

**Draft Management Response Plan (MRP) to Cluster Evaluation Phase 2**  
**Prepared by the Task Team on the Cluster Approach**  
**November 2010**

## Acronyms

|          |  |        |  |
|----------|--|--------|--|
| 3Ws      | Who does What Where (an information management tool)             | MSF    | Médecins Sans Frontières   |
| ACAPS.   | Assessment Capacities project                                    | IOM    | International Organization for Migration                           |
| ASEAN.   | Association of Southeast Asian Nations                           | NNGOs  | National Non-Governmental Organizations                            |
| CAP      | Consolidated Appeals Process                                     | NATF   | Needs Assessment Task Force  |
| CCCM     | Camp Coordination and Camp Management                            | NGO    | Non-Governmental Organization                                      |
| CERF     | Central Emergency Response Fund                                  | OCHA   | United Nations Office for the Coordination of Humanitarian Affairs |
| CHF      | Common Humanitarian Fund   | oPt    | occupied Palestinian territory                                     |
| CWGER    | Cluster Working Group on Early Recovery                          | ProCap | Protection Standby Capacity  |
| DPKO     | United Nations Department of Peacekeeping Operations             | ToRs   | Terms of Reference   |
| DRC      | Democratic Republic of Congo                                     | TTCA   | IASC Task Team on the Cluster Approach                             |
| ER       | Early Recovery   | UN     | United Nations   |
| ERC      | Emergency Relief Coordinator                                     | UNAIDS | United Nations Programme on HIV/AIDS                               |
| ERF      | Emergency Respond Fund   | UNDAC  | United Nations Disaster Assessment and Coordination system         |
| ETC      | Emergency Telecommunications                                     | UNDP   | United Nations Development Programme                               |
| FAO      | United Nations Food and Agriculture Organization                 | UNEP   | United Nations Environment Programme                               |
| GBV      | Gender-Based Violence  | UNFPA  | United Nations Population Fund                                     |
| GenCap   | Gender Standby Capacity  | UNHCR  | United Nations High Commissioner for Refugees                      |
| HC       | Humanitarian Coordinator   | WASH   | Water, Sanitation and Hygiene                                      |
| HCT      | Humanitarian Country Team  | WFP    | United Nations World Food Programme                                |
| IASC     | Inter-Agency Standing Committee                                  |        |  |
| IASC SWG | Inter-Agency Standing Committee Sub-Working Group                |        |  |
| IASC WG  | Inter-Agency Standing Committee Working Group                    |        |  |
| ICRC     | International Committee of the Red Cross                         |        |  |
| ICVA     | International Council of Voluntary Agencies                      |        |  |
| IDP      | Internally Displaced Person                                      |        |  |
| IFRC     | International Federation of Red Cross and Red Crescent Societies |        |  |
| INGOs    | International Non-Governmental Organizations                     |        |  |

## MANAGEMENT RESPONSE PLAN TO CLUSTER EVALUATION 2

### RECOMMENDATION 1

Identify existing preparedness, response and coordination mechanisms and capacities and link with/support/complement them where appropriate. To strengthen timeliness, preparedness, linking with development and supporting the sustainability of humanitarian relief operations, clusters, depending on context, should be more closely linked to national actors, other coordination mechanisms and longer term development projects.

| Sub-recommendation(s) | Action Point deriving from sub-recommendation(s)  | Action already completed/in progress to address this issue  | Actions already planned to address this issue  | New actions recommended by IASC Task Team on the Cluster Approach (TTCA)   | Who could take this forward  | Timeline for completion |
|-----------------------|---|---|--|--|--|-------------------------|
| 1.1 & 1.3             | Improve and promote inter-agency contingency planning and joint simulations/exercises at the country level. | <p>The IASC <i>Contingency Planning Guidelines</i> were revised in 2007, building on good field practices and making linkages with other initiatives such as Disaster Risk Reduction strategies, UN Common Country Assessments (CCAs) and UN Development Assistance Frameworks (UNDAFs).</p> <p>Inter-agency emergency simulations have been piloted in 10 countries since 2008, supported by the IASC SWG on Preparedness.</p> | <p>The IASC SWG on Preparedness is currently working with clusters on a revision of the IASC <i>Contingency Planning Guidelines</i>. Progress report to be presented to IASC WG in November 2010, where next steps will be planned.</p> <p>At the IASC WG July 2010, it was agreed that a joint IASC/UNDP communication should be developed by OCHA and UNDP, to be used for advocacy with and in support of RC/HCs to ensure a coherent and coordinated approach of IASC partners in developing national and local capacity for emergency preparedness. It was also agreed that the SWG on Preparedness will support the development and implementation of national contingency plans in 5 countries initially (2 with HCs, 3 with RCs) by the end of 2011; the countries will be chosen in collaboration with the MHCUA Task Force and</p> | <p>Ensure actions outlined in previous column are completed, through close cooperation between the SWG on Preparedness and all clusters.</p> <p>Regarding funding for emergency preparedness - as per IASC WG July 2010 recommendation, Humanitarian Financing Group (through its Task Team on Emergency Preparedness) will provide the November IASC with an outline of potential fundraising strategies for emergency preparedness in an evolving donor environment.</p> <p>This issue (funding for emergency preparedness) could be discussed at a future formal donor-cluster forum organised by OCHA.</p> | IASC SWG on Preparedness, Humanitarian Financing Group, IASC WG, donors, OCHA. |                         |

