> ## 62nd IASC WORKING GROUP
>
> ## RETREAT ON "BETTER HUMANITARIAN RESPONSE"
>
> **6-7 September 2005**
>
> **New York (hosted by UNDP)**
>
> **Venue: Harrison Centre, Glen Cove, New York**
>
> **Synthesis Report on Cluster Working Groups:**
> *Cluster Group Conclusions, Issues, Recommendations, and Next Steps*
>
> *REVISED FINAL*

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I. BACKGROUND:

There is a strong demand by humanitarian and other actors for more timely and effective humanitarian action including the collective ability to respond to different crises and disasters simultaneously. The need for "predictability", in the sense of readily available capacity and ability to respond rapidly, was and is the catalyst driving the humanitarian reform agenda.[1]

The IASC Working Group meeting of 12th July agreed on the need to accelerate the process of reflection on a variety of issues, including some of those that had been identified by the Humanitarian Response Review, as part of the preparations for a meeting of IASC Principals on 12th September. It was also agreed that the terms of reference of each cluster was to

1) Define the role and responsibilities of a Lead Agency responsible for a particular Cluster;
2) Produce actionable recommendations, by Cluster, for improving the predictability, speed, and effectiveness of the international humanitarian response;
3) Recommend, to the IASC Principals, which IASC agency/ies should be requested to take the lead on a global basis; and
4) Propose an Implementation Plan - and options in the absence of consensus – for the actionable recommendations.

Between mid-July and end-August, nine Cluster Groups met to address the foregoing objectives and presented (22nd August) their reports that summarized the conclusions and recommendations of each Cluster.[2] Two Inter-Cluster conferences were also held in August to review the status of ongoing reflections and emerging issues.

The reflections and recommendations of the different Cluster Groups, and points raised at the 26th August teleconference, form the basis of this paper. However, in the interest of clarity, to minimize ghettoizing particular issues, and to maximize utilization of the outcomes of the nine Clusters, a few observations are in order.

First, it is apparent that a wealth of ideas, insights and proposals has been exchanged during the summer within the context of the nine working groups. The overall output – that amounts to some 250 pages of text and matrices - cannot be adequately summarized in this paper which has been prepared to facilitate decision-making at the September retreat. In sum, it is important that Cluster-specific reflection draws on all relevant material including, in particular, the individual Cluster Reports that, together with related Annexes and Matrices, should be read in their entirety.

Second, clusters were established for nine areas of concern that, in line with the Humanitarian Response Review (HRR), represent the most significant and urgent

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[1] Addressing IASC Working Group members on 12th July, Jan Egeland, USG/ERC referred to the urgent need for a "systems upgrade" with particular attention to (a) response capacity, (b) funding, and (c) coordination at the field and global level.
[2] In no particular order, these included Cluster Groups that met on Protection, Health, Water & Sanitation, Nutrition & Feeding, Camp Coordination, Shelter, Logistics, Telecommunications, and Early Recovery.

priorities in terms of strengthening and mobilizing humanitarian capacity. This in effect means that a range of issues and activities - sustainable livelihoods and education to name but two, that are routinely of concern to humanitarian and other actors – were not on the summer agenda. However, this in no way diminishes their relevance to the humanitarian arena or ongoing reform deliberations. Existing arrangements for education, for example, need to be borne in mind when reviewing issues related to institutional architecture at the global and local level.

Third, it was apparent from the outset that in addition to commonalities, in terms of issues that affect internal capacity and responsiveness, there are a number of issues "outside the cluster" that are relevant to cluster effectiveness, as well as the overall humanitarian endeavor. Two such examples, that are on the retreat agenda, include "safeguarding humanitarian space" and "global benchmarking".

Fourth, it was equally apparent that "effective humanitarian action" is also about addressing inter-linkages, whether between clusters or different population groups in a particular crisis. In other words, it is well understood that health and nutrition have obvious linkages, that the way in which emergency food assistance is provided can have implications for efforts geared to enhancing protection, and that effective camp coordination, for example, cannot be achieved without due consideration to a host of issues, ranging from gender through food registration processes to shelter arrangements. Programmes for the displaced are unlikely to succeed if they are designed and implemented in isolation to other humanitarian initiatives including for non-IDPs or those who have not moved from their places of origin. Similarly, humanitarian initiatives that are mobilized in support of children must take account of the larger humanitarian context as well as familial and societal characteristics. Thus, while there is consensus on the need to zero in on particular issues there is also consensus on the need to be conscious of the way in which issues and processes intersect.[3]

Fifth, while "early recovery" has been identified as a cluster (or "sector" as groups were originally known), there needs to be a shift in perspective when reviewing this area of concern in relation to others. In other words, addressing or reducing the relief-development divide in post-disaster, peace-building or transformational environments, requires a different lens and set of analytical tools than those usually employed by actors in the humanitarian arena. There is also an obvious need to link up with a variety of actors, entities and processes that do not fall under the humanitarian umbrella.

Sixth, Cluster deliberations were primarily, but not exclusively, concerned with strengthening the external support apparatus that comes into play in the face of large-scale and mega-disasters that overwhelm national capabilities. It is worth recalling that it is national systems and personnel who do much of the work that needs to be done when communities are confronted by catastrophic events. Some Clusters have reflected on this and made a number of specific recommendations. However, the role

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[3] This is not the occasion to present an exhaustive list of cross-cutting issues but in many contexts these include gender, risk reduction, vulnerability, protection including SGBV/sexual and gender-based violence, HIV/AIDS, and participation and informed decision-making by crisis and disaster-affected populations.

of national structures in the overall preparedness and response equation needs to be addressed in a more substantive and consistent manner.

Thus, the core purpose of this paper is to identify and highlight key issues and concerns, to note where there is consensus or lack thereof, to point to commonalities and potential synergy in terms of bringing this process forward, and to lay out options for decision-making, as deemed appropriate. It is, of course, the responsibility and prerogative of the IASC Working Group Retreat to build on, modify, or discard, the findings and proposals in this paper, or to re-locate issues to other areas of the retreat agenda.

II. CLUSTER OUTCOMES: GENERAL OBSERVATIONS[4]

In the interest of brevity, a few general observations may help the reader, who was not actively engaged in Cluster discussions, to appreciate the differences in outputs between Working Groups.

Unquestionably, a lot has been accomplished during the summer to construct a foundation for further work geared to strengthening the capacity of the humanitarian community to deliver on the humanitarian imperative in a timely and effective manner. It is notable that all of the Clusters (a) made progress in defining the role and responsibilities of a Cluster Lead and (b) reached consensus on a proposed Cluster Lead albeit with various caveats in certain circumstances. All Clusters have produced some level of "actionable recommendations" and a related Implementation Plan to secure better predictability, speed, and Cluster effectiveness. However, there is significant variation in the amount of work accomplished by different groups and the difficulties faced by some Clusters in reaching their objectives.

