

## Evaluation Management Response Document

**Region:** HQ

**Office:** Evaluation Office

**Evaluation Year:** 2022

**Evaluation Title:** Evaluation of UNICEF's Cluster Lead Agency Role ('CLARE II')

**Person In Charge For Follow Up to Management Response:** Nisar Syed

### Overall response to evaluation

UNICEF welcomes the findings and recommendations of the Evaluation of UNICEF's Cluster Lead Agency role in Humanitarian Action (CLARE II), which will contribute to strengthening the Organization's unique role and accountability as the cluster (co-) lead agency (CLA) for four clusters/areas of responsibility for four sectors, namely nutrition, water, sanitation, and hygiene (WASH), education (co-led with Save the Children International), and the child protection area of responsibility. The purpose of CLARE II was to review the Organization's coordination and leadership role, assessing progress and providing suggestions as to what to improve (Summative and Formative evaluation) looking forward. The evaluation report assessed UNICEF's CLA role with regards to its relevance, appropriateness, effectiveness, coherence, and connectedness. The evaluation focused on CLA performance rather than cluster coordination performance and was underpinned by the commitments outlined in the CCCs in terms of both 1) coordination and 2) leadership of the humanitarian response. The GCCS finds the evaluation report useful, and coherent with the findings of the Humanitarian Review. EMOPS finds the evaluation report to be a thorough analysis of organizational policies and strategies, and data adequacy. The evaluation was based on questionnaires, interviews, document reviews, semi structured KII, online surveys and focus group discussions. This comprehensive exploration of UNICEF's performance and results has led to recommendations that require action not only from EMOPS but also from PG, DPAM, OED, DHR, PPD, PFP, and ROs and COs. This EMR, therefore, reflects a process of consultations resulting in this consolidated response to the recommendations. EMOPS fully agrees with all 3 overarching recommendations and most of the 12 sub-recommendations, except one, which is partially agreed to, i.e., 1. (d). related to the strategic advisory group (SAG), for which addressing first part on standardizing the TORs with country specific context will also address the second part as well in relation to its dissemination through GCCS. No evaluation recommendation was rejected. Over half the actions outlined in this EMR are already 'underway', highlighting the fact that the evaluation raised issues and gaps that were known to the organization, and for which relevant actions (key documents, programming guidance, policy advances) had already been incorporated into 2021 workplans by EMOPS/GCCS and other HQ units. The evaluation examined how UNICEF carries out its CLA role at the global, regional, and country levels. At the global level, the evaluation assessed the organization's role in providing clear cluster leadership and accountability. At the country level, the evaluation considered how UNICEF has carried out its CLA responsibilities to support the cluster core functions. The CLARE-II findings and recommendations are timely inputs into deliberations on "humanitarian review" recommendations. Many of the issues explored by the evaluation are finding their way into the new UNICEF Strategic Plan 2022, which has as a focal theme on strengthening of humanitarian leadership and response, as well organization's focus shifted towards "beyond what the organization can do alone, towards using its mandate to mobilize other actors to maximize collective impact". In a more immediate timeframe, the new CCCs are being rolled out; they address certain specific recommendations but also generally seeks to provide a more favorable enabling environment for quality humanitarian action and institutionalizing CLA role as a policy commitment.