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|             |   |  | <p>UNDP/BCPR and Cadri.</p> <p>The SWG on Preparedness is organizing training of facilitators for inter-agency emergency simulations. The training will take place in November 2010.</p> <p>In the case of sudden onset disasters, UNDAC is working with several clusters, the Preparedness SWG and the Needs Assessment Task Force to improve preparedness and response capacities.</p> <p>OCHA routinely participates in UNDAC trainings, providing participants with an overview of the in-country humanitarian coordination system. OCHA also periodically invites an UNDAC representative to the Global Cluster Coordination (GCC) Group to share and learn from experiences in recent emergencies.</p> | <p>Strengthen relationship and linkages between the IASC SWG on Preparedness and UNDAC.</p> <p>Strengthen understanding, cooperation and linkages between UNDAC and the clusters, for example by systematically including modules on UNDAC in cluster trainings.</p> | <p>SWG on Preparedness and UNDAC.</p> <p>UNDAC to provide GCLAs with a module on UNDAC; GCLAs to include module in cluster trainings.</p> |                          |
| 1.1 and 1.2 | <p>Finalize <i>IASC Guidance Note on Working with National Authorities</i>, and to the extent possible make a stronger distinction between complex emergencies and natural disasters.</p> <p>Create new, complementary IASC Guidance Notes on</p> | <p>OCHA (HCSS), in consultation with members of the GCC, produced a draft <i>Guidance Note on Working with National Authorities</i>; it was endorsed by all except one GCLA which recommended the note be completed through the IASC Task Team.</p> <p>At the July 2010 IASC WG, the Preparedness SWG presented a paper on strengthening</p> |  | <p>Finalize <i>IASC Guidance Note on Working with National Authorities</i> building on previous draft, disseminate and monitor implementation.</p> <p>The SWG on Preparedness to report on progress made on the 4 action points agreed by</p>                        | <p>IASC TTCA</p> <p>IASC TTCA and IASC SWG on Preparedness</p>  | <p>End of March 2010</p> |

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|                                    | (1) capacity development and capacity building of national authorities and civil society and (2) working with national authorities and civil society on preparedness.   | <p>emergency preparedness, from which 4 action points were agreed and listed in the Final Summary Record and Action Points of meeting.</p> <p>July IASC WG agreed global and country level cluster leads to give priority to emergency preparedness with special focus on supporting national/local emergency management systems and sectoral structures, building on existing guidance, training and practice.</p> <p>July IASC WG decision for global and country cluster leads to give priority to emergency preparedness with special focus on supporting national/local emergency management systems and sectoral structures, building on existing guidance, training and practice.</p> |   | <p>IASC WG.</p> <p>Create new, complementary IASC Guidance Notes on (i) capacity development and capacity building of national authorities and civil society and (ii) working with national authorities and civil society on preparedness, building on good practice from the field.</p> <p>Operationalize guidance through individual cluster action plans.</p> | <p>IASC TTCA</p> <p>Individual clusters and GCC to monitor progress</p>  |                 |
| <b>1.1</b><br><b>1.3 &amp; 2.6</b> | Create IASC Guidance Note on 'Transition from the Cluster Approach' to ensure appropriate linkages between humanitarian and development actors at the country level, and to ensure the right coordination mechanism is in place for each stage. | <p>OCHA (HCSS) is collecting best practice from countries which are going through/have gone through transition, and is consulting with relevant IASC groups, CWGER and the UNDG/ECHA WG on transition to develop guidance on transition from the cluster approach.</p> <p>IASC WG discussions including with World Bank in 2007/8 emphasized the need for integrated planning and results-based approach to ensure</p>   | <p>UNDP-BCPR will convene a lessons learnt exercise and gap analysis on UN/WB/EC PDNAs with IASC members and GCLAs by the end of 2010.</p> <p>The Humanitarian Financing Group Task Team on Early Recovery is mapping existing funding mechanisms for early recovery and will brief the IASC WG in November 2010 on potential strategies to increase funding for ER activities in humanitarian appeals.</p> | <p>Create IASC Guidance Note on 'Transition from the Cluster Approach' and ensure it is shared with humanitarian and development actors.</p> <p>Continue inter-agency dialogue on transition through the UNDG/ECHA WG on Transition.</p> <p>Ensure there is follow-up to mapping exercise and identification of strategies to</p>                                | <p>IASC TTCA</p> <p>OCHA (HCSS) taking the lead</p> <p>CWGER, UNDG/ECHA WG on Transition</p> <p>The Humanitarian Financing Group</p> | End of May 2011 |

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|  | <p>linkages between different phases of post conflict/disaster recovery, including increased flexibility for donor budget allocation.</p> | <p>The OECD-DAC INCAF Financing Task Team will produce final recommendations on financing transition situations by end of 2010.</p> | <p>increase funding for ER activities in humanitarian appeals.</p> <p>Increase efforts to bring the various actors identified in previous column together to ensure a more coherent strategy linking the different stages of humanitarian response, recovery and development.</p> | <p>Task Team on Early Recovery and IASC WG</p> <p>CWGER, UNDG/ECHA WG on Transition lead, but engage with all clusters.</p> |  |
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## RECOMMENDATION 2

