

WHAT SHOULD CLUSTER PARTNERS EXPECT OF EACH OTHER ?

CLUSTER COORDINATOR

Coordinate programmes

- Ensure appropriate coordination with all humanitarian partners (including UN agencies, national and international NGOs, the Red Cross/Red Crescent Movement, IOM and other international organizations), as well as with national authorities and local structures
- Ensure the establishment/maintenance of appropriate sectoral coordination mechanisms, including working groups at the national and, if necessary, local level
- Promote the integration of protection together with the IASC's agreed priority cross-cutting issues, namely:
 - Human Rights
 - HIV/AIDS
 - Age
 - Gender
 - Environment

utilising participatory and community-based approaches

- Identify key humanitarian partners, respecting their respective mandates and programme priorities, including national and provincial authorities
- Secure commitments from participants in responding to needs and filling gaps, ensuring an appropriate distribution of responsibilities, with clearly defined focal points for specific issues where necessary; including support with hub coordination and field monitoring where appropriate
- Promote/encourage participants to work collectively, ensuring the complementarity of various stakeholders' actions
- Promote emergency response actions while at the same time considering the need for early recovery planning as well as prevention and risk reduction concerns
- Ensure effective links with other sector working groups
- Represent sectoral needs in discussions with the UN Resident/Humanitarian Coordinator, appropriate Governmental representations, donors and other key agencies on prioritization, resource mobilization and advocacy; ensuring that existing coordination mechanisms between government and RC/HC are accounted for
- Act as focal point for inquiries on sectoral response plans and operations.

PRIORITY TASKS

- Manage coordination at national and sub-national level
- Assess Needs
- Avoid gaps and duplications
- Develop a Cluster Strategy and Workplan
- Manage information content and flow
- Apply appropriate technical standards
- Monitor performance
- Build capacity
- Mobilize resources
- Report



Plan and develop strategy

- Promote timely needs assessment and sector specific analysis using appropriate methods and ground-truthing ensuring beneficiary participation including adequate attention given to the needs and challenges by gender and of vulnerable groups
- Identification of gaps in coverage taking into consideration the activities of both government and non-governmental actors

- Developing/updating agreed response strategies and action plans ensuring that these are adequately reflected in overall emergency response strategies
- Utilising lessons learned from past activities and beneficiary feedback to revise strategies and action plans accordingly
- Developing the transition to longer-term recovery programming, in close consultation with the Early Recovery Network as the focal agency for early recovery, and the handover of the coordination role to other agencies, ensuring that coordination for residual needs is provided as required

Primary Cluster Lead responsibilities	Secondary Cluster Lead responsibilities
• Inclusion of key humanitarian partners	• Participatory and community-based approaches
• Establishment and maintenance of appropriate humanitarian coordination mechanisms, including with national/local authorities, state institutions, local civil society and other relevant actors	• Attention to priority cross-cutting issues (eg age, diversity, environment, gender, HIV/AIDS and human rights)
• Planning and strategy development	• Needs assessment and analysis
• Provision of assistance or services as a last resort	• Emergency preparedness
• Advocacy and resource mobilisation	• Application of standards
	• Monitoring and reporting
	• Training and capacity building

ALNAP Review of Humanitarian Action 2008 (<http://www.alnap.org/publications/rha.htm>)

Manage information

- Development of simple, user-friendly reporting formats in consultation with the local authorities, providers, and other key stakeholders. These reporting formats should include provision for data disaggregation by gender and age and reporting on more vulnerable groups. They should also be complementary to the information collection and reporting systems of other Clusters.
- Promotion of, and training in the use of these reporting tools among providers and other stakeholders.
- Gathering, collating, and analysing data and information on needs and assistance being provided in a timely and efficient manner, including feedback and/or issues raised by the affected population
- Identification and reporting of any gaps in relief assistance to the Inter-Cluster Coordinator
- Development and implementation of methods to share this information with all stakeholders within the Cluster and beyond. This information should be made available in the local language, as well as the UN working language.
- Manage information content and flows. Focus only on the minimum data-sets and information needed. Don't get 'flooded' with irrelevance.
- Coordination with other clusters to ensure complementarity and cross-sectoral analysis of information on the disaster response.

Apply standards

- Ensure that the humanitarian response is guided - to the extent possible - by relevant policy guidelines and technical standards, allowing for regional variations in support as well as relevant commitments that the Government has undertaken under international human rights law.