The starting point for some Clusters was further ahead than others, in the sense that the subject area was able to benefit from prior institutional arrangements, agreed protocols, standards etc. This has, in part, resulted in significant differences in the amount of work that still needs to be addressed after the 12th September Principals meeting. The Health Cluster, for example, has developed a package of measures to strengthen and build capacity at the global and local level. This includes specific tasks to strengthen

    a) Early Warning including standardized country-specific health profiles and
       indicators to facilitate monitoring and assessments;
    b) Preparedness including identification of available and required capacity,
       protocols that spell out core commitments to deliver on specific functions, and
       development of a pool, or network, of health professionals;
    c) Joint Needs Assessment, Health Strategy and Action Plan that are
       crisis/disaster specific; this includes stand-by arrangements that can be
       activated and deployed as needed;
    d) Field-level Leadership, Coordination and Management arrangements
       including the appointment of a "dedicated and competent Emergency Health
       Coordinator";

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[4] See Annex II that contains some notes on Terminology. The definitions provided are not official, unless indicated otherwise.

e) Systematic Monitoring and Review and identification of Best Practices to enhance overall cluster effectiveness and accountability;

f) Advocacy and Resource Mobilization so that health issues are adequately reflected in Appeals, decision-makers are appropriately informed, and timely financing and support is mobilized including for low profile or "neglected" crises.

By contrast, the Working Groups dealing with protection and early recovery processes need to further develop or clarify certain issues and modalities that are needed to meet the initial Working Group objectives. It is worth noting that both of these areas of concern are not neatly classified as "clusters" and face a number of over-arching issues of relevance to all the Clusters.

All of the Clusters felt constrained by the absence of an agreed "planning figure" or estimate of the nature, scale and scope of requirements that need to be met in the future. None of the Clusters attempted to hypothesize on this issue given OCHA's commitment to prepare a paper on likely resources required from 2006-2008 inclusive. There was agreement at the 28th August teleconference that "resource mobilization", within the context of mobilizing support for projected "improved capacity" requirements, will constitute a separate agenda item at the retreat.

Cluster discussions, and inter-Cluster teleconferences, have raised concerns about overlap, duplication, and the need for strong synergies and appropriate levels of interaction between Clusters and other relevant mechanisms.

In terms of commonalities, many of the Working Groups are dealing with issues that are common to all, or a number of, Clusters. There are numerous issues of common concern including, for example, the need to generate or enhance surge capabilities. Much can be gained from exchanging best practices and insights but it is also apparent that there are a significant number of Cluster-specific features that need to be addressed. Similarly, in the case of mapping gaps, and related analysis, there is much to be gained from cross-fertilization and linking arms where this is deemed to be beneficial to overall effectiveness and facilitates efficiency.

There is no disagreement on the need for linkages and interaction between Clusters and some have begun to identify such necessary linkages. The Shelter Cluster, for example, has noted the need to work closely with Camp Management and Logistics Clusters. Shelter initiatives must be compatible with the provision of water and sanitation and take account of cooking and heating practices that are appropriate locally. In common with other Clusters, the field shelter team must work closely with the field protection team to promote and secure adherence to relevant guidelines and standards.[5]

In principle, the work of different Clusters to define their Terms of Reference, coupled with overall institutional architecture including coordination arrangements, should facilitate and maximize synergies while minimizing points of friction and

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[5] Reference is made to "field teams" since the assumption here is that many of the Clusters will be replicated in the field but will not mirror, exactly, membership at the "global" or central, IASC level. Similarly, it is assumed that Humanitarian Country Teams (or "Humanitarian Action Committees") will be defined by the need for *inclusiveness* and incorporate all relevant actors in their deliberations.

overlap. It is also worth noting that the Sphere Standards point to issues that intersect from a sectoral perspective and can provide some useful insights to areas where Clusters need to interact or, where, inter-Cluster coordination is required.

Discussion on institutional architecture, including coordination mechanisms at the global (IASC, ERC) and local (HC and national/regional authorities) level should help clarify how reform initiatives will strengthen or modify existing infrastructure including co-ordination arrangements. Some elements are summarized in this paper. Other elements are slated for review on Day Two of the retreat.

III. CLUSTER LEAD IDENTIFICATION

All of the groups made progress in terms of reaching consensus on a proposed Lead for their Cluster.[6] However, there are a number of significant caveats that need to be addressed, most notably, in relation to disasters. Three of the Clusters, namely those dealing with Protection, Camp Coordination & Management, and Shelter, indicated that the proposed Cluster Lead - in each case, UNHCR - agreed to assume Lead responsibilities for conflict-driven crises but *not* for disasters associated with natural hazards. However, an exception to this is when disasters occur within the context of an ongoing conflict-driven crisis; in such circumstances UNHCR will also assume Lead responsibility for Protection, Camp Coordination, and Shelter.

The **Protection** Cluster faced a number of challenges in terms of defining a Lead for all of those, with the exception of refugees, who are of concern to the humanitarian community. The Working Group focused on the issue of "primary managerial responsibility and accountability for the protection of the internally displaced persons" and with the exception of displacement "exclusively caused by natural disasters" agreed that UNHCR take the Lead.   Other pertinent issues that are relevant to Cluster Lead arrangements for Protection include the following:

a) The Protection Cluster Report and Annexes use different wording to describe Lead arrangements. On occasion it is clearly stated that UNHCR is the proposed Lead for IDPs and affected populations in complex emergencies, namely, conflict-driven situations. However, it is unclear who constitutes "affected populations" who have, in Cluster outputs, been referred to as "IDPs plus".[7] To avoid gaps, it is important to have clarification from this Cluster as to whether the "affected" includes those affected by "settlements" (spontaneous or organized), populations living in areas of IDP origin, and populations in areas of IDP and Refugee return.

b) HCR's Cluster Lead role in the protection of IDPs "should and could not be undertaken in a manner that might undermine the right to asylum". The Cluster agreed that in the event of such a situation, that HCR, in collaboration with Cluster members, would propose to the HC/RC, in a timely manner, "an alternative agency for the assumption of managerial responsibility and accountability for the protection of the internally displaced." In the interests

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[6] See Annex I, Matrix on Cluster Lead, Sub-Cluster Leads, and Cluster Members.

[7] The Working Group decided in the course of its deliberations to postpone definition of "affected populations" to later.

of predictability, HCR will develop criteria to facilitate determination of those situations in which it will *not* assume lead agency responsibilities.

c) UNHCR has indicated that it is prepared to take the Lead in needs assessment and strategizing in all crisis settings.

d) Given the need to secure predictability in terms of enhancing the protection of those *not* covered by the foregoing proposed arrangements, the Cluster agreed that UNICEF and OCHA (in close consultation with OHCHR and UNHCR) would develop a concept paper that would "examine the broader range of protection issues that agencies face on the ground" including gaps and existing capacity to respond.

The Protection Cluster has also tentatively identified eight Sub-Clusters[8] to be led by Sub-Cluster Leads. (See **Annex I** to this paper.)

The World Health Organization was proposed to take the Lead on **Health** issues.