### Planned Use of the Evaluation

To ensure progress on "old" and new issues concerning UNICEF CLA role and accountability, these findings require a "organization-wide" approach to put the recommendations into actions. Actions proposed to respond to the evaluation recommendations will be at the level of policy, partnerships, funding and operations, and their initial formulation will be led by EMOPS/GCCS for consultation with the responsible offices. Through the actions taken in response to the evaluation recommendations, UNICEF aims to leverage its unique role as the CLA of three clusters (education, nutrition, and WASH) and the child protection area of responsibility. The CLA role entails a critical responsibility not only for the success of its own programme and advocacy commitments, but also for the performance of the overall humanitarian response in any given context where clusters are activated. It can be confidently affirmed that if UNICEF does a good job in its four sectors/clusters, the contribution to the overall humanitarian response will certainly be stronger. UNICEF L2 and L3 Country Offices (COs) will be supported to prioritize funding for key coordination roles, at a minimum one national level CC and IMO for each sector it leads. EMOPS, through GCCS will monitor cluster staffing jointly with the ROs bi-annually and request justification when COs do not cover core coordination roles. At HQ level, UNICEF will develop a mechanism for predictable funding to be managed centrally, to support L3/L2 countries which do not have other sources of funding for cluster roles and functions. For addressing the recommendation on CLA role being adequately valued or prioritized across the organization, certain actions are already being undertaken by incorporating those institutional commitments in the revised CCCs. Moreover, revision of the job descriptions of the Regional Directors and Country Representatives will also be undertaken to establish a stronger accountability for the CLA role. Furthermore, in the updating/review of UNICEF's accountability System, CLA responsibilities will be defined across the different entities. Moreover, UNICEF will play a more proactive role in encouraging the IASC and the wider humanitarian community to review global policy and guidance on the cluster approach, including regarding co-leadership arrangements. UNICEF also plans to report on its CLA accountabilities to the Executive Board and IASC Principles at regularly on annual basis. Actions contained in this EMR will be reflected in concerned offices' Annual Workplan for 2022-24. To monitor progress on the implementation of the agreed actions in this EMR, a quarterly check-in will be led by EMOPS/GCCS with other HQ units to track progress and capture supporting documents.

### Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	1 (a). Ensure that key CLA functions, including cluster leadership positions such as cluster coordinators and information management officers, are covered from the agency's core budget.				Agree	

1.0	Action 1 (a)1 UNICEF Level 2 and Level 3 country offices to prioritize funding for coordination roles, at minimum cluster coordinators and information management officers, for the sectors they lead, based on the "recommended good practices for the minimum structure of coordination teams at country level.	UNICEF, Deputy Executive Director, Programmes Dep	Kirsi Madi,Nisar Syed	12/28/2023	Completed	(1). Message sent in December 2022 from Omar Abdi, UNICE Deputy Executive Director for programmes, to representatives/regional directors to remind them of CL accountabilities and the need proactive resource mobilization and allocation for coordination and information management functions. The message was further promoted in the February 2023 issue of the GCCS newsletter. (2). Recommended Good Practices for the Minimum Structure of Coordination Teams at Country Level for UNICEF as a Cluster Lead Agency 2021 (Mapping and analysis of national level cluster staffing situation in L3, L2 and L1 offices produce on an annual basis and follow up with REAs and COs to address bottlenecks
1.0	Action 1 (a)2 UNICEF will develop a mechanism for a predictable funding to be managed centrally to fill the cluster staffing gaps in Level 2 and Level 3 countries to cover, at the very minimum, cluster coordinator and information management positions, based on the "recommended good practices for the minimum structure of coordination teams at country level for UNICEF as a cluster lead agency 2021" when country offices do not have the resources to do so. Country offices use of these centrally managed resources will be determined by a set of assessment criteria. (In cases where action 1 (a)1 has not been achieved due to lack of resources at country office levels).	DED Programme DED Management DAPM EMOPS PPD PG	Nisar Syed	12/28/2023	Completed	(1). Funding Propositions for Humanitarian Coordination as CLA (draft available) (2) Increased attention to coordination in budget allocations. Coordination included in the agenda of the Emergency Management Team (EMT) and prioritized in UNICEF's Humanitarian Action for Children (HAC) appeals in recent crisis, including the Earthquake response in Turkey/Syria, Sudan and Haiti. Around 10-15% of Global Humanitarian Thematic Funds (GHTFs) allocated to coordination in 2002 and 2023. In 2022, US\$4.1 million of GHTFs were allocated to cover critical gaps in cluster staffing in L3 and L2 countries. GCCS and HFS provided clearly defined criteria for prioritization. Yemen, Ethiopia, Somalia benefited from this funding. In 2023, US\$ 3.5 million of the GHTFs (over 10 per cent) allocated to cover cluster coordination needs at country level. Work ongoing to update the GHTFs guidelines and criteria for funding allocations for systematic allocations to coordination. (3) Funding for coordination discussed during HR in Emergencies Workshop held in Nairobi in May 2024 for further follow up by senior management as part of broader organizational discussions on HR in Emergencies, MTR of Humanitarian Review and next Strategic Plan.

