

# How the cluster approach fills gaps and strengthens sector coordination

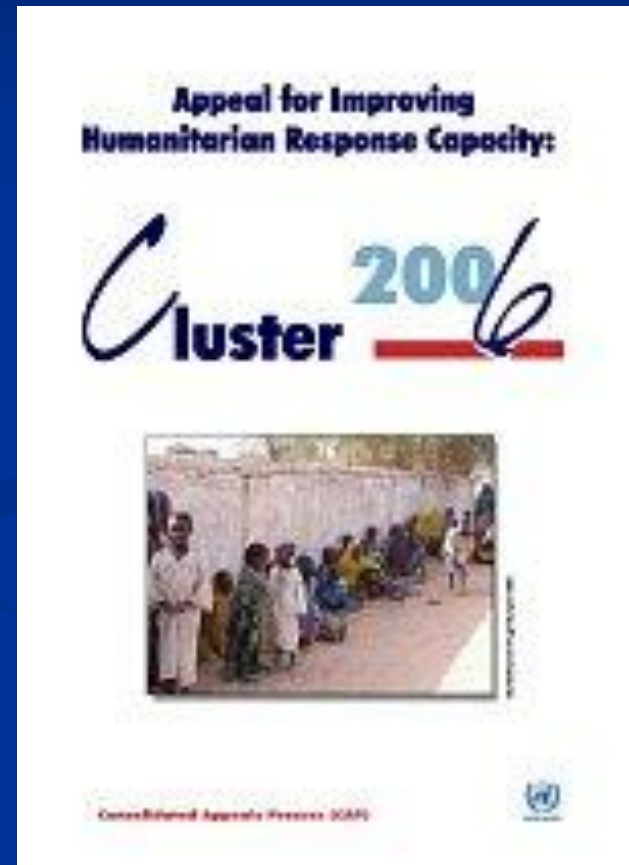
## The intent:

- “Smarter” sector coordination and leadership
- Terms of Reference for cluster leads
- Technical capacity and stockpiles built at global level, especially in ‘gap’ areas
- Response is more predictable because “who does what” is pre-defined
- Real accountability from operational agencies > HC > ERC (agreed ToR for cluster leads)
- More strategic field-level coordination & prioritization = more timely and effective response
- Real partnerships between UN-IOM-Red Cross/Red Crescent-NGOs



# The Cluster Approach Appeal 2006

- Appeals for \$38 m to fund:
  - secretariat and surge capacity
  - Mapping exercises
  - Development of technical standards within cluster



# How the cluster approach fills gaps and strengthens sector coordination

## The reality:

IT IS TOO EARLY TO DRAW CONCLUSIONS!

But, some observations:

- Uneven leadership by Cluster Leads
- Field still perceives as “top down”
- Terminology has caused confusion
- NGOs do not feel adequately consulted, added-value to them still unclear
- Donors not yet forthcoming with support for building global capacity
- OCHA has yet to implement its “steward” role



# Strengthening the HC System



## **A comprehensive strategy for:**

- Selecting
- Mentoring
- Training
- Appointing and
- Holding accountable

individuals that can deliver  
effective leadership in  
humanitarian emergencies

## Expected outcomes of strengthened HC system

- 1. Stronger commitment to coordination at the field level by all humanitarian partners**
- 2. Greater perception of inclusiveness, transparency, and ownership in the appointment of HCs**
- 3. Mutual accountability between HCs and the humanitarian community**
- 4. Appropriate training and induction to prepare and support HCs to assume their functions**
- 5. HCs adequately supported in their work**

# Actions to strengthen the HC system



- 1. Establish broad-based humanitarian country teams**
- 2. Develop a pool of HCs (from UN and non-UN) for short-term and/or immediate deployment**
- 3. RC/HC “score card”**
- 4. Develop an orientation and training package**

- ToRs developed
- 2.5 day training for RC's in HC function
- Long term strategy being developed on assessment, selection, training...

# Predictable Funding – The Central Emergency Response Fund

Dec 15 2005 GA Resolution –launched 9 March  
2006

- From \$50 million revolving loan facility to (ultimate target) \$500 m loan/grant facility
- Funded from voluntary additional resources
- \$273 million pledged initially (UK \$70m)
- Foresees country level Emergency Relief Fund at discretion of RC/HC.





- Administered by OCHA/ERC
- To be disbursed within 3-4 days of emergency onset – max \$30m per emergency.
- 1/3 must be used to address neglected emergencies – identified by ERC twice per year.



## Who is eligible?

- UN funds, programmes and specialized agencies and IOM
- And NGOs?

# The CERF - Where has the cash gone?

\$ 70 million committed:

- Afghanistan, Central African Republic, Chad, DRC, Côte d'Ivoire, Djibouti, Eritrea, Ethiopia, Kenya, Guinea Bissau, Niger, Somalia, Sri Lanka, Sudan, East Timor , Lebanon, Myanmar, Haiti.

\$ 32 million disbursed to under-funded emergencies.

- Burundi, Burkina Faso, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of the Congo, Guinea, Haiti, Republic of Congo, Liberia, Mali Mauritania, Zimbabwe, Ethiopia, Kenya and Zambia.

# The Humanitarian Reform Agenda

In the end

like logistics... effective response hinges on getting the right people with the right skills, the right tools and the right equipment in the right place at the right time in sufficient numbers...

# Agency Reviews

- DRC, Liberia, Somalia, Lebanon, Pakistan
- “helped to focus on the gaps”
- “fosters critical reflection and debate”
- “cluster leads interpret their roles differently making it difficult for consistency”
- “P,S,DRC, used to strengthen leadership”
- “U led to a two tier system”
- “New Clusters high visibility, sectors low visibility”
- L, cluster approach imposed upon us”

# Agency Reviews

- “poor coordination between global, national and field clusters”
- “overall lack of understanding of “leadership”
- “in DRC WASH cluster received \$13m for 2007,
- WatSan sector received \$1m in 2006”
- In Somalia first time ‘protection’ is an agenda item”
- “too UN centric”

# Agency Reviews

- “Cluster co chairs”
- “NGO representation by a designated group neither homogenous or unified”
- “ACF,DRC,Mercy Corps,Oxfam,WorldVision have produced excellent comprehensive position papers”
- “Visibility and funding”
- “Consolidated requests”