The Cluster dealing with **Water, Sanitation and Hygiene** nominated UNICEF for Lead responsibilities. As with other Clusters, this does not refer to refugee settings.

UNICEF was also proposed to take the Lead for the **Nutrition and Feeding** Cluster that anticipates 10 Sub-Clusters with a variety of different Sub-Cluster Leads that are summarized in Annex I.

UNHCR has been proposed to take the Lead for overall global-level responsibilities for **Camp Coordination & Management** for the displaced in conflict settings. As noted earlier, this necessitates the identification of a Lead for Camp Coordination in non-conflict settings. The Cluster made a distinction between camp coordination responsibilities that need to be addressed at the global level and the management of camps at the national and sub-national level.[9] In other words, while UNHCR as Cluster Lead, will be responsible for ensuring that camp management requirements are met at the national/crisis-specific level, it will not automatically address such responsibilities itself. However, in a "situation of last resort" UNHCR will do so.

UNHCR was also proposed to take the Lead on **Shelter** for IDPs and affected populations in conflict-related displacement.[10] Thus, a lead needs to be identified to address shelter requirements in disaster settings. However, it is worth noting that the Shelter Cluster is proposing that it address issues related to shelter for both types of humanitarian situations at the global level. As noted in the section on Logistics, all actors involved in addressing emergency shelter needs should have their own logistics capacity.

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[8] Please note that for the sake of harmonizing language in a synthesis report, the term "Sub-Cluster" is being used, for the purposes of this paper, for all the Lead "sub-entities" or mechanisms that have been identified by different Working Groups.

[9] Distinctions between "camp coordination" and "camp management", and related responsibilities, are set out in the Cluster Report. Definitions for "camps" and "settlements" have also been outlined. Two issues that appear to not have been addressed by the Cluster include the implications of camps/settlements on host communities and for the environment.

[10] See earlier comments concerning need for definition of "affected population".

The **Logistics** Working Group recommended that WFP should assume the role of Cluster Lead on Logistics. However, with regard to emergency shelter materials and other NFIs, it is proposed that the most efficient logistics arrangement is for the Lead in different clusters to be responsible for the entire supply chain. Thus, for example, HCR, as the proposed Cluster Lead on Shelter for IDPs, will assume logistical responsibility for the delivery of all relevant NFIs. However, in circumstances where a Cluster Lead, such as WHO for Health, faces logistical difficulties, WFP will help find a solution with the *proviso* that the agency requesting help provides full funding for the logistical help required. See Annex III for a tentative list of NFIs developed by Shelter colleagues.

The Cluster dealing with Emergency **Telecommunications** concluded that the situation precluded any single entity accepting responsibility for the overall Cluster. Instead, a tripartite arrangement was proposed to address two distinct sets of activities. OCHA was proposed for the role of Process Owner. UNICEF was proposed to take the Lead as Service Provider for common data services. WFP was proposed as Lead Service Provider for common security telecommunications.[11]

The Cluster for **Early Recovery** noted that this area of concern is not a "sector" or "cluster" *per se* but, rather, a multi-dimensional process.[12] While this Cluster shares a number of similarities with others, there are also significant difference between post-ceasefire, peace-building contexts and post-disaster settings. The Early Recovery Group "recommended, on a near-consensus basis, UNDP" for the responsibility of Lead in this cluster. It suggested that a Working Group for Early Recovery be established, supported by two technical and operational platforms, one for disasters (building on the existing International Recovery Platform) and the other (to be established) for conflict settings with the participation of the current Cluster members as well as the IFIs and NGOs. The Cluster recommended "further dialogue with the UNDG to clarify the scope" of collaboration between the IASC and the latter and their respective roles. The Cluster is also committed to clarifying relationships with other entities including the UN Peace-Building Commission/Support office.

Proposed Action Points by the IASC Working Group

The IASC Working Group to decide
   (a) on the proposed Lead for each Cluster;
   (b) on proposals for Sub-Cluster Leads, and
   (c) on measures needed to address outstanding Cluster Lead issues

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[11] Please refer to the Cluster Report for further elaboration of these proposed roles and distinct responsibilities.
[12] Some of issues identified in the Early Recovery Cluster Working Group report need to be cross-referenced with other Retreat agenda items including "Safeguarding Humanitarian Space".

IV. INSTITUTIONAL ARCHITECTURE, GOVERNANCE, SECRETARIAT SUPPORT

All of the nine Working Groups envisaged the **institutionalizing** of their Cluster under the IASC umbrella. In other words, it is proposed that the Cluster Working Groups be transformed into standing IASC mechanisms that report to the IASC Sub-Working Group, and to the ERC, as appropriate.

All of the Clusters envisage their **membership** being drawn from the IASC. Two Clusters, Water/Sanitation/Hygiene and Health, envisage expanding their membership to include non-IASC members so that the Cluster constitutes a representative mix of available expertise and capacity.

The Health Cluster has also proposed the creation of a **Global Steering Committee** drawn from IASC and non-IASC members, to oversee and support the work of the Cluster. The Early Recovery Cluster proposed that it formalize relationships with non-IASC entities such as the UNDG and the UN Peace-building Commission and Support Office.

Practically all of the Clusters envisage the need for a **Secretariat** or support mechanism to facilitate the work of the Cluster including intra- as well as inter-Cluster coordination on technical and other issues. Three Clusters – Health, Shelter, Water/Sanitation/Hygiene – have indicated a preference for a joint-Secretariat with secondments from Cluster members.

It is worth noting that other elements of "institutional architecture" are covered in Day Two of the Retreat.

Proposed Action Points by the IASC Working Group

The IASC Working Group to decide
   (a) on proposed measures for the institutionalization of the Cluster Working Groups, under the IASC umbrella, taking into account existing IASC mechanisms and relevant non-IASC mechanisms; and
   (b) on proposed Cluster Secretariats

V. CLUSTER LEAD: ROLE AND RESPONSIBILITIES

There was a general understanding, from the outset, that the entity assuming responsibility to manage, co-ordinate, and lead in the capacitation and work of the Cluster, required Cluster-relevant skills and capacities, as well as field presence, to be able to meets its obligations. It was also a given that the Cluster Lead would, in many instances, need to mobilize additional resources to deliver on its Lead responsibilities.

All of the Working Groups made efforts to identify the role and responsibilities of each Cluster Lead. It is widely understood that the Cluster Lead is not expected to do everything that needs to be done within the Cluster but, rather, to orchestrate the completion of certain tasks in a timely and well-coordinated manner. At the national

or crisis/disaster-specific level, all field initiatives will be undertaken under the leadership and authority of the Humanitarian Coordinator. Thus, while the Cluster Lead must exercise, on a consistent basis, "primary managerial responsibility and accountability" for its specific Cluster, the Lead does not have the authority to direct or supervise other agencies/partners. Various Groups also identified a number of Cluster-specific tasks, many of which need further elaboration.