1.0	Action 1 (a)3 Revise the UNICEF humanitarian response planning and budget guidance to ensure that coordination responsibilities are systematically planned, budgeted and reported against.	EMOPS/HE	Anthea Moore,Lilian Kastner	12/28/2023	Completed	(1). Humanitarian Response Plan Guidance and Template reviewed to include activity/budget lines for cluster coordination as well as default indicators on staffing as per Emergency Procedure. (2) Humanitarian Performance Monitoring (HPM) indicators a guidance updated to include staffing of clusters as a key cluster set up milestone and regular monitoring in the sustained operational phase c the emergency. (3) Webinars conducted in July 2023 explaining the revised HPM cluster tools to emergency teams in country offices.
1.0	Action 1 (a)4 Develop and disseminate central guidance to country office resource mobilization teams to ensure that cluster coordination staffing and implementation of functions are included in national funding proposals.	EMOPS, PDP	Nisar Syed	12/28/2023	Completed	(1). Chapter on RM for countr office resource mobilization teams included on the update Guide to COs and inclusion of budget line on coordination in HAC templates and guidelines
2	1 (b). Clarify how UNICEF prioritizes its CLA role and responsibilities amid the myriad other priorities it has set, while further supporting the notion of “intersectorality” of the humanitarian response. The global cluster coordination unit (now called the global cluster coordination section) should continue to build on the role it has established over the years with a view to further promoting both the organization’s CLA role and the notion of “intersectorality” of the humanitarian response.				Agree	
2.0	Action 1 (b)1 Develop a succinct strategy that synthesizes CLA accountability and commitments based on the findings of the CLARE II evaluation and recommendations of the Humanitarian Review, with the aim of clearly defining the organization’s vision and commitment as the leader of four sectors in an ever-changing humanitarian landscape, including on intersectorality.	Office of Emergency Programmes (GCCS)	Nisar Syed	12/28/2023	Completed	(1) CLA accountabilities and commitments, including on sectoriality, clear defined in updated COs Guide on CLA Accountabilities and Humanitarian Action as the single resource on CLA Accountabilities
2.0	Action 1 (b) 2 In the existing trainings to the representative/country offices, incorporate new modules to promote dissemination and take up the accountability related to CLA responsibilities of four sectors.	Office of Emergency Programmes (GCCS)	Nisar Syed	12/28/2023	Completed	(1) Capacity building on CLA accountabilities of UNICEF leaders included in Humanitar Leadership Workshop (HLW) Pre-learning webinar and vide on coordination developed "Coordination included in HLV E. Unable to secure space in SLO or HLW-CHTE
3	1 (c). Provide full transparency to cluster partners about UNICEF efforts and intentions around fundraising and funding for the clusters when it has the dual role of being the CLA as well as providing financial resources as UNICEF to cluster partners, to avoid – or better manage – perceived conflicts of interest. Further, perceptions of uneven power dynamics should be addressed by reducing/limiting the frequency over time of double-hatted cluster coordinator positions as well as clarifying and managing expectations of UNICEF programme specialists with regard to the role of cluster coordinators in clusters.				Agree	

