

Report on Implementation of Global Capacity Building

1 April 2007 - 31 March 2008



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INTRODUCTION

1. STRENGTHENING GLOBAL CAPACITY

Since a humanitarian reform process has been in place, aimed at enhancing humanitarian response capacity, predictability, accountability and partnership. It has introduced a new way of 'doing business', that has been adopted by all the main stakeholders. It represents an ambitious effort by the international humanitarian community to reach more beneficiaries, with more comprehensive, needs-based relief and protection, in a more effective and timely manner.

The IASC has agreed that the cluster approach should be used in all countries with Humanitarian Coordinators and in all major new emergencies. The IASC has developed further operational guidance on the cluster approach over the last year including clarifying the concept of Provider of Last Resort.

Regular meetings of Global Cluster Leads and the IASC Task Team on the Cluster Approach have helped to strengthen the links and partnerships between the clusters and were used as a forum to develop benchmarks for recurrent costs and to discuss overarching issues such as accountability frameworks.

2. THE CLUSTER APPEAL 2007

The *Cluster Appeal for Improving Humanitarian Response Capacity*, launched in March 2007, consolidated the budgets for each of the 11 clusters' global-level capacity building requirements.

The resources identified in the *Cluster Appeal* included the priority requirements needed to address capacity gaps identified by each cluster working-group, which could not be covered by existing or previously mobilised resources. Activities/projects included in the *Cluster Appeal* cover global-level capacity-building to address response capacity gaps of the following type:

- Trained, deployable staff/surge capacity;
- Adequate commonly-accessible stockpiles;
- Agreed standards, guidelines, frameworks, systems and tools.

The total amount appealed for was \$ 62,843,096. The total of revised requirements was \$ 66,057,100. The actual amount funded was \$ 38,110,354 (57,69%).

The present report provides an overview of each cluster's progress against its objectives to date, measured against indicators and benchmarks outlined in the Appeal. The report also outlines the impact of late- and under-funding as well as other challenges to the global cluster capacity-building effort. Finally and where appropriate, each cluster has reported, where applicable, on its progress in mainstreaming cross-cutting issues (Age, environment, gender, HIV/AIDS).

This is the second and last Global Cluster appeal. It is understood that after this appeal, global capacity-building costs will be incorporated into agencies' regular programmes and budgets. Although all clusters have undertaken efforts to do so, they still express the need for ongoing, targeted support to finalise activities they started during the last year, activities that have not been mainstreamed yet, or responsibilities for which the incorporation process hasn't been finalised yet. Some clusters point out that there are difficulties in mainstreaming some responsibilities due to institutional constraints (e.g. IOM, which is projectised), and some stress the fact that not all clusters have received the same support to build capacity over the last 3 years. It should also be noted that some clusters did not exist as formal sectors before and therefore faced a different capacity building challenge than others sectors.

CONSOLIDATED FINANCIAL TABLES

Table 1: Contributions, Expenditure and Expected Carry Over by Cluster¹ - ²

GLOBAL CLUSTER / Cross Cutting Issue Focal Point	Requirements as listed in the appeal	Revised Requirements	Contributions	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditure Post 31 March 2009
Agriculture	3'335'200	3'335'200	206'868	6%	180'831	26'000
Camp Coordination & Camp Management	4'112'367	4'412'211	2'322'535	53%	2'261'227	61'308
Early Recovery	5'546'840	5'281'840	3'048'565	58%	2'075'796	972'769
Education	3'396'000	3'050'400	927'000	30%	532'000	390'000
Emergency Shelter	8'989'143	9'507'357	5'356'705	56.40%	4'900'004	456'700
Emergency Telecommunications	4'641'355	4'308'459	3'169'808	74%	2'853'753	332'507
Health	4'428'458	4'428'458	1'925'432	43%	1'925'432	0
Logistics	8'055'946	4'605'789	4'611'339	100.12%	4'221'075	390'264
Nutrition	4'100'000	4'100'000	1'975'652	48%	1'815'652	160'000
Protection	10'600'587	17'749'423	9'403'895	52%	8'914'364	494'366
Water, Sanitation & Hygiene	4'672'200	4'672'200	2'601'340	56%	2'133'099	468'241
Gender	700'000	605'763	761'215	125.50%	655'807	105'408
TOTAL	62'578'096	66'057'100	36'310'354	55%	32'469'040	3'857'563

¹ OCHA is not responsible for the information regarding the funding. Figures are based on information provided by the clusters.

² The consolidated grid above is only indicative. Due to changing exchange rates over the last years, the sum of the funds spent as at 31 March 2009 and the expected expenditures post 31 March 2009 does not always equals the amount of the contributions. For detailed information and feed back on the funding, please see the cluster specific funding grids in the corresponding chapters.

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Table 2: Donors by Cluster

GLOBAL CLUSTER	Revised Requirements	Contributions	% Funded	ECHO	Australia	Luxemburg	Canada	Denmark	Finland	Ireland	Netherlands	Norway	Sweden	UK	US
Agriculture	3,335,200	2,006,868	6.00%									52,198	154,670		
Camp Coordination & Camp Management	4,412,211	2,322,535	53.00%							294,985		546,374	468,557	1,012,619	
Early Recovery	5,281,840	3,048,565	58.00%					754,151				1,215,832	1,078,582		
Education	3,050,400	927,000	30.00%					350,000		270,000		82,000	225,000		
Emergency Shelter	9,507,357	5,356,705	56.40%	1,116,715			472,741			408,719		909,377	775,290	1,014,199	
Emergency Telecommunications	4,308,459	3,169,808	74.00%		781,867				1,079,677	60,811	750,000	205,302	709,741		
Health	4,428,458	1,925,432	43.00%		409,836		283,019		540,540			220,339	471,698		
Logistics	4,605,789	4,611,339	100.2%		614,755		471,698			547,196		338,983	595,238	1,014,199	1,029,270
Nutrition	4,100,000	1,975,652	48.00%				163,996					160,032	366,807		1,302,000
Protection	17,749,423	9,403,895	52.00%		572,177	321,431	1,022,283	753,443		408,719		629,698	593,703	1,030,928	1,400,000
Water, Sanitation & Hygiene	4,672,200	2,601,340	56.00%				176,340			405,000		197,000	526,000		1,297,000
Gender	605,763	761,215	125.50%				95,361					294,406	77,041		
TOTAL CONFIRMED	66,057,100	38,110,354	54.72%	1,116,715	2,378,635	321,431	2,685,438	1,857,594	1,620,217	2,395,430	750,000	4,851,541	6,042,327	4,071,945	5,028,270

EXECUTIVE SUMMARY

The report consolidates the successes achieved, best practices, and challenges confronted by each of the eleven cluster working groups as they endeavoured over the past two years to build global humanitarian response capacity in line with their agreed work plans. Each global cluster working-group has provided an update on its financial situation, achievements against objectives, indicators, field impact, and attention to cross-cutting issue, recurrent costs, and challenges for the post-global appeal period.

Three years of humanitarian reform have challenged humanitarian actors to adopt a new 'way of doing business'. This effort to change mindsets and working methods not only requires specific funds, but also require a true commitment by all humanitarian actors, in particular the cluster leads.

However, change takes time and raising standards to obtain higher quality delivery needs an initial increased investment aiming at more efficient results over time. In order to support the Cluster Leads at global level, and their partners, to build the capacity needed to incorporate and mainstream their global cluster leads tasks and responsibilities into their way of working, the donor community has contributed through two Global Capacity Building Appeals (2006-2007 and 2007 -2008, amounting to a total of \$ 63,551,878).

1. FUNDING AND FULFILMENT OF OBJECTIVES

Although the *Cluster Appeal* for the period 2007-2008 was 57.69 % funded, most clusters' ability to fulfil objectives outlined in their work plans were affected by the lack of sufficient or late contributions. A reasonable amount of funds were only disbursed by late 2007, and several clusters still received funding early 2008. Given that many clusters were not able to rely on existing internal resources for their more ambitious work plan objectives until late 2007; this inevitably led to significant downscaling of planned activities. In the latter months of 2007 and beginning 2008, most clusters were at last more fully able to begin wide-scale implementation of their agreed work plans. However, to allow clusters to spend late funding in accordance with their respective work plans, donors agreed with a no-cost extension for the use of the funding until the end of 2008. By doing so, donors agreed that the reporting would be postponed to early 2009. Early 2009, it appeared that some clusters were granted additional no-cost extension into 2009 by several donors. This again caused delay in the reporting and donors agreed that a report would be produced in April 2009, acknowledging that not all funds will have been spent by then.³

Since the formal end date of the appeal was 31 March 2008, this date has been used as benchmark in the funding grid. However, some clusters have received additional funding for the appeal after that date. Therefore, clusters are supposed to have included funds received after 31 March 2008 in the total amount of funding mentioned.

Despite initial delays in establishing effective funding modalities, several clusters reported very positive experiences with pooled funding mechanisms, whereby the cluster lead received all donor funds for global capacity-building, and then passed these on (either with no or low overheads) to appropriate cluster partners, following consultation on commonly agreed priorities. These clusters reported that the priority-setting and disbursement discussions helped build further trust and increased the sense of true partnership that the cluster concept is meant to foster.

2. ACHIEVEMENTS IN GLOBAL CAPACITY-BUILDING AND FIELD IMPACT

Most clusters report having a much clearer understanding of global capacity and ongoing gaps, and many confirmed that the work on common standard-setting and harmonisation of tools, guidelines and training programmes, had led to greater pooling of knowledge and sharing of best practice among the various actors, better contingency planning, and more effective use of existing resources.

The increased interaction between the clusters at the global level and the field level has improved predictability (in terms of clarifying who will do what in new emergencies) and accountability for the sector/area of response concerned. Finally, most clusters report that their common training programmes and roster-development initiatives improve the ability of the humanitarian community to

³ Donors agreed with a final report if all clusters had spent 80% or more by March 2009,

respond in a more timely and effective way to new emergencies (see the examples provided by the clusters regarding impact at the field level)

Most clusters report that their efforts at the global level have led to improved partnerships at global and field level, indicating that the cluster approach has positively impacted the working culture and communication between UN and non-UN actors.

Cluster leads in particular noted that the partnership-building effort at the global level, once properly disseminated, has led to changed attitudes and improved collaboration on the ground.

During the last two years all clusters have developed and or finalised tools and guidance for their respective fields of expertise, taking into account cross-cutting issue aspects where relevant (age, environment, HIV/AIDS and gender), as well as input from their colleagues at the field level. In the process of tool development, clusters ensured that duplication was avoided by consulting each other. This has been enabled by the fact that several clusters have focal points that participate in other clusters of concern.