Monitor and report

- Ensure adequate monitoring mechanisms are in place to review the impact of sector coordination and progress against implementation plans
- Ensure adequate reporting and effective information sharing, with support from the UN Resident Coordinator or other OCHA-appointed overall cluster coordination body.

Mobilize resources and advocate

- Identify core advocacy concerns, including resource requirements, and contribute to key messages on broader advocacy initiatives choosing appropriate channels.

PARTICIPATORY COORDINATION IS ABOUT

- Team-work
- Complementarity
- Transparency
- Dialogue & Interaction
- Partnership
- Trust
- Facilitation
- De-centralisation
- Devolved Authority

- Advocate for donors to fund participants to carry out priority activities in the sector concerned, while at the same time encouraging participants to mobilize resources for their activities through their usual channels [NB explicit guidance with regard to leading sectoral components of the Flash Appeal may be required].

Build capacity

- Promote and support training of humanitarian personnel and capacity building of humanitarian partners, particularly where coordination of residual activities are to be continued after phasing out of the Cluster.
- Support efforts to strengthen the capacity of the national authorities and civil society.

Manage

- Oversee the activities of other members of the Cluster Coordination Team.
- Ensure provision of adequate handover, including the provision of brief guidance notes and counter-parting (mentoring) where possible.

NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

- Cluster partners should engage in programme implementation wherever clear comparative advantage can be demonstrated, and should be prepared to adjust their programmes if required in the spirit of mutual cooperation.
- Clusters derive their legitimacy from the stakeholders who comprise their membership: the wider and more engaged the membership, the more representative, and therefore more legitimate the Cluster.
- Participating agencies support the designated Cluster Coordinator in fulfilling the Cluster mission, namely to:
 - support emergency preparedness, response and recovery activities;
 - work in partnership to prevent and reduce morbidity and mortality;
 - ensure evidence-based actions, gap-filling and prioritization; and
 - enhance accountable, predictable and effective emergency actions
- In achieving this, participating agencies will seek wherever possible to engage in the following activities in close cooperation with other partners within the Cluster and with the Cluster Coordinator:
 - work with the Cluster coordinator and other designated partners to ensure appropriate distribution of sub-sectoral responsibilities within the Cluster, and agree to act as Focal Point in such areas on request of the Cluster coordinator if capacity allows.
 - participate in the establishment and maintenance of appropriate sectoral coordination mechanisms, including working groups at the national and, if necessary, local level.
 - provide information to the Cluster Information Manager in the format, and with the frequency requested by him/her.
 - identify core advocacy concerns, including resource requirements, and contribute to key messages for broader advocacy initiatives of the Cluster.
 - advocate for donors to fund participants to carry out priority activities in the sector concerned, while at the same time encouraging participants to mobilize resources for their activities through their usual channels.
 - support training of national and international staff of Cluster partner organizations, and promote transfer of skills to national partners.

UNITED NATIONS OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS (OCHA)

- At global and national level, OCHA is expected to provide clarity and guidance on the reform process and ensure the consistency of approach required for successful implementation.
- Once it is agreed that the cluster approach will be applied in a given crisis, OCHA supports the Humanitarian

OCHA focuses on supporting the HC in four areas of 'core competence':

- coordination
- information management
- advocacy and resource mobilization
- policy development

Coordinator and the IASC Country Team to put in place the necessary architecture to make it work. OCHA's coordination activities in this regard include, but are not limited to:

- Ensuring common service provision
 - Enabling inter-sectoral cooperation
 - Facilitating integration of cross-cutting issues
 - Provision of contextual socio-economic, political, inter-sectoral, and hazard risk analyses
 - Facilitation of joint needs assessments
 - Coherence of information management (including establishment of denominator baselines)
 - Consistent geo-physical mapping (including administrative boundaries)
 - Advising on joint survey design and coordinating the logistics of implementation
 - Overseeing the monitoring of performance management
 - Advocating on operational issues of common interest to all Clusters
 - Providing advice on internal and external governance structures
 - Mobilizing financial resources (using CERF, Flash Appeal, CAP, CHAP)
 - Joint contingency planning
 - Inter-Cluster strategy formulation
 - Policy development
 - Liaising with military and private security actors
 - Reporting
 - Identifying key partners and analysing stakeholder capacities
 - Coherent use of IT applications and web platforms for information-sharing
- OCHA will play a crucial role in ensuring - and often spearheading - cross-cluster coordination, supporting the HC to ensure a coherent response, and providing field-based cluster leads with the inter-agency tools, policy and guidance they may need to effectively implement the IASC Generic ToR for Cluster Leads.