3.0	Action 1 (c)1 UNICEF county offices and regional offices will ensure (provided with the available resources) that cluster roles are fully dedicated in all sectors they lead to effectively fulfil CLA responsibilities and avoid perceived conflicts of interest in Level 2 and Level 3 countries. Intersectoral efficiencies will be promoted at the country office level by combining dedicated cluster lead roles as suitable (e.g., information management officers to cover education and child protection). (Linked to action 1 (a)1, 1 (a)2, 1 (c)2 and 1 (c)4)	DED, Programmes; DED, Mangement; GCCS, EMOPS	Nisar Syed	12/28/2023	Completed	Link to progress under action 1(a)1, 1(a)2, 1(c)2 and 1(c)4. Work supported by the GCCS Human Rights Business Part (1) Global clusters/AoR have now technical clearance on recruitments (2) Global clusters/AoR increasingly consulted on surge capacity (3) Talent Management Strategy Cluster Functions validated during HR in Emergencies hel in Nairobi in May 2024 and its implementation will be led by senior management as part of an overall discussion on HR in Emergencies
3.0	Action 1 (c)2 Update and disseminate the "Cluster Coordination Guidance for Country Offices" document in line with the CCCs, the Humanitarian Review and emergency procedures to include clear guidance for country offices, regional offices and the global emergency coordinator.	Office of Emergency Programmes (GCCS)	Nisar Syed	11/14/2023	Completed	(1). Updated Guide to Country Offices on CLA Accountabilities and Humanitarian Coordination finalized (2). Multilingual webinars organized on 3 July to present the guide with clinics organized in Q4 2024 (3). SharePoint page developed to further disseminate the guide and make it available ( <a href="https://unicef.sharepoint.com/CCGCO">https://unicef.sharepoint.com/CCGCO</a> )
3.0	Action 1 (c)3 Develop and disseminate a one-page brief for UNICEF-led cluster partners and national/local authorities on the role, responsibilities and accountabilities of CLA, cluster members and partners. (Building on actions 1 (b)1 and 1 (c)1)	GCCS, Regional Emergency Advisers, HR in Emergency	Nisar Syed	12/28/2023	Completed	(1). Cluster Coordination Guidance for Country Offices (2). IASC cluster-related guidance (3) Updated CCPM website with information on CLA accountabilities for partners including an option for feedback
3.0	Action 1 (c)4 Revise job descriptions of section chiefs and regional sector advisers to include CLA role and responsibilities.	DHR, GCCS, Programme Group	Nisar Syed	10/30/2023	Completed	(1). Well-Placed: Building a talent management strategy for cluster coordination and information management validated in HR in Emergencies Workshop in Nairobi in May 2024 (Strategic Priority 2 (b)) (Recommended Good Practice for the Minimum Structure of Coordination Teams at Country Level for UNICEF as a Cluster Lead Agency (3). Inputs provided by GCCS on what to integrate into JDs. Following the HR in Emergencies Workshop in Nairobi in May 2024 these aspects will be addressed as part of a wider organizational discussion on HR in Emergencies.

3.0	Action 1 (c)5 Review and revise generic job profiles/job descriptions and vacancy announcements of representatives to ensure that all national-level cluster coordinators report to the country representative/head of office, or a nominated deputy (as per Decision Tree Guidance and “Well-Placed: Building a talent management strategy for cluster coordination and information management”).	Director of Human Resources, EMOPS	Nisar Syed	12/28/2023	Completed	(1). Well-Placed: Building a talent management strategy for cluster coordination and information management validated in HR in Emergency Workshop in Nairobi in May 2024(Strategic Priority 2 (b)) (Recommended Good Practice for the Minimum Structure of Coordination Teams at Country Level for UNICEF as a Cluster Lead Agency (3). Inputs provided by GCCS on what to integrate into JDs. Following the HR in Emergencies Workshop in Nairobi in May 2024 these aspects will be addressed as part of a wider organizational discussion on HR in Emergencies.
4	1 (d). Promote strategic advisory groups as platforms of collective leadership, where issues such as cluster vision and objectives are openly discussed, defined and prioritized by cluster partners. The global cluster coordination unit (now called the global cluster coordination section) should regularly promote and disseminate the good practices that exist in relation to the effective functioning of strategic advisory groups.				Partially Agree	
4.0	Action 1 (d)1 Develop standard strategic advisory group terms of reference for all UNICEF-led clusters to ensure consistency regarding the role, responsibility and membership of the strategic advisory group in support of the cluster collective leadership.	Office of Emergency Programmes (GCCS)	Nisar Syed	10/30/2023	Completed	(1). Standard SAG ToR developed and including in UNICEF-led/co-led clusters/AoR document packs.
5	1 (e). Provide clear direction on how the clusters it leads should implement and prioritize the four policy commitments (centrality of protection, accountability to affected populations, humanitarian-development nexus and localization), in addition to other institutional commitments such as gender-based violence risk mitigation and disability. UNICEF should ensure systematic dissemination of relevant guidance to all staff.				Agree	
5.0	Action 1 (e)1 Based on the available guidance on the four policy commitments, adapt guidance for the UNICEF-led cluster. The four guidance documents will specifically define the role of the clusters to advance progress in the corresponding policy commitments, as well as disability inclusion and gender-based violence risk mitigation (based on the approach used by the global education cluster related to cash and voucher, or nutrition for localization, etc.) These guidance pieces will be linked as annexes to the UNICEF CLA guidance. (see action 1 (c)2)	EMOPS, Programme Group	Nisar Syed	12/31/2023	Completed	(1) Mapping of existing resources undertaken (2) Internal workshop held in February 2023 to identify consolidated standards/ benchmarks for cross cutting issues in cluster coordination Consultancy in Q2/3 2023 to produce a package linking existing guidance and tools to core standards/ benchmarks for cross cutting issues in cluster coordination aiming at providing consolidated practical guidance to country clusters (4) Practice Guide to Advancing Quality, Inclusive and Accountable programming for UNICEF led/co-led clusters/AoR at late stages of completion. Estimated November 2024 for a final designed version
5.2	Action 1 (e)2 Review and update the training modules regarding the role of cluster/CLA on the mainstreaming of these core policy commitments, gender-based violence risk mitigation and disability inclusion, and include those modules into the emergency training for country-level senior management.	Office of Emergency Programmes (GCCS)	Nisar Syed	3/31/2023	Completed	Training on cash and on disabilities inclusion for coordination already exists on the humanitarian coordination channel, specifically developed from a cluster coordination perspective. The French and Spanish versions of the cash module will be updated in the near future, so that they are fully aligned with the English version