Generic tasks that have been identified for Cluster Leads include the following:

a) Act as a Convenor and Cluster Coordinator and maintain relations with non-Cluster entities as appropriate;
b) Manage the Cluster Secretariat including the provision of technical, administrative, financial and other support as required;
c) Maintain adequate dialogue between Clusters on issues of mutual concern as well as cross-cutting issues;
d) Map out areas where the Cluster needs further capacity development, and strengthening, including, for example
   - development/enhancement of technical standards, tools, and performance indicators;
   - development/maintenance of a Cluster profile that tracks changes in global needs and response capacity;
   - support knowledge management and sharing of best practices;
e) Define, and address, Cluster preparedness requirements including Early Warning mechanisms and contingency planning;
f) Oversee surge capacity/stand-by arrangements and rapid deployment mechanisms;
g) Coordinate needs assessment exercises and lead in the formulation of a Cluster-specific strategy and action plan;
h) Facilitate the deployment of joint Missions;
i) Systematically monitor, review, and report on Cluster post-crisis/disaster response;
j) Be a provider/responder of last resort as deemed necessary;[13]
k) Lead on mobilizing support, and be an advocate for, the Cluster;
l) Be mindful of, and promote Cluster contributions to, Early Recovery processes;
m) Generate and support Cluster-specific accountability processes;
n) Keep the IASC, ERC and others informed of overall Cluster capacity, and on crisis/disaster specific issues, as appropriate; and
o) Review core and Cluster-specific Terms of Reference on an annual basis.

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[13] This is specific to a few clusters only

Please note that it has not been possible in the time available to map out the role and responsibilities of Cluster Members including, in particular, those of Sub-Cluster leads.

Proposed Action Points by the IASC Working Group

The IASC Working Group to
    (a) review draft generic tasks of the Cluster Lead;
    (b) determine what level of specificity should be presented to the Principals; and
    (c) provide advice to the Cluster Working Groups on outstanding issues including in connection with the Terms of Reference for Sub-Cluster Leads, and Cluster Members, as appropriate.

VI. CLUSTER AND RELATED ACCOUNTABILITIES

This section is concerned with Cluster "accountability/ies" both in terms of the Lead and Cluster members. The focus is on issues and proposals that emerged in the Working Groups. It is worth noting that different levels of accountability intersect. Thus, discussion on this topic needs to be cross-referenced with other Retreat agenda items including, in particular, the topic on coordination.

For the purpose of this exercise, "accountability" refers to the tools, mechanisms and processes that are available, or being designed (a) to determine whether Clusters have an adequate level of preparedness and (b) to measure the outcomes and impact of Cluster activities. This includes different levels of interaction with other relevant Clusters and processes and overall coordination arrangements at the local and global level. Put differently, there are vertical and horizontal responsibilities – and related accountabilities – in different spheres of activity.[14]

From the perspective of securing "predictability" and greater effectiveness, accountability processes will play a critical role. Practically all Clusters highlighted, or touched on, the need for accountability. Some Clusters had not reached this point in their deliberations. However, all Clusters have to further define, or refine, the way in which the Cluster will measure its effectiveness.

Many Clusters have noted that measuring effectiveness is linked to declared Cluster objectives, benchmarking (including technical standards, performance indicators), defined triggers, levels of preparedness and agreed action plans. It is also linked to levels of available funding and other resources as well as the core commitments of Cluster members. The availability of "humanitarian access" is an important factor as is the "level of demand" that all Clusters must plan for and address. In some instances, security, or lack thereof, will affect ability of humanitarian entities to meet their objectives. In sum, working out accountability and related processes will take time but needs to be tackled as a priority concern.

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[14] Please note that the item on "Benchmarking" on Day Two is concerned with defining tools and processes to measure overall or collective effectiveness in terms of humanitarian outcomes.

> **Proposed Action Points by the IASC Working Group**
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> The IASC Working Group
>   (a) to decide whether Clusters should develop, or further develop, mechanisms to assess whether Clusters have an adequate level of preparedness; and
>   (b) to decide whether Clusters should develop, or further develop, tools and processes to measure the outcome and impact of Cluster activities.

VII. GAP IDENTIFICATION AND ACTIONABLE RECOMMENDATIONS

The Cluster Reports and Annexes refer to "gaps" differently. For the purposes of this paper, "gaps" are seen to represent weaknesses in the overall ability of a Cluster to respond in a timely and effective manner. Thus, "gaps" can refer to the lack of appropriate policy instruments, analytical tools, standards, SOPs (standard operational procedures), surge capacity, Cluster Lead etc. Since a number of issues such as Cluster Lead, and "institutional architecture" have already been addressed in this paper, such issues will not re-appear in this Section. It is also worth noting that many, if not all, Clusters have identified the need for "mapping" to determine level of available capacity and future requirements.

Gaps that are common to all the Clusters include:

   a) Staffing (quantity and quality of human resources); training
   b) Predictable funding for both preparedness and response
   c) Resource mobilisation mechanisms for the Cluster
   d) Preparedness: stand-by arrangements, surge capacity (timely deployment of an adequate number of qualified staff; pre-positioned supply items)
   e) Development and application of common norms and standards
   f) Standardised needs assessments
   g) Standardised and systematic monitoring, reporting, evaluation and lessons learning
   h) Advocacy for the Cluster
   i) Building the capacity of national authorities

There are a variety of other gaps that have been identified by the different Clusters. These include, for example, early warning linked to an agreed trigger mechanism, participation of beneficiaries, and leadership and accountability in HIV/AIDS settings. Other gaps include those between relief and development actors, inadequate attention to risk reduction in early recovery processes, as well as policies, tools and mechanisms to support early recovery initiatives. It is worth noting that some Clusters did not give much attention to the issue of "gaps" and will need to do so in upcoming months.

Clusters have drawn up lengthy lists of "actionable recommendations" that, in many instances, identify and propose measures needed to address gaps.

All of the Clusters have developed lists of proposed action to strengthen response capabilities and overall predictability. Many of the Working Groups prepared detailed matrices that are cluster-specific both in terms of design and format as well as

content. Many Clusters make a distinction between action that needs to occur at the global or local level. Some recommendations are more "actionable" than others in the sense that they are formulated with a lot of precision and specificity.

Practically all of the Clusters have identified the need to map available capacity. Many Clusters have underlined the importance of reviewing national level capacities and resources as well as strengthening these.

It is difficult to provide a "synthesis" that does full credit to the nuance and specificity of recommendations that have been developed by individual Working Groups with minimal cross-fertilization between Clusters. Also, many recommendations need further elaboration. However, in the interest of providing a "snapshot" of recommended actions, a Matrix that groups proposals under seven broad headings, has been prepared. *See Annex IV attached*. However, it needs to be well understood that it provides an indicative view only of what is being proposed. To move the process forward, it is likely that Clusters need to re-visit some of their Recommendations to take into account those being proposed by other Clusters and to elaborate further where this is deemed necessary. Thus, it would appear important that there is a dedicated session of the IASC Working Group on Actionable Recommendations.