*Strengthen cluster management and implementation modalities. Clusters should seek to become more effective and efficient in their operations by improving their management and implementation modalities.*

| Sub-recommendation(s) | Action Point deriving from sub-recommendation(s)   | Action already completed/in progress to address this issue   | Actions already planned to address this issue  | New actions recommended by IASC Task Team on the Cluster Approach (TTCA)  | Who will take this forward   | Timeline for completion |
|-----------------------|--|--|--|---|--|-------------------------|
| 2.1                   | <p>Include cluster responsibilities in GCLA TORs for field staff.</p> <p>Provide training for GCLA Country Representatives (including those in non-‘emergency’ countries) on the cluster approach, roles and responsibilities.</p> | <p>Some GCLAs already systematically include the roles and responsibilities of the GCLA within the cluster approach as part of briefing and training packages for Country Representatives.</p> <p>A joint GCLA letter was sent to Country Representatives in 2009 reminding them of their dual agency and cluster responsibilities.</p> <p>A draft matrix of roles and responsibilities of the HC, CLA, CC and partners was completed in 2009.</p> |  | <p>All GCLAs to systematically include the roles and responsibilities of the GCLA within the cluster approach in briefing and training packages for Country Representatives.</p> <p>Provide briefings/updates on cluster responsibilities to Heads of Agencies, donors and other relevant stakeholders emphasising the need to support full-time cluster staff</p> <p>Finalise matrix on roles and responsibilities, also taking account of situations where the GCLA is not the same as the country level Cluster Lead Agency.</p> | <p>All GCLAs</p> <p>OCHA field offices, with support from HQ (CRD and HCSS)</p> <p>IASC TTCA</p> | By end of 2011          |
| 2.2                   | Produce and disseminate IASC guidance on inter-cluster coordination with focus on clarifying the role of OCHA in humanitarian emergencies.   | A draft guidance note on inter-cluster coordination was circulated for comments in 2010 but now needs to be re-drafted to take account of OCHA’s internal review of its role in the field (being conducted in consultation with its partners).   | Re-draft and circulate the guidance note on inter-cluster coordination through the IASC Task Team on the Cluster Approach and the Global Cluster Coordination Group. | Finalize the guidance note, obtain IASC WG endorsement and disseminate.   | OCHA (HCSS to take the lead)   | July 2011               |

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| 2.3 | Strengthen the leadership role of HCs in the cluster approach.   | A draft 'accountability paper' has been circulated to the HC Group for their comments; inter alia, it tries to address issues of accountability within the in-country humanitarian coordination system which, if improved, would lead to the strengthening of the HC role. | Draft paper to be submitted to IASC WG in November 2010. | IASC WG to discuss options in paper and agree on way forward to enhance overall leadership and accountability within the humanitarian coordination system.   | IASC HC Group and IASC WG                |   |
| 2.4 | Review existing guidance on HCTs, especially regarding NGO and cross-cutting issue representation, and if appropriate, make recommendations to the Humanitarian Coordination Group for how the guidance could be improved. |  |  | Review existing guidance on HCTs, especially regarding NGO and cross-cutting issue representation, and if appropriate, make recommendations to the Humanitarian Coordination Group for how the guidance could be improved. | IASC TTCA and the IASC HC Group          | End of April 2011                                   |
| 2.5 | Map and analyse existing mechanisms for global inter-cluster coordination and make recommendations for how they might be rationalized to avoid duplication and ensure the most efficient use of time and resources.        | Draft in progress  |  | Map and analyse existing mechanisms for global inter-cluster coordination and make recommendations for how they might be rationalized to avoid duplication and ensure the most efficient use of time and resources.        | OCHA (HCSS)                              | End of March 2011                                   |
| 2.5 | GCLAs to take a clear policy position on the co-leading and co-'stewarding' of clusters at the country level by NGO  | OCHA began a discussion on this issue at the GCC level but the consensus was it required a policy decision at 'agency' level. OCHA (HCSS) collected existing MOUs on NGOs co-leading and co-   |  | Policy position on this issue to be discussed IASC WG following preparation through IASC TTCA.<br><br>Depending on results of  | IASC TTCA, IASC WG<br><br>IASC TTCA with | For 1 <sup>st</sup> or 2 <sup>nd</sup> IASC WG 2011 |