6	2 (a) In reviewing the accountability framework for humanitarian coordination, including information management, UNICEF should ensure that CLA accountability is systematically addressed as mandated by the CCCs, starting with a compact between UNICEF senior management, regional offices and country offices that includes clear accountabilities for humanitarian coordination and established metrics for performance management for CLA staff at all levels (as part of key performance indicators and performance management systems). (i) To ensure that the CLA responsibilities are part of line management and supervisory responsibilities, UNICEF country representatives must be held accountable by their supervisors (regional directors) for confirming that the key CLA positions are created and filled; supporting and supervising cluster coordinators; empowering them to provide leadership; and bringing cluster priorities to the humanitarian country team and other relevant inter-agency forums. Likewise, regional directors should also report on how they have worked with representatives in humanitarian countries and supported them to fulfil the CLA role. (ii) UNICEF should mainstream CLA responsibilities in annual workplans and budgets, country programme documents (and other relevant documents related to developing a new country programme), programme strategy notes and country office performance management using the key performance indicators, monitoring and audit frameworks, job descriptions, etc. (iii) UNICEF should also further invest systematically in global-level analyses of cluster performance.				Agree	
6.0	Action 2 (a)1 Review and revise the job descriptions of regional directors and country representatives to establish a stronger accountability for the CLA role. (Reference to action point 1 (c)5	DHR, EMOPS	Nisar Syed	12/28/2023	Completed	(1). Global Cluster Competency Frameworks for Cluster Coordination (2). Well-Placed: Building a talent management strategy for cluster coordination and information management validated in HR in Emergency Workshop in Nairobi in May 2024 (Strategic Priority 2 (b)) (Recommended Good Practice for the Minimum Structure of Coordination Teams at Country Level for UNICEF as a Cluster Lead Agency (4). Inputs provided by GCCS on what to integrate into JDs. Following the HR in Emergencies Workshop in Nairobi in May 2024 these aspects will be addressed as part of a wider organizational discussion on HR in Emergencies.
6.2	Action 2 (a)2 Review the UNICEF accountability system and define clear and measurable roles and responsibilities regarding CLA, including to strengthen the oversight role of the regional offices with regard to CLA accountability, and ensure that cluster coordination is systematically included in mandatory Level 2 and Level 3 evaluations.	Office of the Executive Director, EMOPS	Nisar Syed	12/31/2022	Completed	(1). Inputs provided by GCCS partially incorporated into UNICEF Accountability Framework and Compendium.
6.0	Action 2 (a)3 Develop key performance indicators reflective of CLA accountability. Translate both Strategic Plan and CCC commitments into result assessment module, set of indicators and humanitarian performance monitoring indicators.	Division of Data, Analytics, Planning and Monitoring	Nisar Syed	6/29/2024	Completed	(1). Cluster coordination indicators included in set of indicators (replacing strategic monitoring questions) and result assessment module indicators mapped to CCC commitments and benchmarks (2). Updated CCC indicator guidance and shared with countries and continue to be used as reference in the development of response workplans and annual corporate reporting. (3). Revised cluster coordination tool ("cluster checklist") in the Humanitarian Performance Monitoring toolkit to better reflect cluster staffing accountabilities. The tools are now available on the Humanitarian PME SharePoint and were disseminated in a webinar in July 2023.