In most cases the tools and guidance were rolled out through trainings and work shops at country and regional level.

Due to the increased number of countries where the cluster approach is applied, the number of deployments by the global clusters to provide support increased accordingly, often through standby and surge rosters and there are cases where cluster leads deployed staff in their capacity as provider of last resort, i.e. using other funding than the funding received through the global appeals to the field

Over the last two years, cluster working groups engaged more actively in advising and supporting field responses, such as, Kenya, Myanmar, Georgia, and most recently, OPT. In new emergencies, cluster leads at global level met within 24 to 48 hours to share information and to set priorities and most had immediate cluster meetings involving members at global and at field level in order to discuss the support needed for the needs identified by the clusters at field level. This led to more predictable and effective responses resulting from agreements and procedures that had been hammered out at the global level.

A work shop titled: "The Cluster Approach: How did you make it work?" took place in Nairobi in June 2008. The workshop was held to identify lessons learned in operationalizing the cluster approach. More than 70 participants representing clusters throughout central and east Africa as well as regional partners, global clusters and governments shared their experiences and views on 1) Partnerships, including working with national authorities, 2) Assessment, planning and prioritization, 3) Monitoring and reporting, and 4) Cross-cutting issues, inter-cluster linkages and transition.⁴ The workshop reflected the progress made in using the cluster approach for more effective humanitarian response according to needs. Examples from participants included more positive partnerships, a common platform for joint needs assessment, better structured information management, consultative and integrated planning processes and more effective monitoring of sectoral performance.

3. RISKS AND CHALLENGES

Many clusters note they will continue to work extensively to ensure that the guidelines, tools and procedures that have been agreed to are systematically field-tested and applied, and to establish better mechanisms for monitoring and evaluating the impact of the global cluster capacity-building on the field response. This is critical to ensure that the implementation of the humanitarian reform agenda, including the cluster approach, is fully field-driven and responsive to field-level requirements.

Many clusters reported positive engagement with national authorities at the field level, noting the advantages of providing one single, accountable focal point for the authorities and the Humanitarian Coordinators on a certain sector/area of response. Nevertheless, it is clear that further work needs to be done in explaining the benefits of the cluster approach to member states and to national authorities at the field level. During the donor-cluster meeting in Geneva in April 2008, clusters called on the donor community to contribute to this. Finding creative ways to ensure continued effective engagement by

⁴ Summary report on <http://www.humanitarianreform.org/Default.aspx?tabid=694>

key NGO actors – whose programmes often form the majority share of response to emergencies, together with national-led responses – will be critical to ensuring the effectiveness of clusters.

4. THE WAY FORWARD

The report clearly demonstrates the efforts undertaken by several clusters to mainstream the overall cluster lead responsibilities into their overall work and budget. However, a number of Global Clusters face continued difficulties in mainstreaming their activities and this in turn affects their abilities to provide support to clusters at the country level. All Global Clusters face challenges in assuring continued support to their work.

In October 2008, an Ad Hoc Informal Working Group on Financing Global Cluster Responsibilities, composed of cluster leads and donors, resulted in a report acknowledging the need for cluster leads to mainstream resource requirements into their (and their partners') core programmes of work and regular funding mechanisms. The report also acknowledges the key role of donors in supporting the mainstreaming of global cluster responsibilities through agencies'/organisations' Governing Bodies as quickly as possible.⁵

⁵ Annex 2

CHAPTER 1 - EMERGENCY AGRICULTURE

Global Cluster Leads: FAO

Global Cluster Partners: Action Against Hunger, Asian NGO Coalition for Agrarian Reform and Rural Development, ADPC, CARE international, Feinstein International Center (FIC), GTZ, ICSF, IFAD, International World Society for Protection of Animals, NACA, ODI, Oxfam Great Britain, Save the Children, , SEAFDEC, SIDA, Tuft University, University of East Anglia, Vétérinaires Sans Frontières Belgium, WFP, World Vision, WorldFish Centre, UNEP

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2009	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009
FAO	\$ 3,335,200	\$ 206,868	6%	\$180,831	\$ 26,000
TOTAL	\$ 3,335,200	\$ 206,868	6%	\$180,831	\$ 26,000

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	Norway	Sweden	donor	donor	donor
FAO	\$ 3,335,200	6%	\$ 52,198	\$ 154,670			
TOTAL	\$ 3,335,200	6%	\$ 52,198	\$ 154,670			

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

Due to internal rules FAO cannot pass funds directly to NGOs. However, the funds for the proposed activities under project 1 "Establishment of norms and adoption by all relevant stakeholders of appropriate technical standards in i.e. seeds, pesticides, veterinary supplies, fertilizer, fisheries supplies, etc have been used to the benefit of all sector/cluster partners.

1.4 Impact of under-/late-funding; carry-over; lessons learned

Impact of Late Funding: A no-cost extension was granted until December 2008 and the timeframe for the implementation of project activities had to be extended, for some activities until after March 2009

Impact of Under Funding: 1) prioritization of project 1 (supra) to the prejudice of project 2 "Improving Agricultural Sector Response to Emergencies through Better Coordination and Closer Collaboration"; 2) reduction in the number of sub-sectors that would have been benefiting from global cluster funds, and 3) fewer countries benefiting from activities under project 1.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS
2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

OBJECTIVE	OUTPUT ON 31.03.09	INDICATOR TARGET	COMMENT
Partnerships	Food Security Forum	Global level review of best practices on Food Security	Held in mid April at FAO/HQ, organized by NGOs with a key role in Food Security, supported FAO and WFP.
	Development of 1. Beneficiaries Assessment Guidelines 2. Emergency Seed Aid Guidelines 3. Need Assessment and Analysis in fisheries and Aquaculture	Minimum standards and benchmarks developed by December 2008 and beyond Best-practice guides produced by December 2008 and beyond	The development processes of these tools have substantially contributed to forging new partnership and strengthening those existing ones (in relevant sub-sectors)
Standards/ tools	4. Beneficiaries Assessment Guidelines	Minimum standards and benchmarks developed by December 2008 and beyond Best-practice guides produced by December 2008 and beyond	The guide to beneficiary results assessment has been developed for all those implementing emergency agricultural projects to give them a necessary tool to monitor and conduct assessments on results of such projects. A set of basic guiding principles and implementation guidelines for emergency seed intervention in Ethiopia is being developed, through the leadership of the government and full involvement of concerned actors. A consortium of agencies is currently working on the development of damage and needs assessment guidelines and best practice standards for the fisheries and aquaculture sector
	5. Emergency Seed Aid Guidelines		
	6. Need Assessment and Analysis in fisheries and Aquaculture		
Training/ Capacity building	7. Promotion of/and development of training material on Livestock Emergency Guidelines and Standards (LEGS)	Regional/country based workshops undertaken in Africa, Asia and Latin America by end of March 2008.	A one day LEGS workshop in Southern Africa was attended by representative of 8 countries (Angola, Lesotho, Malawi, Mozambique, Swaziland, Zambia, Zimbabwe and South Africa) from the FAO emergency country programme, government counterparts from the respective livestock and disaster response units, some South African based NGOs (e.g., International Federation of the Red Cross, World Vision), donors (e.g. USAID). In Ethiopia, the LEGS were further tested, and the result of this work was used to produce a strategy for global awareness raising and to promote this tool and its use.
	8. Promotion of and development of training material on Emergency Seed Aid Guidelines		The use of the seed aid guidelines developed in Ethiopia was promoted and popularised with the government and NGO experts through training workshops
	9. Promotion of and development of training material on Need Assessment and Analysis in fisheries and Aquaculture		Following the development of the Guidelines, the consortium of agencies will work on the identification of training needs for cluster partners, national agencies and NGOs Development and delivery of training and capacity building

2.2 Key field-level impact of the two-year global capacity-building to date

FAO did not participate in the 2006 Cluster Appeal as a stand alone sector/cluster, and has therefore received funds for building cluster capacity only through the second global appeal.

Generally, the on-going cluster work has shown positive impacts, such as i) increased interaction amongst different actors and better coordination of their different activities lead to better gap filling and avoiding overlaps, ii) ensured representation of each and every relevant actor and active contribution to the work cluster, and iii) funds raised benefited the whole cluster, and specific under-funded activities in particular, and were passed on to those partners who have the competency to do it and in a more coordinated manner.

More specifically, with regard to the financial investment made in 2007 at global level for enhancing capacity in the Agriculture Sector, the appeal has always been meant to represent an investment for the benefit of all those actors that would have been involved in the activities indicated. For instance, by aiming at promoting a wider adoption (by the host country government, NGO partners etc) of tools for determination of technical specifications, codes of conduct, norms and standards in priority areas, (such as seeds, pesticides, veterinary supplies, fertilizer, fisheries supplies, etc) the intention has been to streamline the work of the different actors and to direct it towards commonly shared standards of quality. Improved quality of the services from the different actors will also reassure local authorities and donors about the effectiveness of the interventions carried out. Ultimately, developed and/or adopted common tools can be potentially used as corporate tools, thereby ensuring a high level of coherence and coordination in emergency interventions.

Support provided by global cluster in new emergencies:

In **The Philippines, Pakistan, Yogyakarta, Mozambique, Myanmar, Haiti**, FAO provided technical advice and coordination to emergency agricultural interventions undertaken by all partners. Agriculture Clusters, usually co-chaired by the National authority for agriculture and FAO, have seen good participation from various stakeholders, for example in Myanmar, where FAO's presence dates back

30 years, where working closely with relevant Government departments (Ministry of Agriculture and Irrigation, Ministry of Livestock and Fisheries, and Ministry of Forestry) and supporting farming communities improved the livelihoods and food security. Within days after Cyclone Nargis struck Myanmar, while providing vital emergency supplies and fielding a technical team of national and international experts to carry out a comprehensive assessment of the agriculture sector (including crops, fisheries, livestock and forestry), FAO was able to coordinate the set up of an Agriculture cluster essential to ensure the effectiveness and quality of the emergency response in the agriculture sector.

How this support contributed to improved overall response

Through regular Agriculture Cluster's coordination meetings, cluster members (government agencies, UN agencies, I/NGOs, etc.) presented their on-going and planned activities related to emergency response in affected areas, and discussed areas of convergence and complementarity of activities and resources in the field. The Agriculture Cluster Lead played a neutral role representing the interests of the cluster as a whole, ensuring full collaboration, and consultation and coordinating with key line ministries. As a result, all main actors in the sector were able to complement resources in implementing agricultural-based livelihoods support to the most vulnerable populations within the affected areas.

Besides, cluster members were also supported from a technical point of view with the intent to ensure that the response was in line with accepted international norms and standards and so that possible gaps between emergency, recovery and rehabilitation processes were avoided.