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|                      | <p>partners.</p> <p>TTCA to develop generic guidance on the roles and responsibilities of co-leads and co-stewards at national and sub-national levels.</p> | <p>stewarding clusters from the field and posted them on the One Response website; these could be used as basis for developing generic guidance.</p> <p>Some individual clusters are working on guidance for their partners on sub-national coordination.</p> |  | <p>policy discussion, GCLAs could develop generic guidance for co-leading and co-stewarding clusters, taking account of cost implications for NGOs which may need to be discussed in other fora.</p> <p>Depending on results of policy discussion, put issue of donor support for NGOs co-leading and co-stewarding clusters at the country level on agenda for a formal donor-cluster meeting with a view to ensuring adequate support for NGOs assuming more leadership roles in humanitarian coordination.</p> | <p>NGO-GCLA lead role</p> <p>GCLAs, OCHA, humanitarian donors</p> |  |
| <b>2.7 &amp; 4.4</b> | <p>Finalize generic Terms of Reference for Cluster Coordinators at the country level.</p>   | <p>TORs have been finalized and are ready for dissemination</p>   | <p>GCC has agreed TORs will be updated periodically in the light of field experience. As part of the next edit, CE2 recommendation 4.3 can be addressed in the TORs (i.e. asking Cluster Coordinators to ensure that where there are sub-national clusters, operational decisions are decentralized and taken as close to the relevant area of operation as possible).</p> | <p>Disseminate generic TORs to all GCLAs and field colleagues and use them in trainings/workshops for Cluster Coordinators and other actors at the country level.</p> <p>If GCLAs have not already done so, develop cluster-specific TORs building on the basic principles in the generic TORs for Cluster Coordinators.</p>  | <p>GCLAs and OCHA</p> <p>GCLAs</p>                                |  |
| <b>2.8</b>           | <p>Review all the Cluster Coordinator training initiatives/packages currently provided by global clusters and Cross-Cutting issue leads and ensure</p>      | <p>Cluster-specific Cluster Coordinator and Cross-Cutting Issue Focal Point training on-going for many of the clusters and Cross-Cutting Issues.</p>  |  | <p>Create a central calendar of planned cluster/Cluster Coordinator trainings/workshops and related initiatives and encourage sharing of resources/ 'piggy-backing' of</p>  | <p>GGC and OCHA (HCSS)</p>  |  |

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|  | where possible that resources and initiatives are shared to avoid duplication  |   |  | trainings where possible.  |  |
| <b>NO NUMBER (but identified by TTCA as a gap)</b> | Develop mechanisms for assessing the performance of clusters at the country level, both at the height of emergencies and in general. | Several clusters have developed their own tools (involving peer review) for monitoring and evaluating their own performance.<br><br>Some tools have been created by OCHA to measure performance across clusters for individual emergencies (e.g. in Haiti).   |  | Decide if generic cross-cluster tool feasible and if so, create the tool and roll-out plan, building on work done by OCHA and individual clusters; present for IASC WG endorsement.  | IASC TTCA<br><br>End of 2011   |
| <b>2.9</b>   | Review existing guidance on OCHA's role & capacity related to information sharing and management at global and country level.        | Review of the Operational Guidance Note on Information Management undertaken with the final report expected by early October 2010.<br><br>The Who does What Where database already includes the function of start and end date for projects and is used in operations.<br><br>The inter-agency web platform is currently undergoing a review with a final report expected in December 2010.<br><br>Google groups and other applications are used when OCHA standard tools do not apply. | Addressing the recommendations of the Review will form a part of the work plan for the extension of the IASC TF on IM.<br><br>As part of the IASC TF on IM, the common tools and services are continuously being revisited.<br><br>Once final report is received, the IASC TF on IM will address the findings and recommendations, including regarding the cost of re-naming the website (from One Response to 'humanitarian response.info').<br><br>OCHA will have a meeting with Google in later September 2010 exploring further use of their applications in humanitarian emergencies. | Implementation of the recommendations at the global and the field level<br><br>Possible integration of the Who does What Where function into an inter-agency web platform and integration into other OCHA IM Systems.<br><br>Ensure user-friendly inter-agency web platform exists.<br><br>Implementation of the recommendations at the global and the field level and dissemination to Global Clusters and GCLAs. | OCHA/ISS<br><br>OCHA ISS / IASC TF on IM<br><br>OCHA ISS / IASC TF on IM<br><br>OCHA ISS |

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|  | Clarify the status of the ongoing review of IM in the cluster approach by the Information Management Task Force. | Review of the Operational Guidance Note on Information Management undertaken with the final report expected by early October 2010. | Addressing the recommendations of the Review will form a part of the work plan for the extension of the IASC TF on IM. | OCHA ISS / IASC TF on IM |  |
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### RECOMMENDATION 3

*Enhance the focus on strengthening the quality of humanitarian response in cluster operations and activities. Clusters should capitalize on their strengths and maximize their contribution to improving humanitarian response by strengthening their focus on enhancing quality.*

| Sub-recommendation(s) | Action Point deriving from sub-recommendation(s)                                 | Action already completed/in progress to address this issue   | Actions already planned to address this issue  | New actions recommended by IASC Task Team on the Cluster Approach (TTCA)   | Who will take this forward  | Timeline for completion |
|-----------------------|--|--|--|--|---|-------------------------|
| 3.2                   | All humanitarian actors to improve their accountability to affected populations. | <p>Some existing IASC guidance makes explicit reference to accountability to affected populations, e.g. the IASC Guidance Note for HCTs.</p> <p>A number of NGOs have made considerable progress on this issue but their lessons learned need to be disseminated more widely, as per the recommendations of the April 2010 IASC WG (see next column)</p> | <p>In the discussion on accountability to affected populations at the April 2010 IASC WG, it was agreed:</p> <p>(1) all IASC organisations, clusters and IASC Subsidiary Bodies to give priority to exploring ways of increasing accountability to affected populations in their guidance and practice, in particular through better information sharing, increased participation of affected population (in needs assessments, planning and monitoring), and systematic use of feedback and complaints mechanisms, making use of existing technical resources, such as SCHR Peer Review, NGOs and Humanitarian Reform Project, HAP Standards, ALNAP, SPHERE, One World Trust and the Listening Project;</p> <p>(2) HC Group to incorporate issue of accountability to affected populations in the guidance and training for HCs and HCTs.</p> | <p>Clusters to adopt an accountability feedback mechanism for affected populations and to ensure (i) it is piloted in 3 agreed countries by all clusters over the next 2 years, and (ii) it is included in all future cluster guidance and training.</p> <p>Request the HC Group to incorporate the issue of accountability to affected populations in any guidance and training for HCs and HCTs.</p> <p>Agree mechanism for ensuring HCs and HCTs fulfil their responsibility to implement mechanisms to improve accountability to affected populations (as per IASC Guidance for HCTs).</p> | <p>GCLAs, through GCC and in consultation with NGO experts on relevant mechanisms</p> <p>HC Group</p> <p>IASC WG and HC Group</p> | By end of 2012          |