6.0	Action 2 (a)4 Based on the annual cluster coordination performance monitoring analysis conducted by the UNICEF-led clusters, GCCS undertakes an overall analysis of cluster performance to address bottlenecks in cluster performance.	GCCS	Nisar Syed	3/31/2023	Completed	Strategic Monitoring Question (i.e., H8) on cluster coordination performance monitoring CCPI completed. Yearly cluster CCI results are collated at global level and available to be analysed to identify areas of weakness and inform guidance. New upgraded CCPM website launched in June 2024.
6.0	Action 2 (a)5 Implement the key recommendations of the "Well-Placed: Building a talent management strategy for cluster coordination and information management" report to ensure proper career paths for cluster coordinators and information management officers (final draft forthcoming).	DHR, GCCS	Nisar Syed	6/29/2024	Completed	Well-Placed: Building a talent management strategy for cluster coordination and information management (Priorities 3 and endorsed at HR in Emergency Workshop in Nairobi in May 2024 and it will be implemented as part of a wider organizational discussion on HR in Emergencies.
7	2 (b) UNICEF human resource systems must better support the CLA role to ensure that the proper capacities are put in place accordingly. (i) In recognizing that the cluster coordinator is a key leadership position, UNICEF should ensure that a proper career path is established for the coordination function, to attract and retain talent. Conversely, those in (other) leadership positions, such as programme section chiefs, should fulfil a cluster coordination position as part of their career trajectories. (ii) UNICEF should prioritize the calibre of staff in cluster coordination positions, rather than over relying on standby partners for filling cluster (leadership) positions. To support this, UNICEF should ensure that staff with CLA responsibilities are prioritized in humanitarian learning and knowledge management trainings to ensure that they have adequate knowledge, skills and capacities to address the challenges that UNICEF experiences in CLA responsibilities and to support the creation of viable career pathways in coordination with UNICEF. (iii) UNICEF should prioritize emergency recruitment, establishing an internal talent pool/deployment roster of properly trained professionals in cluster coordination, who are available to quickly deploy on surge to fill gaps. (iv) To help take a significant step forward in effective recruitment of cluster coordination and information management positions, UNICEF should also further promote the competency frameworks for cluster coordination and information management developed by the global clusters. (v) UNICEF should prioritize investment and support to building national capacities for leadership and coordination in humanitarian situations, as relevant. (vi) UNICEF should strengthen its capacities to more systematically track and monitor resources, including human resources/staffing and funding provided to cluster coordination work.				Agree	
7.0	Action 2 (b)1 Include cluster leadership posts in the pool of posts to be considered for senior leaders in UNICEF.	Division of Human Resources	Nisar Syed	9/30/2023	Completed	(1) Leadership concept note drafted in 2023 (2) Following approval of the TMS this will be followed up at higher management level a part of wider organisational discussion on HR in Emergencies.
7.0	Action 2 (b)2 Finalize and classify draft generic job profiles for cluster coordinators (to be done by the Programme Group) and information management officers (to be done by the Division of Data, Analytics, Planning and Monitoring), with a focus on removing any barriers to transferability of skills for career mobility across similar functional areas.	PD, DAPM	Nisar Syed	10/30/2023	Completed	Generic Job Descriptions drafted, technical review finalized and validated at management level.
7.0	Action 2 (b)3 UNICEF-led global clusters to provide technical clearance for recruitment for professional positions prior to approval.	Division of Human Resources	Nisar Syed	6/27/2023	Completed	Clearance from subject matter experts mandatory following the approval of new HR policy in 2024