Proposed Action Points by the IASC Working Group

The IASC Working Group
  (a) To decide whether the general direction and content of the proposed set of "actionable recommendations" are appropriate to the overall objective of strengthening the predictability and effectiveness of humanitarian endeavour; and
  (b) to indicate steps that need to be taken by different Clusters to transform proposed Recommendations into actionable Implementation Plans

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VIII. NEXT STEPS POST 12TH SEPTEMBER

 As noted earlier, some Clusters were able to make more progress than others during the summer so that varying amounts of work are outstanding. All of the Clusters will have to re-assess their provisional Sept-December work plans in light of the outcome of the Retreat and 12th September meeting.   Following is a proposed list of steps to facilitate decision-making in terms of what needs to be done in the coming months.

  a) Cluster Working Groups need to re-group to review and agree on mid-September to end November Action Plan in light of 12th September decisions and in preparation for 12th December Principals meeting;
  b) Cluster Lead: Working Groups need to address any outstanding issues, including those related to issues of scope and definition, as deemed necessary, by the concerned Cluster or other Clusters;
  c) Cluster-specific Terms of Reference for the Cluster and Sub-Cluster Leads, as appropriate, need to be defined and/or reviewed taking into account other Cluster demarcations;
  d) Each Cluster (including those not covered by the summer humanitarian reform agenda) will need to determine how it plans to establish agreed "architecture"

including, for example, agreed governance, if any, mechanisms and secretariat structures at the global level. In this connection, it may be necessary to identify necessary institutional linkages between Cluster-specific architecture and existing IASC[15] or other mechanisms (such as UNDG in relation to Early Recovery).

e) Accountability: identify (a) how the Cluster will review and assess its preparedness capacity and (b) how it will track and measure Cluster-specific outcomes and impact on those in need of humanitarian support.

f) Future Humanitarian Requirements: Secure stronger buy-in and participation of NGOs and other relevant entities;

g) Address any outstanding pre-September core Cluster issues including, for example, methodological questions and processes for gap analysis, quantify level of operational effectiveness required and delineate type of standards and other Benchmarks that are needed in this connection.

h) Further develop Implementation, and related Cost, Plan

Conclusion: As noted earlier, providing a "synthesis" of a diverse range of subject areas cannot aspire to do justice to the richness of the reflections that occurred in the various Working Groups. Neither can it hope to present, in a manner that is acceptable to all, the significant differences, in terms of challenges and opportunities that exist between Clusters.

Prepared by: OCHA

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[15] IASC Sub-Working Groups include, to name but a few, the SWG on Preparedness & Contingency Planning, CAP, Gender & Humanitarian Action, Emergency Telecommunications, Humanitarian Action & Human Rights, Good Humanitarian Donorship and groups concerned with Disasters.

ANNEX I

PROPOSED CLUSTER & SUB CLUSTER LEADS[16]

CLUSTER	GLOBAL CLUSTER LEAD	CLUSTER MEMBERS	SUB-CLUSTER/FOCAL POINTS	COMMENTS
PROTECTION	*In complex emergencies:* For IDPs and affected populations: **UNHCR** For "broader dimension of protection": Not yet reviewed by Cluster *In disasters:* To be decided	HRW, ICRC, ICVA, IFRC, InterAction , IOM, NRC, RSG-IDPs OCHA/IDD, OHCHR UNDP, UNFPA, UNICEF, UNRWA, WFP	IDP children: **UNICEF** Prevention/Response to SGBV: **UNFPA, OHCHR, UNICEF** Rule of law & justice, promotion and facilitation of solutions: **UNDP, OHCHR** Prevention and response to human rights violations and threats to physical safety: **OHCHR** Property and housing rights: **OHCHR** Promotion and Facilitation of Solutions: **UNDP, OHCHR** Others: Mine Action, Logistic and Information Management Support.	▪ Clarification needed in due course on the precise scope of "affected populations" (see synthesis report). ▪ UNHCR to develop criteria for determination of those situations in which it will not assume Cluster Lead responsibilities, including when doing so undermines the right to asylum, and when another agency may be better placed to assume this role. ▪ In situations where UNHCR is unable to take the Lead, it will, in collaboration with Cluster members, propose to the HC/RC an alternative agency for the assumption of managerial responsibility and accountability for the protection of IDPs. ▪ In situations of disasters in areas where UNHCR is already operational, the agency could assume some (as yet to be determined) responsibility for protection. ▪ Recommendation to field the implementation in the 8 IDD priority countries and in any new emerging crisis of internal displacement in a complex emergency context. (This may also include UNHCR cluster responsibilities with regard to camp coordination and emergency shelter.) ▪ UNHCR will participate in needs assessments and strategizing in all crisis settings. ▪ UNICEF and OCHA to develop a paper on broader protection issues.

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[16] This Annex was updated at 6-7th Sept IASC Working Group Retreat

HEALTH	WHO	ICRC, ICVA, IFRC, Interaction, IOM, IRC, OCHA SCHR, UNFPA, UNHCR, UNICEF, WHO plus others.	N/A	▪ Steering Committee ▪ Joint secretariat ▪ Set of partnership arrangements to call-down core commitments made by member agencies to be devised/implemented.

CLUSTER	GLOBAL CLUSTER LEAD	CLUSTER MEMBERS	SUB-CLUSTER LEADS	COMMENTS
WATSAN	**UNICEF**	ACF, ICRC, IFRC, IRC, MSF B MSF H, Oxfam, UNICEF, UNHCR plus others.	N/A	▪ WATSAN activities in refugee settings will remain under the mandate of UNHCR. ▪ Close working relationship with the NGO Interagency Working Group on water and sanitation presently chaired by Oxfam. ▪ Joint technical secretariat. ▪ Inter-agency WATSAN Rapid Response Team (WRRT) to be established.
NUTRITION & FEEDING	**UNICEF**	ACF, FAO, ICRC, OCHA, SCF, UNICEF UNFPA, UNHCR, WFP, WHO	*Thematic Subcluster Task Forces* Infant & Young Child Feeding: **UNICEF** Micronutrients: **UNICEF** Therapeutic Feeding: **UNICEF** Supplementary Feeding: **WFP** Food Security: **WFP** *Cross-cutting Subcluster Task Forces* Norms and Policies: **WHO** Response triggering: **UNICEF** Assessment, Monitoring & Surveillance: **UNICEF** Emergency Preparedness: **UNICEF**	▪ Need to assess the inter-linkages between the Cluster and the SCN Working Group on Emergency, including the Nutrition Information on Crisis Situation (NCIS).
CAMP COORDINATION & MANAGEMENT	Complex Emergencies: **UNHCR** Disasters: To be decided	IFRC, IOM, NRC, OCHA/IDD, UN-Habitat (proposed), UNHCR, UNICEF, WFP plus others	N/A	▪ In some countries another agency/ies may be better placed to assume the role of camp management and may be requested to do so by the HC/RC/IASC Country Team. ▪ In cases where involvement with IDP camps could interfere with UNHCR's refugee protection activities and the right to asylum, it would inform the HC that an alternative Cluster Lead should be identified.

CLUSTER	GLOBAL CLUSTER LEAD	CLUSTER MEMBERS	SUB-CLUSTER LEADS	COMMENTS
SHELTER	Complex Emergencies: **UNHCR** Disasters: To be decided	ICVA, IFRC, InterAction, IOM OCHA/IDD SCHR UNICEF, UNDP, UNHCR, WFP[17]		▪ Cluster Lead to identify a national "principal" where there is an agency already in place with capacity. Cluster Lead responsible as a "provider of last resort", subject to funding on the basis of additionality. ▪ Need for further reflection on ramifications/implications of having more than one Cluster Lead in situations of complex emergencies and in disasters (e.g. parallel systems, duplication, accountability).
LOGISTICS	**WFP**	ICRC, IFRC, IOM, OCHA/LSU, UNFPA, UNHCR, UNICEF UNJLC WFP, WHO	Preparedness: **OCHA/UNJLC** Inter-Operability: **WFP** Responsiveness: **UNJLC**	▪ Cluster Lead to identify the criteria for activation of logistics and/or common services when requested by the Humanitarian Coordinator, Country Team, agencies and/or other humanitarian organisations. ▪ With regard to emergency shelter materials and other NFIs for IDPs, the agency/ies with primary responsibility for these sectors should be also responsible for the entire supply chain. However, in case an agency required logistics support, this could be addressed to the Cluster Lead for logistics which would identify solutions. The agency requesting logistics support should be able to provide full funding for this.

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[17] Further additions to the Cluster Working Group will be considered, with a view to demonstrated operational capacity, Community-based approach to emergency shelter, and a long-term commitment to building internal capacity in particular area(s) of expertise related to the sector.

CLUSTER	GLOBAL CLUSTER LEAD	CLUSTER MEMBERS	SUB-CLUSTER LEADS	COMMENTS
TELECOMMUNICATIONS	Process Owner: **OCHA** Service Providers: **UNICEF** (for Common Data services) **WFP** (for Common Security Telecom services)	DPKO, ICRC, IFRC, OCHA, UNICEF, UNHCR, WFP. (Other cluster members to be identified during inception period, namely Sep-Dec)	N/A	▪ OCHA to perform the overall coordination, preparedness and activation of the response and manage the initial Emergency Response pending the assignment of the Telecommunications Coordinating Agency, based on the existing Inter-Agency Emergency Telecommunications humanitarian common service as approved by the IASC and the various related WGET standards.
EARLY RECOVERY	**UNDP**	FAO, ICRC, IFRC, ILO, IOM, ISDR, OCHA/IDD, UNDP, UNEP, UNFPA, UN-HABITAT UNHCR, UNICEF, UNV, WFP, WHO, World Bank.	International Recovery Platform (for disasters): *Needs Assessments*: **UNDP, OCHA, World Bank** *Training and Capacity Building*: **ILO, UNDP/DMTP, WB** *Knowledge management*: **UNDP, ISDR, ADPC** *Surge capacity*: **UNV** Conflict Platform: To be decided	▪ Technical and operational platform similar to the IRP to be established for conflict situations.

30 August, 2005

GLOSSARY

Accountability: Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-a-vis mandated roles and/or plans (OECD

Accountability is the means used to hold persons/entities responsible for their actions.

Advocacy: A conceptual and strategic framework that spells out goals and objectives, priority themes and key strategies to be addressed by relevant operatives at all levels. It defines, for example, an agreed vision within the context of humanitarian coordination and traces a road map of actions to be undertaken to realize this vision.

Affected people: People who are adversely affected by a crisis or a disaster and who are in need of urgent humanitarian assistance.

Benchmark: Reference point or standard against which performance or achievements can be assessed. Note: A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in the circumstances. (OECD)

Complex Emergency
Complex political emergency: A situation with complex social, political and economic origins which involves the breakdown of state structures, the disputed legitimacy of host authorities, the abuse of human rights and possibly armed conflict, that creates humanitarian needs. The term is generally used to differentiate humanitarian needs arising from conflict and instability from those that arise from natural disasters (ALNAP).

A humanitarian crisis in a country, region or society where there is total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single and/or ongoing UN country programme. (IASC, December 1994)

Coordination
Coordination is the systematic utilisation of policy instruments to deliver humanitarian assistance in a cohesive and effective manner. Such instruments include: strategic planning; gathering data and managing information; mobilising resources and assuring accountability; orchestrating a functional division of labour in the field; negotiating and maintaining a serviceable framework with host political authorities; and providing leadership. Sensibly and sensitively employed, such instruments inject an element of discipline without unduly constraining action.
(Larry Minear, Study on the first Gulf Crisis, 1992)

Proposes three basic types of coordination: coordination by command, in which strong leadership is accompanied by some sort of authority; coordination by consensus, in which leadership is essentially a function of the capacity to orchestrate a coherent response and to mobilise the key actors around common objectives and

priorities; and coordination by default, in the absence of a formal coordination entity involves only the most rudimentary exchange of information and division of labour among the actors. (Antonio Donini, UN coordination in Afghanistan, Mozambique & Rwanda, 1996)

Identifies three levels of coordination: among organisations, among functions, and within programs. Observed that money is important for coordination to be effective, and that in fact governments have the obligation to establish and maintain frameworks for coordination. Also observed that in practice, coordination is effective when structures are agreed first, reinforced by dynamic leadership. (Marc Somers; EFCT course material on the mechanics of coordination, 2000)

The regulation of diverse elements into an integrated and harmonious operation. Coordination means integrating or linking together different parts of an organization to accomplish a collective set of tasks. (WIKIPEDIA)

Disaster: A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources. (ISDR)

Situation or event, which overwhelms local capacity, necessitating a request to national or international level for external assistance (CRED).

Disasters and Natural Hazards
In this report, the expression "natural disasters" will not be used, as it conveys the mistaken assumption that disasters occurring as a result of natural hazards are wholly "natural," and therefore inevitable and outside human control. Instead, it is widely recognized that such disasters are the result of the way individuals and societies relate to threats originating from natural hazards. The nature and scale of threats inherent in

hazards vary. The risks and potential for disasters associated with natural hazards are largely shaped by prevailing levels of vulnerability and measures taken to prevent, mitigate and prepare for disasters. Thus, disasters are, to a great extent, determined by human action, or lack thereof. The expression "disasters associated with natural hazards" will therefore be used, in line with the "Hyogo Framework for Action" adopted at the World Conference on Disaster Reduction held in January 2005 in Kobe (Hyogo, Japan). SG Report on "relief to development", 2005-09-01

Evaluation
The process of determining the merit, worth or value of something or the product of that process,' (Scriven, 1991: p139).

A systematic and impartial examination of humanitarian action intended to draw lessons to improve policy and practice and enhance accountability (ALNAP).