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| <p><b>3.3</b></p> | <p>Take steps to enhance national and local NGO capacity and engagement in clusters &amp; their eligibility to access pooled funding.</p> | <p>Some clusters are already taking measures to improve engagement of local actors, e.g. by including translation costs in budgets and holding meetings in local languages.</p> <p>The Global Humanitarian Platform is working on addressing this recommendation more generally.</p> <p>Some pooled funds are looking at ways to encourage more funding to local and national NGOs (and in some countries, the mechanisms are successful). The NGOs and Humanitarian Reform Project is developing a short guide on the ERRF in Haiti, looking at how NNGOs can better access the funds; this may have broader applicability for other pooled funds.</p> |  | <p>All clusters and international humanitarian actors in general need to take steps to systematically enhance national and local NGO participation more systematically.</p> <p>RC/HCs to be given guidance on mechanisms to ensure NNGO access to pooled funds at country level.</p> <p>Country level clusters to provide generic project proposal and budget formats to NNGOs and hold proposal-writing workshops with NNGOs prior to CAP and other appeal deadlines.</p> <p>OCHA to routinely hold country level workshops for national and local NGOs re accessing of pooled funding mechanisms.</p> | <p>GCLAs in consultation with NGO experts on issue</p> <p>OCHA, HC Group</p> <p>Cluster Lead Agencies at country level</p> <p>OCHA field offices</p> |  |
| <p><b>3.5</b></p> | <p>Engage clusters in coordinating and improving needs assessment.</p>  | <p>The IASC NATF was formed in 2009 in order to support evidence-based humanitarian decision-making by harmonising and promoting cross-sector needs assessment initiatives for consistent, reliable and timely data on humanitarian needs in sudden-onset disasters. The NATF's work is on-going.</p> <p>The NATF is developing operational guidance to support the coordination of needs</p>   | <p>In 2011, the NATF expects to roll out these policies and tools (Operational Guidance, Indicators, Dashboard Tool and Process, etc) to the field, and to improve/adapt these products based on field experiences.</p> <p>In 2011, the NATF expects to support the deployment of the NATF Roster and Pool, and to also use such deployments to test and improve its products, and to identify additional best practices</p> | <p>The NATF needs to further enhance linkages with the Post Disaster Needs Assessment and Post Conflict Needs Assessment processes. This will help clusters coordinate and improve needs assessment over time, as the situation moves from the emergency to early recovery phase.</p>   | <p>IASC-NATF in collaboration with GCLAs and Cross-Cutting Issue Leads</p>   |  |

assessment. The protocols therein will support the involvement of local actors, encourage a holistic approach to assessments, ensure the disaggregation of sex and age data, propose standard operating procedures to harmonize roles and responsibilities, and outline a process for joint analysis and decision-making around needs assessment. The Operational Guidance also provides some direction on the use of information technology in needs assessment.

The NATF has also worked with clusters at the global level to identify a set of standard minimum indicators to be used at country level to describe sectoral needs in emergencies.

The NATF has also been working on a tool (the Humanitarian Dashboard) and a coordinated analytical process through which to consolidate and analyze assessment information. The Dashboard will also help facilitate discussions around assessment data, enhance data coherence and comprehensiveness, and support coordinated analysis.

Finally, the NATF is building a needs assessment Roster and Pool, in order to enhance the humanitarian community's

in coordinated needs assessment

In 2011, the NATF expects to further develop a Common Assessment Tool to be used during the first two weeks that follow an emergency. The Tool will be based on a common methodology and will build from existing tools, including the Initial Rapid Assessment, the MCRAM, and the JNA.

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|            |  | <p>capacity - at national, regional and global levels - to improve multi-sectoral needs assessment and analysis. The Roster and Pool will support preparedness and response, and will also contribute to learning lessons around coordinated needs assessments.</p> <p>Beyond the Operational Guidance, the IASC NATF is promoting the use of information technology in needs assessment, by exploring the array of tools available (incl. geographic information systems, wireless devices, satellite imaging, and databases) to the humanitarian community to support needs assessments</p>    |   |  |   |
| <b>3.6</b> | <p>Improve mechanisms to ensure better integration of cross-cutting issues within and across clusters.</p> | <p>Individual Cross-Cutting Issue leads at the global level have consistently promoted the integration of cross-cutting issues through their participation in inter-cluster forums and input to guidance notes. Some have also created tools for use in the field (e.g. the 'Gender Marker', the Online Resource Centre on Mainstreaming Environment into Humanitarian Action and the <i>IASC Guidelines on HIV in Humanitarian Settings</i>) to make it easier for clusters to integrate these issues in their programming.</p> <p>In some cases, surge capacity such as GENCAPs, have been</p> | <p>Some Global Cluster Lead agencies investing in surge capacity to strengthen the integration of gender into country-level activities.</p> | <p>Cross-Cutting Issue Leads at the global level who have not already done so, to develop tools to help clusters better integrate their cross-cutting issue into cluster programming without necessarily having to call on global support (e.g. deployment of staff).</p> <p>Where tools exist at the global level, GCLAs should support application of them at national level, including through provision of direct and sustained technical and capacity building support to national cluster coordinators and partners.</p> | <p>Cross-Cutting Issue Leads</p> <p>GCLAs, with IASC WG to monitor progress regularly</p> |

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|                   |   | <p>deployed to support country-level clusters integrate CCIs. This has resulted in greater integration and operationalization of gender considerations in cluster response.</p> <p>The promotion of the integration of cross-cutting issues in the work of the clusters is included in the generic TORs for Cluster Coordinators and other guidance notes.</p> <p>As part of the development of guidance on inter-cluster support missions, it was agreed at the April 2010 IASC WG that cross-cutting issues will be systematically included in the remit of inter-cluster support missions.</p> | <p>The forthcoming guidance on inter-cluster coordination should emphasize OCHA's role in actively promoting the integration of cross-cutting issues within and across clusters.</p> <p>With reference to possible cross-cluster generic monitoring tool, Cross-Cutting Issue Leads should integrate indicators to track the inclusion of Cross Cutting issues into the tool.</p>                | <p>OCHA</p> <p>Cross Cutting Issue Leads, working with the IASC TTCA</p> |
| <p><b>3.8</b></p> | <p>Further strengthen learning, especially after the end of the acute emergency phase</p> | <p>Several agencies and clusters conduct after-action reviews and evaluations and there is often an independent inter-agency evaluation. However, HCs, HCTs, GCLAs and OCHA need to improve collective sharing of best practices and to learn from experiences in other emergencies.</p>  | <p>Regularly include discussion of RTEs and the lessons learned from after-action reviews on agenda of IASC TTCA, GCC and IASC WG meetings and where appropriate, consider developing collective action plans for moving recommendations forward.</p> <p>Create a calendar for tracking cluster-level-after-action reviews and RTEs to be published on the 'Humanitarian info. Org' website.</p> | <p>IASC TTCA, GCC, IASC WG</p> <p>OCHA (HCSS)</p>                        |



Create collection of 'best practice' on Humanitarianinfo.org website.

OCHA (HCSS)

#### RECOMMENDATION 4

*Increase the focus of resources for the cluster approach on the local level. In the first few years after the cluster approach was introduced, actors focused their resources on the global level first, the national level second and on the local level last. As the cluster approach matures, this order of priorities has started to change and should be reversed especially for operational clusters to ensure that cluster coordination has more operational relevance and fits local circumstances.*

| Sub-recommendation(s) | Action Point deriving from sub-recommendation(s)   | Action already completed/in progress to address this issue   | Actions already planned to address this issue   | New actions recommended by IASC Task Team on the Cluster Approach (TTCA)   | Who will take this forward   | Timeline for completion |
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| 4.1 and 4.2 (and 2.8) | Invest in Cluster Coordination as a professional career path within organizations (UN and NGOs); where possible, deploy Cluster Coordinators/ coordination teams for longer periods and ensure proper hand-over to replacements; deploy trained Cluster Coordinators to train staff (especially national staff) at sub-national level. | <p>Many GCLAs have established training programmes and rosters for Cluster Coordinators, and are working on strengthening cluster coordination at the sub-national level.</p> <p>The issue of how better to cover the costs of cluster coordination at the country level (national and sub-national level) formed the focus of the last formal donor-cluster meeting in February 2010.</p> | <p>A smaller working donor-cluster group will make recommendations to the larger formal donor-cluster meeting (December 2010/ January 2011) for their consideration; it is hoped that a joint 'statement of intent' will result in better understanding of the issue on both sides and therefore more consistent funding for cluster coordination functions in the field. Recommendations will be shared with relevant bodies for their consideration, including IASC CAP SWG and IASC HFG.</p> | <p>If they have not already done so, GCLAs to establish rosters of Cluster Coordinators and support staff (particularly Information Managers) for rapid deployment to emergencies but also to provide training to cluster partners and national staff.</p> <p>GCLAs to establish a standardized e-mail addresses and telephone numbers for Cluster Coordinator positions at the country level (e.g. shelterccpakistan@un.org) to ensure continuity.</p> <p>GCLAs to include handover procedures in TORs for Cluster Coordinators and Information Managers at the country level (as per generic TORs for Cluster Coordinators).</p> | <p>GCLAs, Cross-Cutting Issue Leads and donors</p> <p>GCLAs</p> <p>GCLAs</p> |                         |