7.0	Action 2 (b)4 Based on the regular monitoring of country clusters (see action 2 (a)4), GCCS follows up with regional offices to address bottlenecks related to country office cluster staffing.	GCCS, Regional and country offices	Nisar Syed	12/28/2023	Completed	(1). Well-Placed: Building a talent management strategy for cluster coordination and information management (forthcoming) (2). Recommended Good Practice for the Minimum Structure of Coordination Teams at Country Level for UNICEF as a Cluster Lead Agency
7.0	Action 2 (b)5 Implement the key recommendations of the "Well-Placed: Building a talent management strategy for cluster coordination and information management" report to facilitate proper career paths for cluster coordinators and information management officers. (Align with action point 2 (a)5)	GCCS, PG, DAPM	Nisar Syed	6/27/2024	Completed	Well-Placed: Building a talent management strategy for cluster coordination and information management (Priorities 3 and validated in HR in Emergency Workshop in Nairobi in May 2024. Following validation its implementation is followed at senior management level as part of wider organisational discussion on HR in Emergencies.
7.6	Action 2 (b)6 Recruit a dedicated human resources business partner for cluster coordination under the Human Resources in Emergency Cone in the Division of Human Resources for a two-year period (funded by GCCS) to support the implementation of the cluster talent management strategy (this is a talent management strategy recommendation).	DHR, GCCS	Nisar Syed	3/31/2023	Completed	Human Resources Business Partner for cluster coordination joined on 13 Dec 2022.
7.0	Action 2 (b)7 UNICEF-led clusters to develop guidance and training to support national actors to take up leadership roles and meaningfully contribute to cluster work.	Office of Emergency Programmes	Nisar Syed	12/31/2023	Completed	(1)Inter-agency toolkit on localisation in Humanitarian Coordination finalised and currently being rolled out in South Sudan, Somalia, Nigeria and Yemen
7.0	Action 2 (b)8 GCCS to review staffing for all UNICEF-led clusters on an annual basis and address double-hatting of cluster coordinators with country offices, regional offices and, where relevant, with the global emergency coordinator.	GCCS, DHR, DAPM	Nisar Syed	12/28/2023	Completed	(1) Well-Placed: Building a talent management strategy for cluster coordination and information management, report on current state analysis, and Well-Placed Building a talent management strategy for cluster coordination and information management (Strategic Priority 1 (c)) (2) Cluster staffing analysis systematically done on annual basis and followed up with Country and Regional Offices relevant
8	3 (a) UNICEF should advocate for cluster guidance to be updated and cluster coordination processes to be streamlined and, where possible rationalised, as part of an IASC reflection on the clusters and their future. This recalibration, which is critical to better serve affected populations, includes ensuring a balance between coordination activities and leadership, while moving away from time-consuming processes that have ultimately detracted from leading the cluster strategically and realizing collective leadership. UNICEF should play a leadership role in any updating efforts undertaken by IASC, given its (co-)CLA experience.				Agree	
8.0	Action 3 (a)1 Through the Humanitarian Programme Cycle Steering Group led by the United Nations Office for the Coordination of Humanitarian Affairs and the operational policy and advocacy group, UNICEF to lead advocacy to update key IASC governing guidance on clusters, starting with the 2015 IASC reference module for cluster coordination at the country level. In updating this document, mainstream and consolidate related guidance.	Deputy Director (EMOPS Geneva), GCCS	Nisar Syed	12/31/2023	Cancelled	(1) Recommendation discussed with Chair of GCCG. Given the multiple initiatives and reviews around the cluster approach currently ongoing, including IF review, Flagship Initiative, and Area Based Coordination, it has been agreed to park this action until a more opportune moment.

