

Management Response to the CLARE



unissons-nous
pour les enfants

unicef 

Overall Findings...

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 existing surge mechanisms (E&E 10)
- Work to develop career path for coordination staff, and build on existing 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)

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 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.

THANK-YOU

QUESTIONS?

