HUMANITARIAN RESPONSE BEYOND 2011
New Developments
CLUSTER EVALUATION 2 (CE2)

Positives

- Cluster approach deserving of continued efforts and further investments
- More predictable leadership in emergencies (cluster leads)
- Better coverage of needs, less gaps & duplication
- Stronger partnership between UN and non-UN
- Improved planning & quality of proposals for appeals, etc

Negatives

- Insufficient consideration of existing capacity & coordination mechanisms
- Lack of clear transition and exit strategies
- Poor cluster management hampers performance
- Poor inter-cluster coordination & neglect of cross-cutting issues
LESSONS FROM HAITI AND PAKISTAN

Enhance leadership at all levels (HC, HCT and Cluster itself)

Understand the operating contexts and their specificities, such as the urban environment in Haiti

Work with governments and civil society, supporting their leadership, ensuring that the structures and mechanisms encourage rather than discourage participation.

Establish partnerships with national and local NGOs

Increase dialogue with affected communities, capturing the views of those affected and to inform better and more appropriate response and recovery planning

Strengthen linkages between humanitarian & recovery communities
MANAGEMENT RESPONSE PLAN (MRP)

IASC Task Team on the Cluster Approach (TTCA) was asked to develop MRP to implement CE2 recommendations.

Focus on activities with immediate impact for the field.

Priorities:
(i) inter-cluster coordination
(ii) preparedness, including working with national authorities
(iii) strengthening NGO cluster leadership
(iv) accountability to affected populations
(v) cluster performance monitoring tool
(vi) Transition

Six Sub-groups were established to follow up on six priority recommendations.
Humanitarian response beyond 2011

- In December 2010, the ERC launched a process to identify ways in which field delivery and impact can be increased.

- Establishment of the Principals Task Team/PTT and Directors Task Team/DTT which were tasked with developing a series of transformative actions/recommendations to strengthen the following priority areas:
  - Coordination
  - Leadership
  - Accountability
  - Building Global Capacity for Preparedness
  - Advocacy and Communications
I Inter-Agency Rapid Response

- Mapping of IASC members’ rapid response capacity
- Development of an inter-agency training for senior stand-by personnel
- Classification of a system-wide Level 3 emergency
- *Within 48 hours of a major new humanitarian emergency, Principals to meet and agree whether a system-wide Level 3 response is warranted*

II. The Humanitarian Coordinator, Leadership and Accountability

- Accountability: The roles and responsibilities of HCs, HCTs, Cluster Coordinators and OCHA. A ‘strategic plan/framework’
- Recruitment and selection of HCs
- *Deployment of an appropriately senior and experienced HC within 72 hours of the onset of a Level 3 crisis*
III Clusters: Enabling collective results

- Cluster activation based on agreed humanitarian needs in a given sector, insufficient national coordination capacity/willingness and sufficient number of sectoral responders

- Most appropriate coordination mechanism based on country context at national and sub-national level, as required

- Dedicated and experienced CCs

- Effective inter-cluster coordination at both national and sub-national level

- Where possible and appropriate cluster leadership shared with NGOs according to clearly defined arrangements

- Continuation of clusters to be reviewed annually
IV Provider of Last Resort (PoLR)

- Elaborate 2008 PoLR definition to reflect agencies’ concerns and impact on individual agencies

- Commitments contained in joint response plan to form basis for PoLR commitments

V Peer review

- Scope of IARTE to be narrowed to provide effective insight in areas requiring improvement and appropriate corrective action to be taken during response

- Annual country review to be conducted by the IASC Emergency/Operational Directors
The IASC Principals Transformative Agenda aims to support the entire humanitarian system and not just the UN.

Delineation of roles and responsibilities for implementation of each of the transformative actions.

Several of the transformative actions have already been worked on by different IASC Sub-Working Groups, including the SWG on the Cluster Group (former TTCA).

Holistic overview of the impact the “new” humanitarian system will have on a Level 3 emergency response through implementation of the transformative actions.
Key documents

*Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response*
*Generic Terms of Reference for Sector / Cluster at the Country Level*
*Operational Guidance Generic Terms of Reference for Cluster Coordinators at the Country Level*
*Operational Guidance on the Concept of 'Provider of Last Resort'*
*Specific cluster guidance, provided by global cluster leads*

For assistance

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