Support provided by global cluster in ongoing emergencies

In **Afghanistan, Indonesia, Iraq, Ethiopia, Somalia, Zimbabwe**, FAO leads or co-leads an Agriculture Cluster. In CAR, Chad, Congo DRC, Liberia and Uganda Food Security Clusters were established, jointly led by WFP and FAO. The latter have built on pre-existing Food Security Working Groups, which had been playing a similar role to that of a food security cluster.

In addition to offering technical advice and coordination to emergency agricultural interventions undertaken by all partners, FAO also provided key information on food security and nutrition issues.

FAO aims to provide all stakeholders, including humanitarian partners and governments, timely information and analyses to optimize their policy, planning and programming decisions. In Somalia, for instance, FAO has developed the Integrated Food Security and Humanitarian Phase Classification (IPC) system, aiming at improving analysis and decision-making in emergency situations. The IPC is used by a wide range of stakeholders and has strengthened their capacity to respond to food security and nutrition emergencies. In Congo DRC the food security cluster, facilitated by senior FAO staff, meets regularly at both the national and provincial level, and the cluster lead is tasked with the technical review of food security proposals for submission to the pooled fund.

How this support contributed to improved overall response

Most of the work carried out by FAO and partners in Agriculture/Food Security clusters aims at ensuring a more balanced and appropriate response to emergencies by humanitarian partners and donors, thus optimizing the allocation of resources. The overall aim is to provide more coherent life saving and recovery assistance focused on exit strategies from food aid and other relief assistance, improved response mechanisms and disaster risk management and a better understanding of the root causes of vulnerability

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

See above under 2.2

2.4 Cross-cutting Issues

2.5 Cluster activities (please list main activities)

See above under 2.1

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity have been mainstreamed into the agency's core programmes/core budget?

Strengthening of system-wide preparedness and provision of technical advice and coordination to emergency agricultural interventions undertaken by all partners is already part of FAO's overall mandate. While FAO's field level operational role in agriculture has been and will continue to be largely carried out with extra-budgetary funds, the sector benefits by core financing of some of the work of technical divisions, including for instance on Early Warning.

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

FAO's emergency operations are largely funded through extra-budgetary resources. However, few of these resources are available for capacity building and coordination. Therefore incremental costs are necessary where they could represent the extra capital necessary to cover technical needs within the emergency programme. This will ensure organizational capacity to offer a normative service to the agriculture sector also in emergency contexts.

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008

- Ensuring resources to kick start activities that have a bearing on field level activities;
- Ensuring additional funding to support follow-up activities at field level;
- Ensuring resources to promote participation and buy-in from sector partners;
- Possible resistance from Government and local authorities regarding application and adoption of the standards developed

CHAPTER 2 – CAMP COORDINATION AND CAMP MANAGEMENT

Global Cluster Leads: IOM and UNHCR

Global Cluster Partners: CARE, IRC, DRC, NRC, LWF, Shelter Centre, UNRWA, OCHA

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements*	Contributions as at 31 March 2009	% Funded (contributions)	Funds spent as of 31 March 2009	Balance beyond 31 March 2009
UNHCR	1,208,023	716,639	59%	716,639	0
IOM	1,174,660	606,276	52%	606,276	0
CARE	585,500	97,615	17%	97,615	0
LWF	282,500	277,957	98%	259,111	18,846 [^]
NRC	992,528	608,099	61%	567,543	40,556 ^{***}
UNEP	169,500	0	0%		
1% overhead charge by UNHCR as pooled fund manager	0	15,949		15,949	
TOTAL	4,412,211	2,322,535	53%	2,261,227	61,308^{^^}

Note: all figures are in US Dollars

* Revised requirements represent the initial requirement as per Inter-Agency Appeal for Building Humanitarian Response Capacity (1 April 2007-31 March 2008) adjusted based on the carry-over from the previous appeal.

** The balance beyond March 2009 has been committed and agreed to by the cluster and donor to finalize outstanding projects such as the camp management toolkit translation and printing and the database of the needs assessment tool.

*** Funds transferred to NRC in GBP and Norwegian Krone. The balance beyond 31 March is NOK 272,614 (USD 40,556 with 31 March exchange rates).

[^] The financial reporting for a project in January is still being closed and there is an estimated 18,846 USD in balance.

^{^^} Due to the consultation process with the field operations on the needs assessment tool and training modules, the final product planned for the 2008 work plan could not be completed. The finalization of these projects will be prioritized with the carryover funds in 2009.

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Total funds available	% Funded (contributions)	Sweden	Norway 1	UK	Ireland	Norway 2
UNHCR	1,208,023	716,639	59%	89,198	169,491	162,965	294,985	0
IOM	1,174,660	606,276	52%	0	0	415,525	0	190,751
CARE	585,500	97,615	17%	97,615	0	0	0	0
LWF	282,500	277,957	98%	277,957	0	0	0	0
NRC	992,528	608,099	61%	0	0	425,617	0	182,482 [^]
UNEP	169,500	0	0%	0	0	0	0	0
1% overhead charge by UNHCR as pooled fund manager		15,949		3,787	0	8512	0	3650
TOTAL*	4,412,711	2,322,535	53%	468,557	169,491	1,012,619	294,985	376,883

Note: All figures are in US Dollars

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

See above

1.4 Impact of under-/late-funding; carry-over; lessons learned

Most of the funds were received and disbursed late in the appeal calendar which impacted the implementation of the work plan activities. Following the agreed prioritized work plan, activities were implemented as the funds were received starting from summer 2007 to the first quarter of 2009.

Given the reduced level of funding during 2007 (60% including carry over from 2006), some of the key CCCM activities were not implemented and have been carried over to the 2009 work plan. These relate mainly to tools development and capacity building. Some of the capacity building including key trainings planned for 2007-08 had to be reduced due to insufficient funding.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

Partnerships

CCCM Secretariat works closely with its members (UN and non-UN) to represent the needs of the CCCM Cluster. The CCCM virtual secretariat, managed by the cluster leads UNHCR and IOM, is the rallying point of the cluster for coordination of cluster activities outlined in the appeal/work plan. (Work plan objective 6.1 and 6.2, 10.2). The close cooperation is reflected in all activities at agency-specific and inter-agency trainings, development of tools and setting standards. Part of the secretariat obligations includes representing the cluster at relevant IASC Task Team and Cluster Lead meetings as well as other inter-agency initiatives. The secretariat has ensured mainstreaming of CCCM concepts in inter-agency tools and guidelines such as the Camp Management Toolkit, Gender Handbook and the IDP Protection Handbook and currently is working to introduce CCCM standards in the revision of the Sphere Handbook.

NGO membership

Cluster NGO membership at field level continued to expand in 2008 as a result of awareness and advocacy by the cluster, with increased participation in cluster capacity building activities and in management of camps. However, NGO participation at the global level remains limited, due to funding limitations.

National capacity building and strategic partnerships with national NGOs

Participation of national NGOs at the global level is yet to take place but at the field level, the Global Cluster has specifically targeted national NGOs and local authorities through CCCM cluster trainings and during the annual cluster workshop where tools developed during the year are discussed and validated. The increased awareness on CCCM concepts at the field level has led to increased requests for CCCM support by various national NGOs and local authorities in complex IDP emergencies. Approximately 50% of the participants at the last annual CCCM meeting were NGOs. Technical government officials linked to management of camps also began to attend the validation workshops.

Standards/tools

- CCCM needs assessment framework developed, with database pilot forthcoming, (work plan objective 1.3)
- Camp phase-down/closure guidance note developed in draft form, finalization in 2009 (work plan objective 2.1)

- The revised Camp Management Toolkit is finalized, disseminated to field operations. It is translated into French and Arabic and currently is being translated into Spanish. (work plan objective 1.4)
- Agreement clarifying WASH/CCCM roles and responsibilities (work plan objective 10.1)
- Note defining roles between camp coordinators and OCHA (work plan Objective 10.1).
- Draft guidance note on collective centres developed for use in operations where IDPs are hosted in collective buildings/centres. (work plan objective 2.1)
- CCCM chapters developed and integrated into inter-agency tools including IDP Protection Handbook, the Gender Handbook and HIV/AIDS guidelines. (work plan objective 1.5)
- Inclusion of CCCM into E-learning Gender tool
- Development of a ToR and checklist for camp coordinators and camp management agencies. (work plan objective 4.1)
- Guidance on Profiling Internally Displaced Persons developed, spearheaded by NRC-IDMC and OCHA. CCCM contributed to the formulation of the guidance.
- Updated Humanitarian Reform Website for ease of use in field (strengthen information management objective 2.2)
- IDP key resources – a CD Rom which has a comprehensive collection of documents on CCCM and IDP protection.
- Engagement with Sphere Project for inclusion of CCCM standards in the revised Sphere Handbook.

Training/Capacity-building

- The CCCM cluster training strategy outlines the various training options of the three training packages for different target groups and procedures for field operations to access the training packages. In line with this strategy, the CCCM cluster has developed three sets of training modules on:
 - Camp coordination for camp coordinators (cluster leads)
 - Camp coordination and camp management (CCCM) for cluster partners, camp service providers, local authorities and national NGOs.
 - Camp management training, targeting three different learner profiles: 1. camp management agencies and stakeholders working in camps, 2. government/local authorities and 3. camp/host communities.

Furthermore, during the reporting period over 750 inter-agency field personnel drawn from key IDP operations like Afghanistan, Chad, DRC, Ethiopia, Haiti, Iraq, Kenya, Nepal, Somalia, South Africa, Sudan, Timor Leste, Uganda and Zimbabwe have received training from the cluster. All training modules have been field-tested and are being strengthened to better serve the specific needs of field personnel. In addition to CCCM cluster trainings, the Cluster has also supported colleagues to undertake the Cluster / Sector Lead Trainings (work plan objective 3.2) that were organized by OCHA. Two training of trainers events, introducing both CCCM and camp management training materials, were held in 2008, one in English and one in French. The number of CCCM/CM trainers increased by 52 colleagues representing five different organizations/agencies and government bodies. The increased trainer capacity will be helpful in supporting more training activities at the field level in various regions.