The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program.
An assessment, as systematic and objective as possible, of a planned, on-going, or completed (development) intervention (OECD).
Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons. (OECD)

Indicator: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor (OECD).

Interoperability: Ability of a system (such as a weapons system) to use the parts, or equipment, of another system (Webster Dictionary).

In telecommunication, the term can be defined as:
  (a) The ability of systems, units, or forces to provide services to and accept services from other systems, units or forces and to use the services so exchanged to enable them to operate effectively together.
  (b) The condition achieved among communications-electronics systems or items of communications-electronics equipment when information or services can be exchanged directly and satisfactorily between them and/or their users.(WIKIPEDIA)

Monitoring: A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (OECD).

Predictability: Capable of being predicted or foretold. (Oxford English Dictionary)

Preparedness: Activities and measures taken in advance to ensure effective response to the impact of hazards, including the issuance of timely and effective early warnings and the temporary evacuation of people and property from threatened locations. (ISDR)

Pre-disaster activities, including an overall strategy, policies, and institutional and management structures, that are geared to helping at-risk communities safeguard their lives and assets by being alert to hazards and taking appropriate action in the face of an imminent threat or the actual onset of a disaster. (OCHA-WFP Kobe paper.)

Projection: A prediction made by extrapolating from past observations (Online dictionary "die.net")

Recovery
Build Back Better, (President Clinton)

Decisions and actions taken after a disaster with a view to restoring or improving the pre-disaster living conditions of the stricken community, while encouraging and facilitating necessary adjustments to reduce disaster risk. (ISDR).

Longer-term effort to (a) reconstruct and restore the disaster-stricken area, e.g. through repairing or replacing homes, businesses, public works, and other structures; (b) deal with the disruption that the disaster has caused in community life and meet the recovery-related needs of victims; and (c) mitigate future hazards. (K. Tierney, "Disaster Preparedness and Response: Research Findings and Guidance from the Social Science Literature" (Delaware: University of Delaware Disaster Research Center Preliminary Paper 193, 1993).

Slow-onset disaster: Disasters that take a long time to produce emergency conditions, for instance natural disasters such as drought or socio-economic decline, which are normally accompanied by early warning signs. (WFP)

Standard-setting: Something established by authority, custom, or general consent as a model or example; something set up and established by authority as a rule for the measure of quantity, weight, extent, value, or quality. (Webster Dictionary)

Stand By: To be ready or available to act (dictionary).
One to be relied on especially in emergencies; one that is held in reserve ready for use
On standby: ready or available for immediate action or use. (Webster Dictionary)

Sudden-onset disasters: These include both "natural" disasters (e.g. earthquakes, hurricanes, floods) and man-made or "complex" disasters (e.g. sudden conflict situations arising from varied political factors), for which there is little or no warning. (WFP)

Surge capacity: Ability to obtain additional resources when needed during an emergency. (US Centers for Disease Control and Prevention)

ANNEX III

LIST OF NON FOOD ITEMS BY SECTOR

Non Food Items (NFI) related to emergency shelter:
- Tents
  - ➤ Light Weight Emergency Tent (5 person – 3m X 5.5m)*
  - ➤ Family Tent (4 person – 3m X 4m)*
  - ➤ Community Purpose Tents (schools, feeding centers, etc.)*
  - ➤ Warehouse Tents
- Community Tool Kits (picks, shovels, hammers, saws, nails, etc.) *
- Plastic Sheeting/Rolls (4m X 5m / 4m X 50m)*
- Tarpaulins (4m X 5m)*
- Mats (1m X 2m)*
- Mattresses
- Blankets
  - ➤ Summer Blankets
  - ➤ Winter Blankets (Poly-fleece)*
  - ➤ Infant Blankets
- Lamps
- Heating Stoves
- Fuel for Heating/Lighting
- Clothing/Footwear
- *Kitchen Sets*
- *Jerry Cans (10 L)**
- *Water Basin*
- *Closed Buckets*
- *Long Lasting Insecticided Nets*

NFI related to emergency health:
- Condoms
- Clean Delivery Kits (1 piece of cloth, 1 piece of plastic, 1 bundle of thread, 1 razor blade and 1 bar of soap)*
- Emergency Drug Kits (drugs, medical supplies, medical materials, nutritional surveillance materials)**
- *Hygiene Kits****
- *Sanitary Material****
- *Long Lasting Insecticided Nets*

NFI related to water/sanitation:
- Water Chlorination and Analysis Kits
- Chlorination Tablets
- Wheelbarrows and Shovels for Waste Transport
- Soap
- *Hygiene Kits****
- *Sanitary Material****
- *Jerry Cans (10 L)**
- *Closed Buckets*

- *Long Lasting Insecticided Nets*
- *Water Basin*

NFI related to emergency food:
- Cooking Stoves
- Cooking Fuel
- *Kitchen Sets*

*Specifications of UNHCR material.
**Not a NFI
***Traditionally supplied by Community Service actors.
Italic text refers to items that may fall under other sectors as well.

ANNEX IV

ACTIONABLE RECOMMENDATIONS, INDICATIVE LIST

AREA OF CONCERN	PROPOSED ACTIONS	CLUSTER(S)
PREPAREDNESS	Increase number/quality of trained staff with specialist expertise Global Stand-by/Surge Capacity and Rapid Deployment Pre-positioning Inter-operability Mapping of capacities	Protection, Health, Shelter Watsan,Nutrition/Feeding Protection, Health, Watsan, Nutrition/Feeding Nutrition/Feeding, Shelter Health, TeleComms Protection, Health, Watsan, Early Recovery
EARLY WARNING	Monitoring Status (eg Health, Potential Displacement etc) related to Cluster EW Response Trigger	Protection, Health, Nutrition/Feeding Nutrition/Feeding, TeleComms
NEEDS ASSESSMENT	Rapid/Joint/Standardized Needs Assessment	Protection, Health, Shelter
INFORMATION MGT & REPORTING	Review standardized reporting formats, and systematic review Enhance information sharing/best practices/lessons learned Improve Information Mgt/websites etc Develop standardized monitoring and evaluation tools	Health, Watsan, Protection, Shelter Nutrition/Feeding, Health, Shelter

AREA OF CONCERN	PROPOSED ACTIONS	CLUSTER(S)
CAPACITY BUILDING/TRAINING	Training: best practices/other modules, Develop Plans Cluster Risk Reduction/reduced vulnerability Invest in Cluster capacity Invest in national level capabilities Improve Operational Guidance,SOPs, Standards, Benchmarks,	Protection, Camp Coord, Shelter Health, Shelter Nutriton/Feeding Protection, Health, Watsan, Nutrion/Feeding,Logistics Camp Coord,
FIELD LEVEL ARRANGEMENTS	Invest in national-level Early Warning Invest in national level capabilities Cluster-specific arrangements	Nutrition/Feeding Nutrition/Feeding, Watsan Protection, Health, Watsan,
RESOURCE MOBILIZATION & ADVOCACY	Mobilize resources to strengthen Cluster and ensure appropriate reflection of Cluster needs in CAP/other Appeals	Protection, Health, Nutrition/Feeding, Camp Coord, Shelter