Coordination

- Identify Key Partners: With the HC, foster the development of an IASC Country Team and cluster groups. Work with NGOs, the Red Cross/Crescent movement, and non-UN agencies to agree on mechanisms for participating in clusters and IASC country team meetings. Help cluster leads identify and engage with all relevant partners, including all actors with expertise and/or programmes in specific sectors. Make full use of OCHA's established networks and databases to promote inclusion and partnership.
- Build cross-cluster linkages: Ensure that there is a forum for cluster leads to meet and discuss strategic "big picture" as well as operational issues of mutual concern and that there is an effective mechanism for information exchange between clusters. Maintain an overview of what is happening in each cluster and identify and facilitate linkages to ensure a coherent humanitarian response.
- Facilitate and ensure cross-cluster strategic planning and assessment processes: Continue to support the HC to manage inter-agency planning processes, such as the development of the CHAP, the preparation of the Consolidated Appeal, contingency planning, multi-sectoral needs assessments, analysis and monitoring (NB these tools are being modified to be coherent with the cluster approach). Work with clusters to ensure linkages between preparedness and early warning, emergency response and longer-term recovery and development strategies. Provide cluster leads with tools, guidelines and lessons learned to assist them in managing their respective clusters and producing outputs that feed into overall planning processes.
- Mainstream cross-cutting issues: Disseminate and advocate the adherence to IASC policies for mainstreaming issues such as protection, human rights, HIV/AIDS, gender, and SGBV.

Information Management

- OCHA provides surge capacity support to the humanitarian community in new large-scale emergencies through the deployment of the Humanitarian Information Centre as a Humanitarian Common Service. In specific terms OCHA's role is to ensure that information is managed so as to inform decision makers at all levels of coordination (strategic, cluster/sector level and at the operational level) through activities such as:
 - Using OCHA's generic information management tools (Who, What, Where (W3) database and Contact Directory).

- Using of the Maps-on-Demand facility to support geographic information services (mapping).
- Establishing a website as the backbone of information dissemination locally.
- Deploying an HIC when requested by the IASC country team through the HC when required and provided the conditions for deployment are met.
- Supporting information management activities by cluster lead agencies by deployed/in situ information management officers, including adaptation of standards for the collection, collation, analysis and dissemination of data to the locally agreed environment.

Advocacy and Resource Mobilization

- The cluster approach reinforces the need for OCHA to work with partners to identify key, common advocacy concerns and support the HC in developing and implementing inter-agency advocacy strategies.

Policy Guidance, Dissemination and Training

- To ensure a principled and coherent implementation of the cluster approach OCHA should disseminate and advocate for the respect and safeguarding of humanitarian principles as well as the application of established and agreed upon humanitarian policies, as defined in international humanitarian law, the Sphere Standards, the Guiding Principles on IDPs, the Code of Conduct, etc, and established humanitarian policies and standards. Cluster leads are responsible for upholding and monitoring the application of humanitarian policies and technical standards relating to the work within the clusters.
- The Humanitarian Coordinator – with OCHA support – is responsible for establishing and maintaining comprehensive coordination mechanisms based on facilitation and consensus building. These mechanisms should be inclusive of all the actors involved at the country level. At the country level, OCHA continues to provide support to the Humanitarian Coordinator in the following main areas:
 - ❖ Support the creation of clusters by ensuring they are familiar with the *IASC Generic ToRs for Cluster Leads at the Country Level*; are representative of key stakeholders; and develop a plan of work and adhere to it.
 - ❖ Ensure that coordination structures take into account coordination needs at all levels (i.e. national, regional, district, etc.), and respect the principles of greater accountability, predictability and partnership.
 - ❖ Ensure that inter-cluster information sharing and decision-making mechanisms are agreed upon.
 - ❖ Provide guidance, support, and advice to cluster leads and their participants to help them carry out their functions, particularly on issues related to coordinating the cluster, process management within the cluster, etc.