The capacity building efforts of the cluster through training, advocacy and raising awareness at various levels have attained a remarkable level of understanding of CCCM concepts and their application at the field level for improvement of lives in IDP camps. These efforts have directly strengthened partners in the humanitarian response to fill gaps by ensuring the rights and needs of camp residents are met. Previously, with the lack of clarity of CCCM and low awareness on the key sector concepts, many CCCM functions would be cushioned under other sectors like protection or shelter, falling short of a comprehensive and holistic approach in camp response. (Work plan objectives: 3.1, 3.2, 3.3, 5.1)

Stockpile creation/maintenance

N/A

Roster development

The CCCM cluster has no formal roster to deploy experts to field operations. However, it has developed a common profile for Camp Managers and Camp Coordinators for each CCCM partner to identify relevant expertise within their own roster. The CCCM cluster carried out a capacity mapping exercise in order to map out the internal resource capacities of each partner in resources for deployment to the field. (Work plan objective 7.1)

2.2 Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies:

Kenya (displacement due to post-election violence): The both CCCM co-cluster leads supported the Government and the Kenya Red Cross (KRC), with the coordination roles of the Government and funding KRC to manage camps, as well as in capacity building and active support of KRC. A strategic framework was put in place and training on CCCM delivered.

Bolivia – (floods): The CCCM cluster managed, monitored, evaluated and improved camps using tools developed by the global CCCM cluster. The development of the Rapid Response Centres and Camp Management Centres were based on global cluster's structure and tools.

Ecuador (floods): CCCM is one of the priority sectors, which has been operational in a registration process, needs-assessments and setting up an orderly process for distribution of relief items in more than 300 camps.

Chad (new conflict IDPs in eastern Chad): Global cluster gave support in IDP profiling to identify the profiles/numbers of IDPs, in deployment of a CCCM expert, in giving guidance/support on development of a CCCM strategy and in conducting training in French for government and NGO personnel.

DRC (new displacement in north Kivu): Global cluster deployed CCCM experts to support UN, NGO and government personnel in developing/implementing a CCCM strategy and conducted training in French for government and NGO personnel.

Ethiopia (floods): Global cluster deployed staff to the mission to provide technical assistance to both government and NGO community; and supported both CCCM and camp management trainings for government and partner staff.

Philippines (Typhoon Frank Jun 2008) and (Emergency in Mindanao Aug 2008): A CCCM expert was deployed for an assessment and advice on strategy development. The CCCM cluster enabled camp residents to have a greater voice in contributing to their own durable solutions.

Pakistan (Floods): The Pakistan CCCM cluster strategy was based on global CCCM Checklist, ToR and guidance on camps (and camp like settings). Global Cluster supported in-country teams with deployment of a CCCM expert and strategic advice on engagement with Government Authorities.

Pakistan (Conflict IDPs): Cluster deployed CCCM expert to coordinate camp response and training was conducted for government and national NGO personnel managing camps.

Timor Leste (displacement caused by civil unrest): A CCCM specialist was deployed to carry out a needs assessment; global tools like CCCM ToRs were utilized to inform and guide discussions in Timor.

Nepal (Koshi floods): The global CCCM cluster provided guidance on establishment/implementation of the CCCM Cluster by developing funding proposals; providing best practices, information and tools.

South Africa (IDPs resulting from xenophobic attacks): The CCCM cluster deployed a CCCM expert to coordinate response as well as two camp management advisers to work in Gauteng province. Additionally, training was conducted for local government officials in Western Cape.

Support provided by global cluster in ongoing emergencies

Iraq (conflict displacement): Camp management training was conducted for local partners (NGOs, Iraq Red Crescent Society and the authorities). A joint CCCM mission was undertaken to assess the needs of displaced living in camps/camp-like situations and guidance provided on how to integrate CCCM in the overall response.

Somalia (protracted and ongoing conflict displacement): The cluster provided support for an information management project to enable mapping of population movements and IDP settlements. CCCM experts were deployed for six months and training conducted for local personnel from Somaliland and Puntland.

Uganda (complex protracted IDP situation): Support was provided through training of field staff in CCCM and for the implementation of an information management project for mapping of humanitarian gaps and services in camps and areas of return and a camp closure / phase-out project for Lira district.

How this support contributed to improved overall response

The work of the global CCCM cluster has focused on assisting and protecting the needs of camp residents as it was found to be a gap in the Humanitarian Response Review. Responses have become more predictable with the cluster being activated in increasingly more crises where the need has been identified. Prior to the cluster approach, camp management (CCCM) was not a separate sector area and thus many assistance needs and protection concerns of camp residents were overlooked.

The support also enabled broader partnerships particularly between the cluster leads UNHCR and IOM. The CCCM cluster has focused on developing commonly agreed tools in collaboration with many actors. The increased sense of partnership has contributed to a better working relationship in the field. Partners understand and respect the different roles and responsibilities and as their organization/agency has contributed to the development of the CCCM framework there is more buy-in at the field level.

Additionally, through the CCCM secretariat the inter-agency trainings and workshops new partnerships have developed. These partnerships allow for information sharing and best practices exchange amongst field based colleagues within the sector from various partners. Practitioners now have forums allowing them to come together and share challenges and experiences and to assist one another in carrying out a coherent camp response. After workshops, practitioners stay in touch and share documents between missions and agencies/organizations. Additionally, the CCCM Secretariat supports field colleagues by providing advice and updated tools, and operational support. Cluster partners assist their own activities following the cluster tools and structure.

Furthermore, with the clarified roles and responsibilities CCCM partners have a common understanding of their respective duties in a response. The tools developed and support provided by the CCCM cluster plays an important part in the strengthening of the overall coordination structure by clarifying roles and responsibilities among actors and contributing to the establishment of a common baseline among stakeholders for close partnerships and more effective responses. In new emergencies this allows camp managers to immediately carry out their duties in a uniform way and helps to eliminate confusion and varying activities between camps. In on-going camps this helps existing camp managers and coordinators to identify gaps within the camp response and advocate for increased focus within the sector. This also helps ensure uniform standards and assistance across the camps within the same response.

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

The clusters partnerships have created a more predictable response by enabling each partner to know the various roles and responsibilities in IDP situations with camp settings. Cluster members all equally participate in the development of tools, guidelines and capacity building efforts. Through the capacity mapping exercise, resources have been clearly identified to enhance the response. Additionally, since

2006 we have seen clear progress from the initial lack of clarity of CCCM as a sector to awareness that enables country operations to allocate resources to CCCM and to request guidance, support and training from the global cluster. Through the establishment of CCCM cluster as a separate entity/sector, there has been an enhanced consistency of gaps analysis and response addressing the assistance and protection needs of camp residents.

Philippines:

Activities implemented by the cluster have improved coordination and information sharing amongst displacement families, relevant government agencies and other key humanitarian actors. The identification of needs and gaps within the centres was immediate and efficient. Additionally, capacity building of local communities and government officials resulted in better planning and implementation of activities. Capacity building also ensured the communities and local government officials were equipped to implement CCCM activities.

Pakistan:

With the development of the Displacement Tracking Matrix, the information sharing and managing increased in accuracy and timeliness both for analysis purposes and for targeting the beneficiaries. Through the Displacement Tracking Matrix, information was shared with all partners which led to a better coordinated response by clusters.

East Timor:

While the cluster approach has only been established in Timor-Leste, the response followed the CCCM structure since the on-set of the emergency. CCCM agencies and service providers including those from other sectors (e.g. health, education, and sanitation) met on a weekly basis to develop policy and operational priorities to best respond to the needs of the displaced which led to a more effective delivery of services.

The Government recognised early on the need for international support across all sectors and remained open to support particularly in regards to policy formulation. The CCCM cluster allowed for effective coordination of activities and open exchanges of ideas. CCCM lead has become one of the primary sources of information for the humanitarian, government and donor community on issues related to the displaced.

Kenya:

Without prior camp-management experience, the government and its local partner, the Kenya Red Cross, relied on CCCM global cluster for tools and expertise in defining a strategy for camp response. The cluster deployed its training capacity to conduct training for government and KRC officials in the early stages of the emergency.

South Africa:

Like Kenya, this was a situation with a strong government and national partners, who lacked experience in camp coordination and management. The government and national partners relied on cluster capacity to guide camp response in the affected provinces of Gauteng and Western Cape.

2.4. Cross-cutting Issues

The CCCM cluster's tools and standards are all reviewed by partners with relevant expertise on the gender, protection and HIV/AIDS. This ensures that rather than through separate instructions cross cutting issues are considered within each phase and activity of a camp response. For example, gender, environment and protection have been mainstreamed throughout the CCCM Assessment Framework. Additionally, the CCCM cluster has contributed to the IASC Sub Working Group's handbook, "Women, Girls, Boys and Men" and contributed to the drafting of the CCCM and HIV/AIDS section of the revised handbook and included a section into the IDP Protection Handbook. Additionally, the CCCM cluster has been a technical focal point for the Gender E-Learning tool that is currently under-development

2.5. Cluster activities

The cluster's main activities include:

- Secretariat functions (coordination, development of tools, oversee development, partnerships)
- Organize and chair CCCM global cluster meetings

- Develop and validate policy concepts on CCCM and inter-cluster
- Organize and assist countries/regions in organizing CCCM/CM inter agency trainings
- Development of inter-agency tools and guidelines:
- Liaise with field practitioners from various organisations to gather input for CCCM tools.
- Enable the gathering of experienced field practitioners from cluster members organisations, local NGOs and government representatives to develop and review CCCM tools while sharing expertise and strengthening partnerships. (CCCM Assessment Framework workshop, Validation Workshops)
- Operational support

The development of the CCCM cluster has created clarity and enabled the definition of camp coordination and management as a new sector which aims at improving lives of displaced people hosted in any collective accommodation including camps, camp-like situations, settlements, sites and collective buildings/centres. CCCM roles and responsibilities have clearly been defined and adapted for use in various field operations. The cluster has also enabled easier identification of gaps as envisaged in the HRR, to ensure a more predictable response to assist and protect IDPs hosted in camps with clear roles for lead agencies, NGOs and host governments.

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity have been mainstreamed into the agency's core programmes/core budget?

UNHCR: Since the inception of the cluster, UNHCR mainstreamed the cluster lead responsibilities through creating the post of Senior Policy Officer (CCCM) under UNHCR's annual budget. This a core post in the Division of Operational Services (DOS) which services day-to-day cluster activities while overall cluster leadership and guidance is provided by a higher-level officer – Chief of the Field Information and Coordination Support Section (FICSS).

IOM: Given IOM's projectized structure, IOM's Global Cluster responsibilities (capacity-building of national and international counterparts, standards and tools dissemination and updating, partnerships management, etc) are handled through IOM's regular annual funding mechanisms which include the annual Migration Initiative Appeal 2009 and project proposals. In addition, a number of cluster support functions (e.g. desk support to field teams using the cluster approach) are covered by relevant staff at no additional cost. IOM current 2009 Budget has been approved by IOM Member States in December 2008 and includes a budget line for a "cluster officer" to be covered from Discretionary Income.

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

While costs of maintaining the global capacity will generally be lower in 2009, the CCCM cluster continues to develop new tools and guidance based on unfulfilled funding requirements of the 2007/8 Appeal and on lessons learned from the field as the cluster develops.

Other recurrent costs include those for tool and guidance development, roster maintenance, direct technical support and training (both for inter-agency staff and national authorities at the field and global levels).

It is estimated that the overall needs of the CCCM cluster is 3,500,000 USD. The Global Cluster Partners have absorbed approximately 500,000 USD in staffing costs (as stated above) approximately 15% of the cluster costs. The remaining 3,000,000 USD are the costs requested to donors to maintain the CCCM cluster. IOM costs have been appealed for through the annual Migration Initiative Appeal. UNHCR will be appealing through the supplementary appeal. In addition, some members of the CCCM Cluster indicated interest in a potential joint appeal at global level.

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008

While the CCCM cluster had made important achievements, as the CCCM cluster is a new sector area awareness and advocacy remain key requirements. It is important to acknowledge that advocacy and structural change requires adequate time; to set expectations within a short time frame will not result in the needed outcome.

As mentioned above, the result of successful advocacy has increased the demands for operational support, tool development and capacity building which has increased pressure on the global cluster and in particular the CCCM secretariat. Additionally, lessons learned also have resulted in the identification of additional tools than was originally identified. Regarding capacity building there has been an increased request for training specifically for national partners, both NGOs and authorities. Training remains a priority to ensure both national capacity as well as adequate international capacity that is ready for deployment and to carry out a CCCM response in their own missions.

Mainstreaming cross cutting issues and synergies between cluster/OCHA remain a challenge. With the support of GENCAP, through various IASC task forces such as on information management and OCHA's cluster retreat the effort to address these challenges are underway. While working on developing sector specific tools, the cluster secretariat also needs to ensure that the CCCM cluster is linked into various other initiatives.

The cluster had developed the 2009 work plan and is prioritizing activities within the work plan given the funding constraints. While discussions on mainstreaming continue following the end of the inter-cluster appeals, the technical work of the cluster continues to ensure activities are finalized, momentum utilized. At the very least an interim agreement must be met to allow the cluster to continue.

CHAPTER 3 - CLUSTER WORKING GROUP ON EARLY RECOVERY (CWGER)

Global Cluster Leads: United Nations Development Programme (UNDP)

Global Cluster Partners:

IASC members: Food and Agriculture Organization of the United Nations (FAO), International Committee of the Red Cross (ICRC), International Federation of Red Cross and Red Crescent Societies (IFRC), International Organization for Migration (IOM), Office for the Coordination of Humanitarian Affairs (OCHA), Office of the High Commissioner for Human Rights (OHCHR), United Nations Population Fund (UNFPA), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), World Food Programme (WFP), World Health Organization (WHO),

Non IASC members: ActionAid, Danish Refugee Council (DRC), Groupe Urgence Réhabilitation Développement (Groupe URD), HelpAge International, Shelter Centre, International Labour Organization (ILO), International Strategy for Disaster Reduction (ISDR), ProAct Network, Mercy Corps, United Nations Human Settlements Programme (UN-HABITAT), United Nations Development Operations Coordination Office (UNDOCO), United Nations Environment Programme (UNEP), United Nations Institute for Training and Research Operational Satellite Applications Programme (UNOSAT), United Nations Volunteers (UNV), the United Nations Educational, Scientific and Cultural Organization (UNESCO), Women's Refugee Commission, and the World Society for the Protection of Animals (WSPA). InterAction, Caritas Internationalis and Terre des Hommes International Federation are official observers of the CWGER.

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions	% Funded (contributions)	Funds spent or committed as at 31 March 2009	Expected carry-over / no-cost extension beyond 31 March 2009
UNICEF	\$265,000	\$0	0%	\$0	\$0
IOM	\$567,000	\$0	0%	\$0	\$0
UNEP	\$282,500	\$0	0%	\$0	\$0
UNOSAT	\$168,000	\$175,000	104%	\$175,000	\$0
UNFPA	\$390,000	\$250,000	64%	\$100,000	\$150,000
UNHCR	n/a	\$248,853	n/a	\$150,080	\$98,773
Habitat	n/a	\$306,000	n/a	\$202,000	\$104,000
ILO	n/a	\$726,517	n/a	\$649,232	\$77,285
FAO	n/a	\$575,200	n/a	\$442,904	\$132,296
UNDP	\$1,065,000	\$704,151	66%	\$356,580	\$347,571
shared requirements	\$2,544,340	\$0	n/a	\$0	\$0
unallocated		\$62,844	n/a	\$0	\$62,844
TOTAL	\$5,281,840	\$3,048,565	58%	\$2,075,796	\$972,769

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	Denmark (direct contributions)	Norway (Joint Programme)	Sweden (Joint Programme)
FAO	n/a		0		575,200
ILO	n/a		0		726,517
UNFPA	390,000		0		250,000
UN-Habitat	n/a		0		306,000
UNHCR	n/a		0		248,853
UNDP	1,065,000		584,151		120,000
UNOSAT	168,000		170,000		5,000
unallocated	n/a		0		62,844
TOTAL	5,281,840	58%	754,151	1,215,832	1,078,582

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

The cluster lead UNDP and UNOSAT have received direct contributions from Denmark. All funds received from Norway and Sweden went into the Joint Programme set up with seven cluster members and were allocated through a joint allocations process. As a result of this process, 95% of resources from the Joint Programme were passed onto cluster partners.

NGOs did not appeal within the CWGER part of the 2007 cluster appeal, but the cluster lead has set aside funding to facilitate NGO participation during the reporting period.

1.4 Impact of under-/late-funding; carry-over; lessons learned

Contributions for the work of the CWGER were received even later in 2007 than in the previous appeal period, with the last contributions arriving in January 2008 and total contributions amounting to only 58% funding against requirements. This has led to a rigorous but collaborative prioritization exercise by the funding allocations committee of the CWGER which allowed to fully meet a number of priority objectives while others had to be deferred.

To be able to nonetheless start or continue activities, cluster members have been using either reprogrammed own funds and/or carry-over funds from the 2006 appeal. As a result objectives were only partially achieved at the end of the original appeal period. No-cost extensions were therefore necessary for all contributions.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

Partnerships

The CWGER has built stronger partnerships with the UNDG/ECHA Working Group on Transition, with the World Bank and the EC, for example through finalization of the “Joint Declaration on Post-Crisis Assessments and Recovery Planning; with the Protection Cluster on the development of joint tools. UNHCR has intensified partnerships with JICA and the Danish Refugee Council to enhance coordination and collaboration in the area of transition, reintegration and early recovery. UNEP established an informal network of environmental stakeholders with field and policy level expertise regarding the environmental dimensions of disasters and early recovery. UNOSAT developed its cooperation with the EC/JRC in the field of geo-information and satellite imagery for damage assessment. NGOs met with the CWGER on several occasions to discuss different levels and models of NGO participation. Nine NGOs are now members of the cluster, out of a total of 29 CWGER members; and a further three NGOs are official observers of the CWGER. At the country level, NGO

participation in ER Clusters and Networks has improved e.g. in Uganda the CAP for the Governance, Infrastructure and Livelihoods Cluster has 50% NGO participation representing 31% of total requested resources; and in Myanmar, Mercy Corps seconded a staff member to support the work of the Early Recovery Cluster & Network, enhancing coordination within the group and facilitating better NGO engagement in early recovery processes.

Standards/tools

The overarching CWGER Guidance Note on Early Recovery was printed and disseminated in April with great demand making a reprinting necessary already. The CWGER is leading, in collaboration with the WB and the European Commission (EC), the development of a “Guide to Multi-Stakeholder Needs Assessment (PDNA) and Recovery Framework (RF)”, As part of the work on PDNA, the CWGER will shortly be publishing a ‘gender-aware guide for post-crisis needs assessments for recovery and gender equality’. Also in relation to the PDNA, UNEP has completed the “Environmental Needs Assessment in Post-Crisis Situations – A Practical Guide for Implementation”. UNDP is developing a Local Level Early Recovery (LLER) framework which will act as an inter-agency programming framework for local-level early recovery interventions. The Livelihoods Assessment Toolkit (LAT) developed by FAO and ILO, consisting of a Livelihoods Baseline, an Initial Livelihoods

Impact Appraisal and a Livelihoods Assessment has been field tested and is currently being peer-reviewed by the CWGER before printing and dissemination. The development of the Local Economic Recovery (LER) Learn&Practice guidebook is ongoing, under ILO's lead. A light roll out has been conducted in the eastern DRC province of South Kivu. The first draft of the guidelines for Pre-disaster Planning for Livelihood Recovery has been produced, and is now being revised by the ILO. UN-HABITAT is leading the development of Guidelines for Post-Disaster Land, Tenure and Property, with completion expected in June 2009. A second set of guidelines for Post-Conflict situations will also be finalized by December 2009. UNHCR commenced the Reintegration Information and Management System (RIMS) project, which aims to provide reintegration actors, both humanitarian and development, with baseline information for the planning of a reintegration strategy and data concerning needs, gaps and progress of reintegration. A generic guidance brochure on "Humanitarian action and the environment" and "Key things to know about the environment" based on the analysis of the typical impact of humanitarian action on the environment have been published by UNEP highlighting the key linkages between environment humanitarian action and early recovery. UNOSAT is working with cluster members to integrate satellite derived products to cover data/information gaps of tools developed by the CWGER, e.g. PDNA, the Livelihoods Assessment Toolkit, the Rapid Environmental Assessment Toolkit, etc. Within the CWGER, UNFPA and UNDP are leading a project to develop gender profiles for six pilot countries at risk of disaster and/or conflict to facilitate gender mainstreaming in early recovery assessments, as well as the design of projects and programmes that follow. On financing, the CWGER and the UNGG-ECHA WGT cooperated in preparing consolidated inputs to the initiative that the UK Government took in early 2008 to address the challenges in early recovery. Following the creation of a task force on ER financing, and in preparation of the Copenhagen Forum on ER, the CWGER produced a study on "Financing for Early Recovery: Highlighting the Gaps" that provides empirical evidence of the extent to which early recovery projects are under-funded across the main humanitarian funding mechanisms (CAPs, Flash Appeals, the CERF and pooled funds). The CWGER has also developed guidance on 'Integrating Early Recovery Requirements in Flash Appeals: a Phased Approach', which has been endorsed by the CAP Sub-Working Group.

Training/Capacity-building

A training for humanitarian country teams was developed and piloted in 2008 in Kenya and will be revised with feedback received and rolled-out in five countries in 2009. In a further pilot training developed for a different audience, 24 members of the roster that became operational last year were trained in November 2008. This will further improve the quality of support they provide and thus better enable UNDP to meet increased demand from the country-level. Other training and capacity-building events included a 4-day workshop for Early Recovery Coordinators and Gender Focal Points from 13 countries; a 2-day HIV/AIDS workshop with participants from 9 countries on the drafting of an ER component of the IASC guidelines on HIV/AIDS interventions in emergency settings; regional and country-specific Early Recovery Planning and Programming workshops; dedicated sessions on Early Recovery integrated in all regional RC meetings; support to Cluster/Sector Leads Training carried out by OCHA; participation in IASC regional workshops in Asia-Pacific and Latin America regions.

Roster development

Inter-agency surge capacity manager hired; a surge capacity system for rapid deployment of experts has been designed and the roster for ER Advisors is operational; a CWGER Standard Operating Procedures has been developed to guide the system activation and deployment of inter-agency teams for field support; TORs for Early Recovery Advisors and Cluster Coordinators and other new profiles required to support ER country needs have been developed; over 55 deployments so far (staff and consultants). A roster of about 100 environmental experts from academic organizations, think tanks and the private sector for environmental assessments was established; members also increased reliance on each others' expertise e.g. UNHCR deploying ILO experts to support livelihoods in reintegration programmes in Liberia and Angola

Other

OCHA has seconded a short-term Information Management Officer to UNDP who developed an information management strategy for the CWGER.

To consolidate and facilitate the sharing of experiences in early recovery, a network of early recovery practitioners has been created. This network of experts is brought together both electronically and

face-to-face to help build collective knowledge of early recovery. Information is shared within the Network by e-mail, through a monthly CWGER News Update and via the early recovery page of the humanitarian reform website. UNHCR conducted Real Time Evaluations of UNHCR's IDP operations in Chad, DR of Congo, Liberia, Somalia and Uganda.

In order to strengthen its focus on livelihoods as a key component of early recovery, the CWGER livelihoods sub-group was created in July 07 with the participation of ILO, UNHCR, FAO, UNDP and UN-Habitat.

2.2 Key field-level impact of the two-year global capacity-building to date

CWGER field support missions from the global level have provided guidance for early recovery concept, mechanism, coordination, assessment, strategic planning and sectoral programming as well as policy advice for several countries. Sectoral assessments, based on tools developed by the CWGER (see above), are being conducted by specialized agencies to feed the strategic planning and specific programmes in key technical domains such as shelter, land tenure, agricultural livelihoods, employment and economic recovery. The HC/RCS are being supported regarding their strategic planning function for ER resulting in the preparation of several ER Strategic Frameworks and Action Plans which have been drafted. These plans have been used to identify key early recovery priorities for affected populations and are being used as advocacy tools to mobilize additional resources.

This country support resulted in better understanding of early recovery in general and improved coordination, strategic planning and programming. It has improved inter-cluster coordination for early recovery and in areas not covered by other clusters such as governance, livelihoods, and infrastructure. Needs and gaps have been better identified and overlaps reduced, thereby strengthening the overall response.

In a number of "non-clusterized" countries, CWGER members have also worked on Early Recovery issues, often drawing on partnerships reinforced through the common work in the cluster at global level. In Burundi, UNHCR partnered with ITU and Norwegian Refugee Council to create an Information and Communication Technology training centre targeting returnees, local population and refugees and UNDP and UNHCR identified areas for joint area-based programming in Serbia. An early recovery contingency plan was developed for Kosovo.

Support provided by global cluster in new emergencies

Pakistan (Earthquake): Rapid country support mission deployment resulted in the early deployment of inter-agency needs assessment staff and the production of a costed Strategic Plan for Early Recovery. Longer term deployment of an ER Advisor and coordination support for the RC's Office led to the development of the ER Strategic Plan and key partnerships for its implementation.

Pakistan Floods: Technical support for development of ER strategic framework, rapid allocation of emergency grant funds to support assessments, coordination and reporting. FAO and ILO have jointly embarked on a twelve months pilot project to develop livelihood baselines and contingency plans in five districts. UN-HABITAT facilitated a technical working group for shelter design in recovery and inputs were provided for the development of the Shelter Recovery Strategy.

Lebanon (Conflict): longer-term deployment of an ER Advisor/Strategic Planner by UNDP on behalf of the cluster has led to the strengthening of coordination activities following the Lebanon crisis.

Philippines (Cyclone): country support missions, rapid deployment of ER advisor from the region and rapid allocation of emergency grant funds supported assessments, coordination and information reporting; Early Recovery Strategic Framework developed.

Mozambique (Floods and Cyclone): Rapid allocation of emergency grant funds supported initial assessments, coordination and reporting; country support mission, longer-term deployment of Early Recovery Coordinator, supported the convening of ER network, comprehensive assessment of early recovery needs and mapping of Early Recovery activities.

Madagascar (Cyclone): rapid deployment of emergency funds supported early assessments, reporting and system wide coordination; country support missions; longer-term deployment of Humanitarian Affairs and Early Recovery Advisor jointly with OCHA.

Bolivia (floods): rapid deployment of emergency grant funds supported initial assessments, coordination and reporting; country support mission and testing of livelihoods assessment tool.

Peru (earthquake): country support mission and deployment of Early Recovery Advisor.

The Caribbean (2007 hurricane season): country support missions to Barbados, Jamaica, Dominica, early recovery needs assessment in conjunction with ECLAC was conducted in St. Lucia, Dominica, and Belize.

Nicaragua: Rapid allocation of emergency grant funds supported initial assessments, coordination, and the development of an ER strategic framework. Country support mission and support for ER coordination elaborated an ER strategic plan.

Belize: Rapid allocation of emergency grant funds supported assessments and coordination and early identification of recovery needs.

Bangladesh (cyclone/floods): rapid deployment of early recovery human resource capacity to support the Resident Coordinator's Office (to facilitate inter-cluster linkages on early recovery issues and communication); rapid allocation of emergency grants to support rapid early recovery inter-agency assessments and coordination; longer-term deployment of an Early Recovery Advisor supporting the ER Network. A Pre-Disaster Recovery Planning (Pre-DRP) for livelihoods is under development with the Government.

Kenya (political conflict): rapid deployment of early recovery support to the Resident Coordinator's Office and to UNDP for its joint lead (with FAO) of the Early Recovery & Food Security Cluster. Support for conducting an inter-agency early recovery rapid needs assessment, including satellite-derived geographic information provided to inform assessment. Drafting of an Early Recovery Strategic Framework to be merged with an amended humanitarian strategy. Longer-term deployment of an Early Recovery Cluster Coordinator and Early Recovery Advisor.

Tajikistan (cold weather crisis): deployment of an Early Recovery Advisor to support the Office of the Resident Coordinator in facilitating the work of TWGs/Sector Groups to identify early recovery interventions for the CAP as well as longer term joint programmes for the UNDAF.

Myanmar (cyclone): deployment of a team of first responders from BCPR/UNDP for early recovery coordination, planning and information management. Secondment of a staff member from Mercy Corps to the Early Recovery Cluster and Network to support early recovery coordination. Deployment of a longer-term Early Recovery Advisor to support the Office of the Resident Coordinator in early recovery planning and implementation. Development of an inter-agency Early Recovery Strategic Framework, including comprehensive monitoring and evaluation framework. Secondment of a UNDP staff member to ASEAN to support the inter-agency Post-Nargis Joint Needs Assessment (PoNJA).

Georgia (political conflict): rapid deployment of an Early Recovery Advisor to support the Early Recovery Cluster and early recovery assessment and planning processes. A Joint Needs Assessment carried out by the World Bank, the UN system and the European Commission, including early recovery elements.

Support provided by global cluster in ongoing emergencies

Burundi: The combined protection and early recovery cluster has been established. UNHCR, as a member of CWGER and the lead agency of Protection Cluster, has been supporting the country level cluster by deploying protection/reintegration experts.

Central African Republic: support to HRSU workshop on humanitarian reform; deployment of ER Advisor in progress

Chad: guidance on coordination mechanisms for early recovery and drafting of an outline of an ER Strategic Framework.

Côte d'Ivoire: guidance on ER coordination and support in the selection of ER Advisor

DRC (protracted emergency): Support from UNDP for the establishment of sub-offices in Eastern DRC to facilitate strengthened ER coordination and programming; inter-agency mission to facilitate joint programming for community-based recovery; partnering with NGOs in Programme of expanded assistance to returns (PEAR), which is expected to benefit some 100,000 internally displaced returnee families in eastern and southern DRC through support to reintegration and recovery in collaboration with all other key clusters (education, water and sanitation, nutrition, non-food items and child protection). Support to HRSU workshop on humanitarian reform. Two complementary inter-agency assessment and strategy formulation exercises have been led by FAO and ILO in South Kivu, focusing in the area of agricultural livelihoods, employment and economic recovery.

Ethiopia (protracted emergency): Support for the development of the Early Recovery Strategic Framework for Ethiopia.

Haiti (consecutive hurricanes): Following consecutive hurricane impacts over a short time-frame in Haiti, a Post Disaster Needs Assessment (PDNA) was jointly carried out by the Government of Haiti, the World Bank and the UN system. Several CWGER members were deployed to Haiti to assist with the process: BCPR/UNDP fielded a PDNA Support Team, and representatives from ILO, UNOSAT and UNEP also deployed experts to support existing capacity on the ground.

Iraq: Deployment of an ER Advisor

Liberia (post-conflict transition): longer-term deployment of Early Recovery Advisor; capacity building of local governmental and non-governmental counterparts. Employment-creation programmes being implemented.

Nepal: UN-HABITAT produced a preliminary scoping assessment on conflict related land and property disputes in Nepal.

Somalia (protracted emergency): country support missions and longer-term deployment of ER Coordinator and ER Field Advisors, ER Strategic Framework developed.

Sri Lanka: outline of an ER strategic framework for the eastern province; developed coordination mechanisms for early recovery; analysis of government expenditure and resource mobilization for recovery.

Sudan (Darfur): UN-HABITAT supports preparatory activities for the return of 2 million IDPs, such as training IDPs in alternative building technologies for environmentally-sensitive reconstruction, land regulation and dispute resolution options, and guiding large scale IDP return in a sustainable manner.

Uganda (protracted emergency): country support missions, inter-agency cluster support mission to Uganda which led to the development of a draft ER Strategic Framework; ER Advisor deployed and Special Advisor seconded to HC/RC to guide ER activities (OCHA), support to needs assessments in Lira district.

Occupied Palestinian Territories/Gaza (political conflict): Deployment of a team of first responders from BCPR/UNDP to support early recovery coordination, needs assessment, information management and planning; together with experts from UNOSAT (for satellite-derived mapping), UNEP and UN-HABITAT. Longer-term deployment of an Early Recovery Advisor to support the Early Recovery Cluster and Network.

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

The clear assignation of roles and responsibilities has helped regarding predictability of early recovery responses. Improved coordination for early recovery has facilitated clearer assessment of needs and gaps, stronger planning for comprehensive early recovery interventions across all sectors/clusters. A surge capacity system with a roster for ER Advisors and the establishment of Standard Operating Procedures has provided a boost to early recovery capacity on the ground. The provision of common and flexible tools addressing assessment and implementation of livelihood, local/early economic

recovery and land, tenure and property in post-conflict and post-disaster situations (once completed) with impact on coherency of programming in these areas.

2.4. Cross-cutting Issues

The active participation of the age, gender, HIV/AIDS, human rights, and environment focal points has ensured that these cross-cutting issues have been integrated into the work of the cluster (tools development, training, and country support to e.g. DRC, Liberia, Uganda (joint cluster mission), and Somalia), and vice versa when the same focal points feed early recovery concerns back into IASC processes on cross-cutting issues, e.g. the revised IASC Guidelines for HIV/AIDS interventions in emergency settings will now include a chapter on early recovery. Gender, Environment and HIV/AIDS have projects within the CWGER, though environment has not received funding (awaiting the confirmation of direct contributions from an interested donor).

UNDP has coordinated the work of the Cross-Cutting Review Team to design a common model for integrating all cross-cutting issues into the work of all clusters at global and country levels.

2.5 Cluster activities

Throughout the reporting period, the CWGER has been committed to supporting HC/RCs and country teams with global-level capacity to strategically plan for early recovery, including the integration of risk reduction, durable solutions for displaced people and other crosscutting issues. This has been carried out through:

Providing conceptual and practical guidance on ER: adapting and developing tools and methodologies and conceptual; and programmatic clarity through the promotion of the ER Network model and the country level and defined agency roles and responsibilities for ER;

Implementing ER in roll out countries: building capacity for ER at the country level through training and deployment of ER expertise, and through support for country-level resource mobilization efforts;

Improving coordination and partnerships: mainstreaming ER and cross-cutting issues throughout the work of global clusters, promoting NGO participation in an integrated ER response at the country level, and general day to day leadership, coordination and knowledge sharing within the CWGER.

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity will be mainstreamed into the agency's core programmes/core budget?

Having taken on the responsibility of global cluster lead for early recovery, UNDP has engaged in a process to fully incorporate this new role. As a result, a corporate UNDP Policy on Early Recovery now clearly outlines responsibilities at headquarters and country level. An implementation plan for this policy which requires some changes to corporate culture and procedures etc. is currently being rolled out. To carry out UNDP's responsibilities, a dedicated Early Recovery Team was created within the Bureau for Crisis Prevention and Recovery. This team became operational in December 2006 and currently consists of 14 professional staff working to differing degrees on the cluster lead responsibilities and on UNDP's own early recovery programmes. 2 positions at the P3-level which were funded through the 2006 and 2007 Appeals have now been mainstreamed into the regular team budget.

At the country level, UNDP is supporting early recovery coordination, including the deployment of Early Recovery Advisors, from core funding when pledges are not forthcoming through Flash Appeals. Together with the UNDOCO, UNDP is also working on a minimum support package to Resident Coordinators for coordination beyond humanitarian activities following a crisis.

However, most of UNDP's work in crisis prevention and recovery is financed through non-core funding, even before the cluster approach was launched. Therefore, UNDP has also created a dedicated Early Recovery window in its Thematic Trust Fund for Crisis Prevention and Recovery

which gives the possibility of receiving earmarked, e.g. for a particular country, and unearmarked funds.

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

While costs of maintaining the global capacity will generally be lower than the cost of building them, especially since activities such as the development of trainings, guidance and tools are phasing out, there are relatively high recurrent costs. The strategic framework for the cluster's work in 2009 has been agreed and the work plan is near finalization, however, it has not been costed yet. Generally, the members cover the staff time for active involvement and the cluster lead covers costs of secretariat functions.

Other recurrent costs include those for roster maintenance, deployments and training (both of a pool of deployable professionals and at country level), as well as direct technical support to the field. These costs will depend on the frequency of cluster activation.

In the case of UNDP, costs will be covered mainly through earmarked and un-earmarked funding for the Early Recovery window in UNDP's Thematic Trust Fund for Crisis Prevention and Recovery, in addition to core resources. In the case of cluster members, some see possibilities of mainstreaming in their next multi-year funding programmes. In addition, some members of the CWGER indicated interest in a potential joint appeal at global level.

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008
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There are no formal interagency mechanisms for mobilizing resources for early recovery work and early recovery activities therefore compete with purely humanitarian projects for humanitarian funding. Early recovery requires fast, flexible and predictable funding that bridges humanitarian and longer-term development financing. Additional funding should be made available for early recovery, either through the strengthening of existing funding mechanisms or an additional instrument with dedicated resources.

Comprehensive support should be provided for strategic planning and coordination of early recovery in support of national efforts through the UN Deputy Special Representative/Resident/Humanitarian Coordinator. Given the strong multi-dimensional nature of early recovery, this should be done in full partnership with national authorities, humanitarian agencies, development actors, international and national NGOs, civil society, the international financial institutions, the private sector and donors. Residual confusion about effective coordination mechanisms for ER, and the difficulty of mainstreaming ER throughout other areas of work.

CHAPTER 4 – EDUCATION

Global Cluster Leads: UNICEF, Save the Children

Global Cluster Partners: The Education Cluster Working Group members are UNICEF and Save the Children as co-lead agencies, together with UNESCO, UNHCR, WFP, Christian Children's Fund, International Rescue Committee, CARE, the Norwegian Refugee Council, Relief International, World Vision and the Interagency Network for Education in Emergencies (INEE) Secretariat. Other partners have collaborated in specific global cluster projects.

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2008	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009
UNICEF (project 1, global capacity mapping/gap analysis) Save the Children	129,000	130,000	100	130,000	0
UNICEF (project 2, global education cluster unit / surge capacity) Save the Children	1,700,000	525,000	31	322,000	203,000
UNICEF (project 3, minimum standards, training, gender) IRC (for INEE + gender)	771,400	72,000	9	55,000	17,000
UNICEF (project 4, needs assessment / M+E) WFP	450,000	195,000	43	25,000	170,000
TOTAL	3,050,400	922,000	30	532,000	390,000

1.2 Donors (amounts in US\$)

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	Norway	Denmark	Sweden	Ireland
Funds appealed for directly by cluster lead UNICEF for partners	3,050,400	30	82,000	350,000	225,000	270,000
TOTAL	3,050,400	30	82,000	350,000	225,000	270,000

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

None of the funds has been directly utilized by UNICEF as co-lead; UNICEF allocated other resources towards cluster work-plan activities, and staff/operating costs for the Education Cluster Unit, approximately US\$ 500,000 in 2008. A similar amount sourced from the global appeal has been used to support Save the Children's role as co-lead, including the development of surge capacity. The remaining global appeal funding has been implemented by both UN (WFP 21%) and NGO partners (IRC, INEE and Save the Children: 22%). In total 78% of the global appeal funding has been, or is being, implemented through NGOs.

1.4 Impact of under-/late-funding; carry-over; lessons learned

Funding for the Education Cluster was received late and contributions covered only 30% of the total appeal. Only a few activities could be prioritized and some key components of the Education Cluster work plan could not be initiated. Consultations were needed to revise proposals within each priority

project. This resulted in an initial low level of expenditures from appealed funds. Expenditures were first made in support of the Global capacity mapping/gap analysis project, which was important to underline that the outcome of this project will be crucial for the Education Cluster to identify gaps at the global level and move forward.

N.B. Because of their importance, the rest of the activities have been undertaken using other resources (not part of the cluster appeal), primarily from sources channelled through UNICEF.

Despite the low level of funding/expenditures, significant advances were made in relation to actions to ensure that mechanisms/systems were in place to make the cluster more operational. For example, key achievements have been completion of the capacity mapping study, mechanisms for the disbursement of cluster funds (pass-through at UNICEF and trust fund established at WFP) and the finalization of the MoU between UNICEF and Save the Children Alliance, the co-leads of the Cluster. These processes required extensive consultations and consensus building at the inter-agency level and have set the ground for an efficient and operational partnership among agencies, notably between UN Agencies and NGOs, in support of education in and around emergencies.

An important lesson learned is that for the cluster approach to succeed due attention must be paid to the process as well as the outcome. While much remains to be achieved by the Education Cluster and partners to ensure a predictable education response will be delivered by humanitarian stakeholders as a priority, the upfront investments at the global level in building capacity and advocacy for education in emergencies, the consolidation of partnerships and the establishment of new mechanisms to make these partnerships operational have contributed to advance education in and around emergencies, particularly at the field level.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

Partnerships

At the global level, the Memorandum of Understanding formalizing the modalities for joint leadership of the global Education Cluster between UNICEF and the Save the Children Alliance was signed on 13 November 2007. The MoU elaborates: core objectives for the global education cluster; a framework for operating arrangements for the joint leadership arrangement at global and country level derived from the IASC Guidance and Standard Operating Procedures for clusters; key priorities for the cluster; a broad delineation of roles of UNICEF, the International Save the Children Alliance and cluster partners; and shared staffing, accountability and governance arrangements.

Recruitment for the Education Cluster Unit in Geneva was finalised; the UNICEF Education Cluster Coordinator started on 17 March 2008 (however, due to reassignment, she was replaced with another Coordinator on 4 September 2008), and the Save the Children Deputy Coordinator commenced in

May 2008. In 2007, the Education Cluster had one major work planning meeting (January 2007), a 2-day meeting on cluster surge capacity and capacity mapping (November 2007), and additional conference calls, including establishing sub-working groups for specific projects. In consultation with the cluster Advisory Group, establishment of a broader cluster working group was initially postponed until UNICEF-SC co-lead arrangements were in place and the Education Cluster Unit established. A new Education Cluster Working Group (ECWG) was then established in September 2008, replacing the former advisory Group. INEE has continued to support the Education Cluster, with: joint activities incorporated in cluster and INEE work plans; regional and country level training/capacity building on INEE Minimum Standards, including participation by NGOs, UN, government partners; development of technical tools; dissemination of resources etc.

- **NGO membership:** The Education Cluster is the only cluster co-led by an NGO, the Save the Children Alliance. NGOs and UN agencies are represented in the global ECWG. The education sector does not face challenges in ensuring NGO participation, building on the inter-agency (UN-NGO) nature of the INEE, which works on the principle of equality. There are, however, challenges at times in ensuring national NGO participation.

