impact of the cluster approach.

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<thead>
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<td>Common set of cluster assessment and impact indicators for all clusters developed by the end of 2009.</td>
<td>The Cluster Evaluation II was designed to assess operational results: an evaluation framework in the form of a logic model was proposed. It included a set of system-wide cluster performance indicators, as well as specific indicators to measure cluster performance at the country level.</td>
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