8.0	Action 3 (a)2 Through the Humanitarian Programme Cycle Steering Committee and global cluster coordination group, UNICEF to lead the advocacy on areas of simplification of the Humanitarian Programme Cycle.	Deputy Director (EMOPS Geneva), GCCS	Nisar Syed	9/30/2023	Completed	Ongoing discussions at IASC Humanitarian Programme Cycle Steering Group level and as part of current IASC initiatives to improve the delivery of humanitarian action. Feedback provided in HPC simplification and boundary setting. Engagement in JIAF 2.0.
9	3 (b) To ensure that clusters can adequately respond to the growth and complexity of humanitarian needs, UNICEF should continue to systematically advocate within IASC for multi-year planning/funding for humanitarian needs overviews/humanitarian response plans, strengthening monitoring of needs and programme interventions, including of both coverage and quality; and addressing issues of deactivation and transition of clusters (for example, developing guidelines and/or notes on transitions).				Agree	
9.0	3 (b)1 GCCS to facilitate and disseminate the development of a position paper to support advocacy for multi-year humanitarian needs overview/humanitarian response plans for protracted crises and simplification of related processes. This advocacy initiative will be consulted with key partners and stakeholders within IASC and global clusters partners (building on ongoing discussions at IASC global cluster coordination group level).	EMOPS, Public Partnership Division	Nisar Syed	12/31/2023	Completed	(1). Grand Bargain commitment (2). 2021 Humanitarian Review (3). Joint Intersectoral Analysis Framework guidance (1.1) (4) Humanitarian Programme Cycle facilitation package (5). IASC guidance on cross-cutting issues as related to clusters (6) Joint letter by GCCG to ERC in EDI on multi-year funding, .yet proposal for multi-year planning was not taken forward collectively by HPC SG nor JIAF. Rather, it is agreed to focus on transition and boundary setting in protracted crisis with UNICEF highly engaged in both processes, including leading cluster transition guide
9.0	Action 3 (b)2 UNICEF, in consultation with the global cluster coordination group and other IASC partners/members, to develop a note on the transition/deactivation of clusters.	Office of Emergency Programmes (GCCS)	Nisar Syed	11/29/2023	Completed	(1) Guide on Transition developed by UNICEF-led/co-led clusters/AoR (2) Guide presented to GCCG and endorsed collectively by GCC (3) Guide presented to OPAG for IASC endorsement
10	3 (c) The Executive Director of UNICEF should report at least once a year on the way that UNICEF is delivering on its CLA responsibilities, including accountability for senior leaders for supporting the clusters, at the IASC principals meeting and to the UNICEF Executive Board. When relevant, the Executive Director/Deputy Executive Director/Director of the Office of Emergency Programmes should also propose adjustments or new ideas related to the CLA role based on UNICEF experiences. Through this engagement, UNICEF will also be setting an example, which principals of other agencies that hold CLA roles might follow.				Agree	
10.0	Action 3 (c)1 An update on CLA accountabilities is included in the annual report on UNICEF humanitarian action to be presented to the UNICEF Executive Board. Similarly, at IASC level, an update on CLA responsibilities is presented annually at a meeting of IASC principals.	OED, Director, Office of Emergency Programmes	Nisar Syed	4/29/2024	Completed	Briefings notes for the Director Office and the Office of the Executive Director provided ahead of meetings requiring CLA reporting
11	3 (d) UNICEF should advocate for the clarification of co-leadership by IASC, with a view to achieving a stronger definition of the function and its implications, especially in terms of accountabilities (for example, staffing, provider of last resort).				Agree	
11.0	Action 3 (d)1 UNICEF, in consultation with Save the Children and other partners, to develop a UNICEF position on the concept of co-leadership.	Office of Emergency Programmes, Programme Group	Nisar Syed	9/28/2023	Completed	(1) Global Education cluster co-leadership review [https://evaluationreports.unicef.org/evaluation-reports/global-education-cluster-co-leadership-review] (2) GEC lead in development MOU on co-leadership with Save the Children and it is close to be cleared by Legal Office. This document and its supportive annexes lays out co-leadership arrangements between two CLAs.

11.0	Action 3 (d)2 UNICEF will continue to work with the global cluster coordination group and other relevant bodies within IASC to finalize an annex to the cluster coordination reference module, specifically on "collective leadership", ensuring clarity of terminology and roles to promote more effective, meaningful and inclusive leadership of cluster partners, with special attention to national and local actors (building on the UNICEF position to be developed).	EMOPS, Global cluster coordinators	Nisar Syed	3/31/2024	Completed	(1) Document published by GCCG on key terms and definitions specifying the responsibilities of CLA and the of co-coordinating partners.
12	3 (e) UNICEF should advocate for IASC to review the concept of provider of last resort with a view to making the concept more transparent and ensuring that it is more consistently applied (or rejected); currently, the concept obscures, rather than strengthens, accountability.				Agree	
12.0	Action 3 (e)1 UNICEF to develop and propose a common vision of provider of last resort with input from Programme Group teams (outline issues and bring evidence) and lead advocacy for IASC to review the concept, aligned with the independent evaluation of the cluster approach planned for 2022 that will be conducted by the Office for the Coordination of Humanitarian Affairs.	GCCS, Programme Group (Child Protection Section, E	Nisar Syed	6/30/2024	Completed	(1) Work ongoing to develop a White Paper on PoLR. Work should be finalised by Dec 20: