UNICEF is increasingly implementing its CLA role well,

... however the ability to carry out its CLA role well is limited and stretched due to ‘cluster scope creep’ – cluster activation beyond priority responses linked to contextual and internal factors
Key recommendations on potential areas for improvement:

1. External Coordination performance

Develop a “cluster-ready” initiative to increase country office preparedness for cluster activation in high-risk countries. *Agree*

- Simplified guidance on CLA role;
- Training of UNICEF CO staff on CLA responsibilities;
- Establish and document shared understanding with partners on CLA and cluster member responsibilities: Clusters/ AoRs governance review
- WASH capacity initiative: train government officials in 10 priority countries on coordination solutions for emergency action.
Key recommendations on potential areas for improvement:

2. Internal CLA Performance

Strengthen UNICEF-wide management systems to support the CLA role, including strengthening the role of regional offices and better connecting country representatives to a global CLA strategic management structure. *Partially agree*

Agree strengthen systems, but do not want to prejudge what role this will mean for ROs and how country representatives will link to global CLA strategic management structure.

- Develop a CLA/Sector Coordination strategy: CO, RO, Clusters and PD have different and complementary roles
- Systematically monitor cluster functions
- Strengthen cluster websites and KM systems
Key recommendations on potential areas for improvement:

3. Human resources performance

Develop an integrated strategy for human resources surge capacity and UNICEF coordination staff development. *Partially agree*

*One on surge capacity and the other on humanitarian learning which will include a component on the coordination function.*

- Strengthen coherence of exiting surge mechanisms (E&E 10)
- Work to develop career path for coordination staff, and build on exiting rosters/ talent groups
- Capacity development strategy for the UNICEF led and co-led clusters/ AoRS
Key recommendations on potential areas for improvement:

4. Scope and boundary issues

Increase coherence (interpretation and articulation) and then fidelity (understanding and consistent application) through UNICEF CLA policy and practice. *Agree*

- Promote better understanding with Clusters of how to use and implement Transformative Agenda guidance.
- Agree on delineation of responsibilities between clusters/Sections in supporting humanitarian coordination solutions. Take to IASC.
- Document best practices on transition (linked to recommendation 1 on external coordination)
Mitigate the use of Clusters in inappropriate scenarios by developing the models and tools for non-cluster coordination, including transition points for country offices, and establish clarity on the role of clusters, if any, for national capacity-building to ensure efficient and fit-for-purpose coordination approaches. *Agree*

- Continue work to strengthen coherence and sharing of resources across Clusters/ AoRs
- Ensure appropriate size and scope of surge teams to new emergencies and rely on existing operational presence at sub-national level.
Key recommendations on potential areas for improvement:

5. Cost effectiveness, value for money and efficiency:

Mitigate the use of clusters in inappropriate scenarios by developing models and tools for non-cluster coordination, including transition points for country offices, and establish clarity on the role of clusters, if any, for national capacity-building to ensure efficient and fit-for-purpose coordination approaches.

Agree.