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|            |  |   |  | GCLAs to consider ways of ensuring minimum 6-month deployments of Cluster Coordinators and support staff where the emergency is likely to last longer than 6 months (this may involve considering the mainstreaming of Cluster Coordinator positions into organisational organograms for lengthy emergencies).  | GCLAs   |                    |
| <b>4.3</b> | <p>GCLAs to adopt more of a “service mentality” approach towards country level clusters, including making global tools and services more readily available.</p> <p>Country level clusters to become more proactive in identifying needs from national and sub-national levels and conveying them to the global level if necessary.</p> | <p>As part of an effort to more actively support field colleagues during operations, most if not all clusters regularly conduct individual cluster support missions to priority countries. In addition, there have been several ‘inter-cluster support missions’ (so far to Sudan, Pakistan, Colombia and Nepal) to look at systemic issues and to strengthen overall coordination.</p> | <p>Through the IASC Task Team on the Cluster Approach and the GCC, guidance on inter-cluster support missions is currently being developed. In a cover note which will be sent to field colleagues, it will be stated that support missions are just one of many tools available at the global level for field level support, and links will be given for more information on those tools.</p> | <p>Finalize guidance, seek IASC electronic endorsement and disseminate to field colleagues.</p> <p>Ensure the inter-agency website has a repository and tracking system for cluster and inter-cluster support missions to give a global overview of support being provided to clusters.</p> <p>Ensure there is a link between the information generated by the cluster monitoring tool (recommendation 2.8) and requests for global level support missions.</p> | <p>IASC TTCA and the GCC</p> <p>OCHA</p> <p>IASC TTCA and GCC</p> | <p>End of 2010</p> |

## RECOMMENDATION 5

*Provide sufficient funding and define adequate ways for linking clusters and financing mechanisms. The humanitarian community should ensure that adequate resources are provided for coordination, that clusters have access to resources to implement their strategies and that governance issues relating to financing mechanisms and processes are addressed.*

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| <b>5.1</b>            | Depending on the results of on-going cluster-donor discussions regarding the funding of the costs of cluster coordination at the country level, amend existing guidance for appeals.  | As per IASC Working Group's decision to systematically include cluster coordination costs in the CAPs whenever needed, the CAP SWG recommended all participants in the CAPs to include the costs of coordination in appeals, ideally as separate stand-alone costs. | An informal donor-cluster group is currently working on recommendations for providing adequate funding for the cost of cluster coordination functions and cross-cutting issue integration at the country level. The group will present its recommendations at the next donor-cluster meeting, due to take place in January 2011.   | Both the IASC Humanitarian Financing Group and the CAP SW Group to consider the recommendations from the donor-cluster group and decide whether to ask the IASC WG to change existing guidance/practice. Modification of guidance should also include the need to fund logistics/handling costs if cluster lead agency supports assisted delivery of supplies and equipment on behalf of cluster members. | GCLAs, OCHA, Cross-Cutting Issue Focal Points, donors, IASC Humanitarian Financing Group and the CAP SW Group. | Mid 2011   |
| <b>5.3</b>            | Review any ongoing work /guidance on national and international NGO access to CERF funding and mechanisms for financial decision making within clusters. Ensure any current/new guidance makes it clear that clusters are not 'funding mechanisms' for lead agencies. | Some UN agencies are involved in informal consultations with NGO partners to see how to make the current mechanism work more efficiently.   | The imminent 5-year CERF evaluation is expected to look in detail at the current mechanisms for NGOs to access CERF funding, including the problem of delays in NGOs receiving funds through UN agencies which can undermine the CERF as a rapid response mechanism. The evaluation is also expected to make recommendations on how to make the system more transparent. | Since access to CERF funding is regulated by a General Assembly Resolution, the issue of more direct NGO access has to be raised and addressed at a high level (with donor engagement). NGO consortia to lead on suggesting possible reforms to current regulations.<br><br>Meanwhile, could explore the promotion of the establishment of pooled   | NGO or NGO Consortia to take the lead, in consultation with UN agencies and donors<br><br>OCHA                 | Dependent on timing of outcomes of CERF evaluation |

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|     |  |   | <p>funds in disaster prone countries as an alternative approach, as part of emergency preparedness. Continue to strengthen the central financial management of pooled funds.</p> <p>Need to operationalize any policies already agreed by the IASC Humanitarian Finance Group. IASC Humanitarian Finance Group and GCC</p> <p>Issue guidance for HCTs and others on the different funds and how/who can access them. OCHA and HC Group</p>   |                                 |
| 5.2 | <p>Ensure adequate funding is available for the implementation of cluster response plans and for the integration of cross-cutting issues within clusters. Explore possibility of strengthening the link between clusters and pooled funds.</p> | <p>GCLAs are supposed to be 'providers of last resort' but there are no concrete arrangements in place to either use pooled funds to provide 'funds of last resort' for under-funded sectors, or for 'donors of last resort' to step in to fill funding gaps.</p> | <p>Launch review of use of pooled funds at country level and in the context of the Good Humanitarian Donorship Principles, consider whether pooled funds should be used for under-funded sectors and clusters. OCHA</p> <p>Decide what (if any) mechanisms need to be put in place to improve NNGO access to pooled funds at the country level. Lead?</p> <p>GCLAs to consider the pros and cons of prioritizing particular clusters for activation and donor support at the beginning of an emergency. IASC TTCA, IASC WG</p> | <p>Nov 2011</p> <p>Nov 2011</p> |

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|     |   | Explore whether the concept of 'provider of last resort' should be linked to concept of 'donor of last resort' to ensure critical needs are met for both Cluster Lead Agencies and NGO co-leads at country level.  | IASC TTCA, IASC WG |          |
| 5.4 | Review current IASC Guidance on 'provider of last resort' to see whether it should apply to all GCLAs in the same way and whether it should be modified in the light of experience. | Review current IASC Guidance on 'provider of last resort' to see whether it should apply to all GCLAs in the same way and whether it should be modified in the light of experience. As part of review, explore concepts of 'advocate of last resort' and 'donor of last resort'. | IASC TTCA IASC WG  | Nov 2011 |

## RECOMMENDATION 6

Resolve outstanding policy issues at the global level: i) links to peacekeeping and political missions and humanitarian space, ii) institutional issues. Important political questions, e.g. concerning the limits of integration, cannot be taken by operational clusters at country and local level. To resolve some of these issues and address remaining reservations relating to the cluster approach, the following steps should be taken:

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|-----------------------|---|---|---|---|---|-------------------------|
| <b>6.1</b>            | Collate current guidance and training materials developed for awareness raising /sensitization on the linkages between clusters, military actors and political missions.  | Some clusters and OCHA have created guidance individually; Integration Steering Committee and IASC Core Group on Humanitarian Space examining various aspects of this issue.  |   | Ensure all GCLAs and interested NGOs participate in discussion led by IASC Core Group on Humanitarian Space.  | OCHA (CMCS) drawing on work already done on this issue by clusters, and Humanitarian Space WG |                         |
| <b>6.2 and 2.5</b>    | ERC to encourage HCs and HCTs to involve NGOs in their deliberations on issues relating to humanitarian space.  | HCT Guidance Note (para 3.1 on composition of HCTs) endorsed by the IASC WG in November 2009 makes express provision for the participation of NGOs in HCTs.   |   | ERC to communicate this message to HCs and HCTs, perhaps following review of HCT guidance under recommendation 2.4.   | OCHA, HC Group and IASC WG  |                         |
| <b>6.4</b>            | Ensure trained and experienced Early Recovery Advisors are deployed to support RC/HCs and HCTs in effectively mainstreaming ER approach into humanitarian action and to support the development of HCT/UNCT transition planning.<br><br>Revise the CWGER governance structure | CWGER working closely with other GCLAs on a Joint Action Plan for mainstreaming early recovery in the work of other clusters.<br><br>Early Recovery Coordination workshop held in June 2010 to turn lessons learned into concrete recommendations for improving coordination of ER.<br><br>An early recovery network is created wherever the cluster approach is rolled-out, using the existing inter-cluster | Global Clusters Early Recovery Joint Plan of Action is being developed; will address these action points.<br><br>Revise the existing ER Guidance Note<br><br>Develop an ER field handbook | Link inter-cluster discussions on ER to efforts in relation to recommendations 1.1 & 1.3 to build national capacity for contingency planning and disaster preparedness and to strengthen funding for ER.<br><br>CWGER to submit to IASC WG a proposal for a revised global governance structure to advance the mainstreaming of early recovery (ER) in the work of other clusters | UNDP-BCPR in its capacity as CWGER cluster lead, in consultation with individual clusters.    |                         |

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|            | <p>to advance the mainstreaming of early recovery (ER) in the work of other clusters.</p> <p>Ensure humanitarian country teams and HC/RCs receive appropriate guidance to design ER coordination mechanisms which includes an ER network</p> <p>Increase effectiveness of country ER networks through adequate training and the deployment of ER Advisors with proven experience in humanitarian action.</p> | <p>coordination mechanisms</p> <p>The cluster formerly labelled 'early recovery cluster' is named for the early recovery gap areas, e.g. Community Restoration Cluster in Pakistan</p> <p>BCPR (UNDP) currently undergoing restructuring at global level.</p> |   | <p>IASC to endorse Global Clusters Early Recovery Joint Plan of Action</p> <p>Improve formal communication and consultation systems with CWGER members on planned ER deployments.</p> |   |
| <b>6.5</b> | Creation of Global Food Security Cluster   | Already in progress and proposal unanimously endorsed at July 2010 IASC WG.   | Once consultations with FAO/WFP membership have been concluded, the recommendation endorsed by the July 2010 IASC WG will be put before the IASC Principals for final approval. | IASC Principals to endorse.   | Almost completed                            |
| <b>6.6</b> | Resolve conflicts relating to governance of Emergency Telecommunications Cluster (ETC)   | Issue was raised at July 2010 IASC WG; consultations currently underway regarding possibility of WFP becoming sole lead of the ETC.   |   | Proposal to be submitted to IASC Principals for endorsement before the end of 2011.   | ETC Cluster, IASC Principals<br>End of 2010 |
| <b>6.7</b> | Re-name 'One Response' website, as per proposal to be submitted to IASC Principals in December 2010.   | Done (pending agreement of IASC WG in November)   |   | No further action needed.   | Completed                                   |