

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



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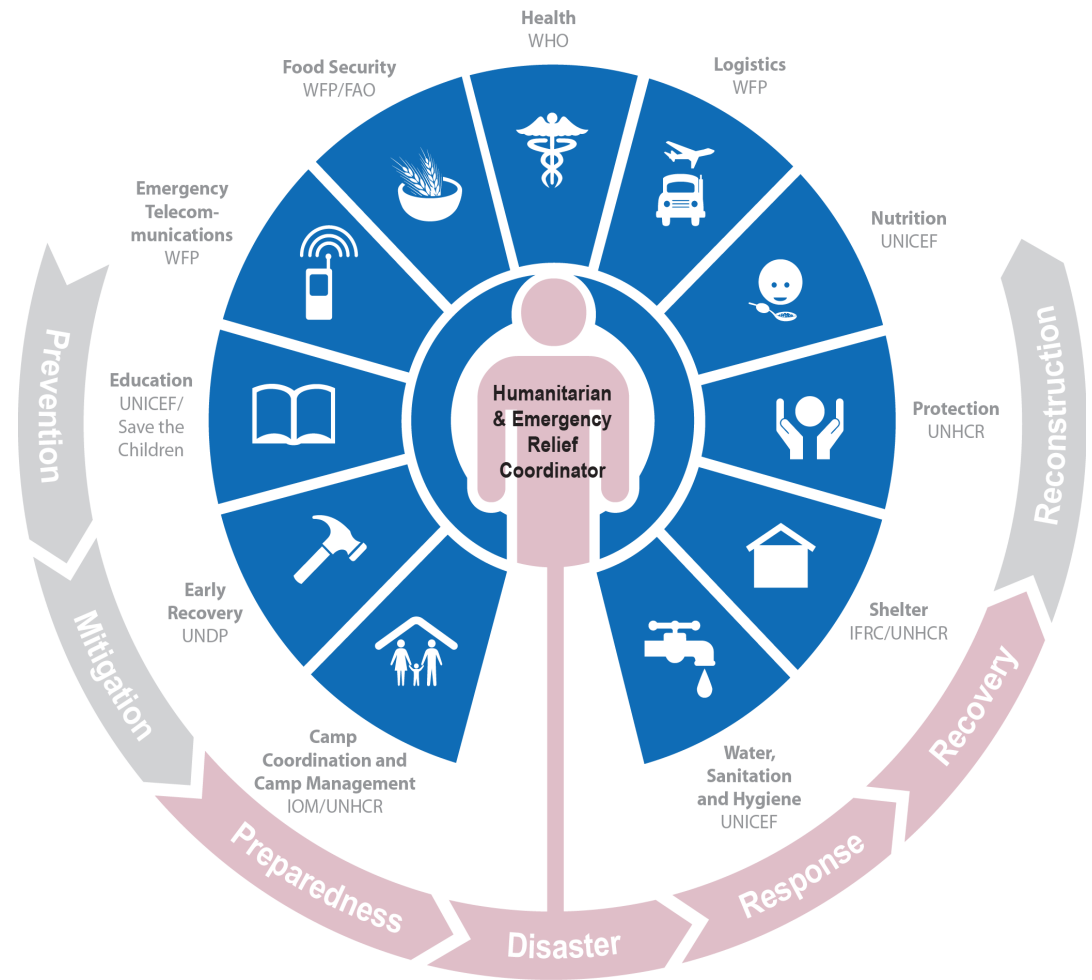
UNICEF Executive Board – Informal Briefing – 24 May 2022

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

Highlights of Key Changes Sought in the MR



From:

To:

A focus on what **UNICEF can do alone**

Using UNICEF mandate to **maximize collective impact**

Insufficient prioritization of CLA support across the organization

Stronger accountability for the CLA role at all levels

Lack of funding for key CLA functions

Prioritize funding for key coordination roles

Insufficient strategic contributions at IASC level

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

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Recommendation 1 (a):

Cover key CLA functions from the **agency's core budget**.

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

Recommendation 1 (b):

Prioritize CLA role and responsibilities.

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

Recommendation 1 (c):

Provide transparency to cluster partners about UNICEF efforts when it has the dual role of being the CLA.

- 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**.

- Development of a standard SAG guidance for all UNICEF-led clusters

Recommendation 1 (e):

Provide clear direction on how UNICEF-led clusters should implement and prioritize the **four policy commitments**.

- Adapt available guidance on the four policy commitments for UNICEF-led cluster
- Review/update training modules on mainstreaming the core policy commitments

Recommendation 2 (a):

In reviewing the accountability framework, the **CLA accountability is systematically addressed**.

- 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.