Management response to the evaluation of the UNICEF role as cluster lead/co-lead agency (CLARE II)

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UNICEF Executive Board – Informal Briefing – 24 May 2022
Item 7: Management response to CLARE II
Reference document: E/ICEF/2022/20
UNICEF as a Cluster Lead Agency (CLA)

- Nutrition, WASH and Education (co-led with Save the Children) Clusters and the Child Protection Area of Responsibility (AoR)

- Core Commitments for Children in Humanitarian Action (CCCs)

- Active in 33 countries
An Overview of the Management Response (MR)

- **Three** overarching recommendations.
- **Twelve** sub-recommendations.
- **All agreed** except for one partially agreed.

- **Thirty-five** action points, of which half already initiated.
- Most actions to be **completed by the end of 2023**.

Key Priorities

- **Budget allocations for key Cluster Lead Agency functions**
- **Mainstreaming CLA accountabilities and commitments across the organization**
- **Advocacy at IASC level for updating the guidelines and adapting clusters to the context**
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From:

A focus on what UNICEF can do alone

Insufficient prioritization of CLA support across the organization

Lack of funding for key CLA functions

Insufficient strategic contributions at IASC level

To:

Using UNICEF mandate to maximize collective impact

Stronger accountability for the CLA role at all levels

Prioritize funding for key coordination roles

Play a leading voice at IASC level and report on CLA accountabilities to the Executive Board and IASC principals

Highlights of Key Changes Sought in the MR
Recommendation 1 (a): Cover key CLA functions from the agency’s core budget.

Recommendation 1 (b): Prioritize CLA role and responsibilities.

Recommendation 1 (c): Provide transparency to cluster partners about UNICEF efforts when it has the dual role of being the CLA.

- L2 and L3 country offices to prioritize funding
- Mechanism for centrally managed predictable funding

- Succinct strategy synthesizing CLA accountabilities
- CLA accountability incorporated in trainings of Representatives/COs

- Cluster roles are fully dedicated
- Revise job descriptions of the Representatives and Section Chiefs
Recommendation 1 (d):
Promote Strategic Advisory Groups (SAGs) as platforms of collective leadership.

Recommendation 1 (e):
Provide clear direction on how UNICEF-led clusters should implement and prioritize the four policy commitments.

Recommendation 2 (a):
In reviewing the accountability framework, the CLA accountability is systematically addressed.

- Development of a standard SAG guidance for all UNICEF-led clusters
- Adapt available guidance on the four policy commitments for UNICEF-led cluster
- Review/update training modules on mainstreaming the core policy commitments
- Update UNICEF accountability system by incorporating the CLA
Recommendation 2 (b):
UNICEF human resource systems must better support the CLA role.

Recommendation 3 (a):
Advocate for the cluster guidance to be updated and cluster coordination processes streamlined.

Recommendation 3 (b):
UNICEF should continue to systematically advocate within IASC for multi-year planning/funding for Humanitarian Needs Overviews (HNOs)/Humanitarian Response Plans (HRPs).

- Talent management strategy for cluster coordination
- Lead advocacy to update key IASC governing guidance on clusters, e.g., 2015 IASC reference module
- Lead advocacy on areas of simplification of the Humanitarian Programme Cycle
- Facilitate and disseminate the development of a position paper, to support advocacy for multi-year HNOs/HRPs
**Recommendation 3 (c):**
The Executive Director of UNICEF to report at least once a year on the way that UNICEF is delivering on its CLA responsibilities (IASC principals meeting and to the UNICEF Executive Board).

**Recommendation 3 (d):**
Advocate for the clarification of co-leadership by IASC.

**Recommendation 3 (e):**
Advocate at the IASC to review the concept of provider of last resort.

- An update on the CLA accountabilities is provided annually to the UNICEF Executive Board and at the IASC principals’ level.
- Development of a UNICEF position on the concept of the co-leadership jointly with Save the Children.
- To finalize an annex to the cluster coordination reference module, on “collective leadership”
- UNICEF to develop and propose a common vision on the concept of provider of last resort.
Thank you.