ANNEX V

LIST OF ACRONYMS CLUSTER WORKING GROUP REPORTS & ATTACHMENTS

4Rs	Repatriation, Reintegration, Rehabilitation and Reconstruction
ACF	Action contre la Faim
ACF IN	Action contre la Faim International Network
ADRC	Asian Disasters Reduction Center
CAP	Consolidated Appeal Process
CBOs	Community Based Organizations
CCA	Common Country Assessment
CCC	Core Commitments for Children
CERF	Central Emergency Revolving Fund
CHAP	Common Humanitarian Action Plan
CIDA	Canadian International Development Agency
CMV	Combined mineral and vitamin
CSOs	Civil Society Organizations
CT	Country Team
CTC	Community based therapeutic care
CWG	Cluster Working Group
DAC	Development Assistance Committee
DAD	Donor Assistance Database
DDA	Department of Disarmament Affairs (UN)
DDR	Disarmament, Demobilization and Reintegration
DFID	Department for International Development of the British Government
DGO	Development Group Office (UN)
DMIS	Disaster Management Information System
DMTP	UN Disaster Management Training Programme
DPA	Department of Political Affairs (UN)
DPI	Department of Public Information (UN)
DPKO	Department of Peacekeeping Operations (UN)
DO	Designated Official
DRC	Danish Refugee Council
ECHA	Executive Committee for Humanitarian Affairs (UN)
ECLAC	Economic Commission for Latin America and the Caribbean (UN)
ECPS	Executive Committee on Peace and Security
EDP/FDP's	Entry Delivery Point – Final Delivery Point
EFSA	Emergency Food Security Assessment
EHIS	Emergency Health Information Service
ERC	Emergency Relief Coordinator (UN)
ERU	Emergency Response Unit
ET	Emergency Telecommunications
FACT	Field Assessment and Coordination Teams
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization (UN)
FDP	Final Delivery Point
GIS	Geographic Information System
GRIP	Global Risk Identification Programme
HC	Humanitarian Coordinator (UN)
HCT	Humanitarian Country Team
HEART	Health Emergency and Assessment Response Teams
HF	High Frequency
HFA	Hyogo Framework of Action

HIC	Humanitarian Information Centre
HIV/AIDS	Human Immuno-Deficiency Virus / Acquired Immuno-Deficiency Syndrome
HLC	Humanitarian Logistics Council
HPLR	Housing and Property Land Rights (*cooperative agreement between Habitat and the NGO CORE*)
HR	Human Resources
HRR	Humanitarian Response Review
IAET	Inter-Agency Emergency Telecommunications
IASC	Inter-Agency Standing Committee
IBFAN	International Baby Food Action Network
IAWG	Inter-Agency Working Group
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technology
ICVA	International Council of Voluntary Agencies
IDD	Inter-Agency Internal Displacement Division (OCHA)
IDDRS	Integrated Disarmament, Demobilization and Reintegration Standards
IDPs	Internally Displaced Persons
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IFIs	International Financial Institutions
IFRC	International Federation of the Red Cross
ILO	International Labour Organization
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
IRC	International Rescue Committee
IRIN	Integrated Regional Information Network
IRP	International Recovery Platform
ISDR	International Strategy for Disaster Reduction
IT	Information Technology
IWG	Interim Working Group
IYCF	Infant and Young Child Feeding
LED	Local Economic Development
LEMA	Local Emergency Management Authority
LER	Local Economic Recovery
LTAS	Long Term Agreements
LWG	Logistics Working Group
MCDA	Military and Civil Defence/Civil Protection Assets
MCDU	Military and Civil Defence Unit
MDG	Millennium Development Goals
MISTS	Minimum Security Telecommunications Standards
MoH	Ministry of Health
MOSS	Minimum Operational Security Standards
MoU	Memoranda of Understanding
MSF	Médecins Sans Frontières
MUAC	Mid Upper Arm Circumference
NACP	National Aids Control Programme
NCIS	Nutrition Information on Crisis Situation
NFC WG	Nutrition and Feeding Cluster Working Group
NFI	Non-Food Items
NGO	Non-Governmental Organization
NHD	Nutrition for Health and Development (WHO)
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs (UN)
OECD	Organization for Economic Co-operation and Development

OECD-DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights (UN)
OSOCC	On-Site Operations Coordination Centre
PCNA	Post Conflict Needs Assessment
PLWHA	People living with HIV/AIDS
PMTCT	Prevention of Mother to Child Transmission
PROCAP	Protection Stand-by Capacity (OCHA Pilot Project)
PRSPs	Poverty Reduction Strategy Process
PWG	Protection Working Group
RC	Resident Coordinator (UN)
RDRT	Regional Disaster Response Teams
RedR	International Federation of regional offices (NGO)
RNIS	Refugee Nutrition Information System
R&R	Reintegration and Recovery
RSG	Representative of the Secretary-General (UN)
RSG/IDPs	Representative of the Secretary-General for Internally Displaced People
SCHR	Steering Committee for Humanitarian Response
SCN	Sub-Committee on Nutrition
SFP	Supplementary Feeding Programmes
SGBV	Sexual and Gender-Based Violence
SMT	Senior Management Team
SOP	Standard Operating Procedures
SRSG	Special Representative of the Secretary-General (UN)
STIs	Sexually-transmitted infections
STF	SubCluster Task Forces
TCA	Telecommunications Coordinating Agency
TCO	Telecommunications Coordinating Officer
TFC	Therapeutic Feeding Center
TNT	Courrier Service
ToR	Terms of Reference
TSS	Technical Support Section (Shelter)
UHF	Ultra High Frequency
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAC	United Nations Disaster Assessment team
UNDAF	United Nations Development Assistance Frameworks
UNDG	United Nations Development Group
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNGIWG	United Nations Geographic Information Working Group
UN-HABITAT	United Nations Human Settlements Programme
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNHRD	United Nations Humanitarian Response Depot
UNICEF	United Nations Children's Fund
UNIDIR	United Nations Institute of Disarmament Research
UNIFEM	United Nations Development Fund For Women
UNJLC	United Nations Joint Logistics Centre
UNOCHA	United Nations Office for the Coordination of Humanitarian Aid
UNOSAT	United Nations Office for Satellite

UNV	United Nations Volunteers
USAID	United States Agency for International Development
UXO	Unexploded Ordnance
VCT	Voluntary Counselling and Testing
VHF	Very High Frequency
WASH	Water, Sanitation and Hygiene
WatSan	Water and Sanitation
WB	World Bank
WELL	*Resource Center Network providing access to information and support in water, sanitation and environmental health for DFID*
WFP	World Food Programme (UN)
WG	Working Group
WGER	Working Group on Early Recovery
WGET	Working Group on Emergency Telecommunications
WGRR	Working Group on Reintegration and Recovery
WHO	World Health Organization
WRRT	WatSan Rapid Response Team