- **National capacity building and strategic partnerships with national NGOs:** National capacity development of government partners and local NGOs has been a strategic priority for the Cluster: however, there is a great deal more to be achieved in this area. In terms of capacity building, the INEE Minimum Standards roll-out at regional and country level includes and encourages local NGO participation.
- **Standards/tools:** The ECU and ECWG have worked closely with INEE to encourage the updating of relevant standards/tools for country-level application (and adaptation where deemed appropriate/needed). The INEE Minimum Standards have been well developed and are widely utilised in the field.
- **Training/Capacity building:** Since its inauguration, the ECWG has established four principal Task Teams (equivalent of sub-working groups); one of these is to promote capacity development (including training, but not limited to such). The Capacity Building Task team (CBTT) has initiated a several-pronged strategy, which includes training of cluster coordinators, education authorities and front-line responders. The ECWG has also supported Ministry of Education training being conducted by the UNESCO IIEP and education in emergencies training developed in the Eastern/Southern Africa Region.
- **Stockpile creation/maintenance:** Supply issues are currently being considered via another “Field Operations” Task Team (FOTT), in order to develop more systematic mechanisms to manage supplies for emergencies; the UNICEF expertise centred on its Copenhagen Supply Unit will continue to provide coordinated assistance whenever needed for new emergencies.
- **Roster Development:** The FOTT has been working to develop a joint roster for cluster coordinators and technical expertise (especially in information management/needs assessment); potential candidates have been identified in both UNICEF and Save the Children, but the collation across Agencies and mechanisms to engage external coordinators are still being worked through. Recently, the ECU has been discussing with OCHA the potential merits of an inter-Cluster roster/surge capacity mechanism.

OBJECTIVE	OUTPUT ON 31.03.09	INDICATOR TARGET	COMMENT
Capacity mapping Better understanding of capacity and gaps in the education sector (Project 1)	Consultant work completed, scoping exercise completed, global tools developed and tested, pilot workshop conducted; final draft report circulated to partners.	Global and country level tools, methodologies and info/data management system developed and utilised. Comprehensive reports disseminated	Activity was completed late, in February 2009, so outcomes only now being disseminated. Expect broader impact of outcomes during latter 2009 and on
Capacity building/ Roster development Effective coordination capacity and mechanisms developed at global level and understood by all cluster partners (Project 2)	Global Education Cluster Unit operational as of 17 March 2008; strengthened in May and September 2008 Initial surge capacity meeting on 1-2 Nov 2007 produced work plan; global surge capacity part of above capmapping study; based on Job Descriptions/ToR from different agencies, draft agreed competency profile for education/emergency/cluster staff developed; internal HR capacity mapping tools developed in UNICEF. Surge capacity to several new emergencies provided by UNICEF and Save the Children.	Coordination protocols and mechanisms produced and operational; Inter-cluster linkages and mechanisms established; Rosters and stand-by agreements developed and utilised.	Mapping surge capacity will provide basis to further develop rosters based on evidence of gaps; funds have been dedicated to progression of this by the Global ECU, supported by the Field Operations Task Team.
Training/Capacity-building Standards/Tools Capacity and preparedness of humanitarian personnel as well as government authorities to plan and manage quality response strengthened (Project 3)	INEE Technical Toolkit tailored to field staff/clusters/sector groups completed and launched, in partnership with Education Cluster	INEE MS Toolkit utilised to meet standards	7,500 Toolkits produced, most of which distributed.

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

OBJECTIVE	OUTPUT ON 31.03.09	INDICATOR TARGET	COMMENT
	INEE Regional Capacity Building workshops held for Francophone Africa in Cote d'Ivoire, including session on field-level and global cluster process. 40 participants from 12 countries, from Ministries of Education, UN, NGOs, hosted by UNICEF, WFP, UNDP, SC, and OIF; for Anglophone Africa in Ethiopia: 32 participants from 10 countries, hosted by UNICEF, UNESCO, WFP, SC and WV.	Over 100 UN, NGO and government staff from more than 25 countries trained to apply INEE Minimum Standards	These workshops built capacity of 72 participants from 22 countries. INEE Regional Capacity Building workshops in 2008 focused on Asia (Philippines, April), North America, Europe and the Caucasus (Georgia, May). Philippines Education Cluster training on INEE Minimum Standards took place in April 2008.
	Planning for 2 regional workshops and training material development in progress	Key Ministry and partner officials in 15 affected countries trained in principles of planning and managing educational responses in emergencies	This part of project with UNESCO/IIEP only now being implemented (March 2009) due to lack of funding from Appeal; UNICEF is providing funding from outside the global appeal.
Standards/tools Training/Capacity-building Accurate, timely and standardised data for appropriate rapid responses (Project 4)	WFP has established trust fund to manage project; funds provided; initial activities have started; consultants have developed an initial draft of the assessment tool.	Education needs assessment toolkit developed and tested Reports evaluating education responses in selected countries disseminated for programme learning	Initially lack of funding impeded this activity, especially as additional capacity was required to manage this project. Commitments made, so outputs expected to be realised soon.

2.2 Key field-level impact of the two-year global capacity-building to date

Since December 2006, when the Education Cluster was formally added to the other Clusters, there has been widespread acceptance at country level of the new Cluster. As of January 2009, there was a total of 28 countries or territories having formally activated an Education Cluster; this is out of a total of 36 countries ever having formally implemented the cluster approach, in some cases preceding the creation of the Education Cluster at global level. UNICEF is the Education Cluster lead or co-lead in all 28 countries and Save the Children serves as co-lead in 15 countries. Other NGOs typically take on leadership roles at sub-national levels. The Ministry of Education has taken on a co-lead role in 5 Clusters.

Support provided by global cluster in new emergencies:

Sourcing for education technical and cluster surge deployments, together with some supply assistance, for Kenya, Bangladesh, Madagascar, Pakistan, Mozambique, Myanmar and oPt, including internal deployments by UNICEF and Save the Children. Co-led clusters in Pakistan, Kenya, Myanmar, DRC, Ethiopia, Somalia, Afghanistan, Indonesia, Nepal, the Philippines, Sri Lanka, Haiti, Tajikistan and oPt. The Education Cluster also provided technical tools and resources in terms of advisory support. For example, support was provided to Bangladesh for coordination and early recovery, through technical assistance provided by staff deployed from other country offices in the region with experience of the cluster approach (Pakistan).

How this support contributed to improved overall response:

Enhanced capacity for inter-agency planning, coordination and response, including greater NGO participation, thereby increasing efficiency and effectiveness. Increased representation and profiling of education within humanitarian response as a result of the Education Cluster and increased response to children's educational needs in emergencies.

Support provided by global cluster in ongoing emergencies

Sourcing for education technical deployments to CAR, Chad, DRC, Guinea, Mozambique, Kenya, Somalia, Sri Lanka, Myanmar and oPt to strengthen cluster capacity, with provision of technical tools and resources and participation in INEE Minimum Standards training and capacity building activities. In addition, the global cluster deployed education staff to support Afghanistan, Philippines and Ethiopia inter-cluster contingency planning workshops.

How this support contributed to improved overall response – as above

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

The global Education Cluster was established nearly two years after the other clusters, but has made significant strides since establishment, not least by learning from the experience/lessons learned of the other Clusters. The establishment of the Education Cluster has led to greater inter-agency collaboration and accountability in the field, evidenced at global level by increased support (guidelines, technical) requested from HQ/Education Cluster than prior to the Education Cluster's existence. Providing adequate field support is a priority for the new Education Cluster Unit, and more systematic support will be provided in 2009 and beyond. In terms of harmonized tools, partnerships and response capacities, the Education Cluster continues to collaborate in a mutually synergistic manner with the INEE, in particular around capacity building on the INEE Minimum Standards, now companion standards to Sphere, which are integrated in the Cluster as well as joint work on the INEE work-plan, and dissemination of inter-agency tools and resources. Development of new tools and resources will to a great extent be collaborative INEE/Cluster efforts, and the INEE website is the main repository for technical tools and resources, policy and advocacy documents for the cluster.

2.4 Cross-cutting issues

The Education Cluster is coordinating education inputs into the IASC HIV/AIDS Guidelines, working with cluster partners, INEE and the IATT on Education and HIV/AIDS, via the UNICEF education specialist on Life Skill and HIV-AIDS.

The Education Cluster is working closely with the IAASC sub-group on gender, and coordinating efforts with a new GenCap adviser to the global clusters. It also works closely with the INEE gender Task Team, and participates for the Education Cluster in the IASC gender sub-working group. A workshop on gender, connected to the INEE Regional Capacity Building Workshop in Asia, was held in April 2008 in the Philippines. Further specific activities to enhance capacity to ensure more gender-responsive programming throughout education in emergencies are planned for 2009.

Issues of Protection, particularly in terms of child protection, mental health and psychosocial support, are also of special concern to the Education Cluster. Through participation in the Child Protection Sub-Cluster and through engagement with the IASC Mental Health/Psychosocial Working Group, plans for more joint work are progressing. Similarly, the Education Cluster is working more and more closely with the early recovery Cluster in optimising the role education can play in accelerating such recovery.

The INEE toolkit contains tools not only to help adapt the Minimum Standards' indicators to their local setting, but also a set of tools that are particularly relevant to disaster preparedness and risk reduction, as well as the cross-cutting issues of gender, rights, HIV/AIDS and disabilities. This toolkit was rolled out at INEE regional capacity building workshops -- Anglophone Africa (2007), Francophone Africa (2007), Asia (2008), and North America, Europe and the Caucasus (2008); toolkits have also been distributed through the IASC education cluster support unit. Moreover, the INEE Regional Capacity Building Workshops include training sessions on gender, inter-sectoral linkages and disaster risk reduction.

2.5. Cluster activities (See 2.1 for update)

<p>SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES</p>
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3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity will be mainstreamed into the agency's core programmes/core budget?

Within UNICEF's biennium management 2008/9 plan, the structure of core emergency staff and cluster coordinator roles remains separated. It is expected that gradual merging of these activities will happen by 2010. However, it is important to note that institutionally UNICEF relies on raising other

resources to fund a substantial proportion of staff posts, and UNICEF has been quite successful in raising such resources.

Similar to 2007/8, cluster leadership activities (e.g. the Cluster Coordinator role) will be funded from core and other resources from 2009 onwards. UNICEF as a leading agency will ensure that staff already supporting cluster activities relating to capacity building, tool development, and technical approaches continue to carry on in their roles. However, UNICEF also envisages a need to hire additional staff and consultants to support cluster work.

Since 2007, emergency focal points working in operational departments in UNICEF (in particular Supply Division and HR) have taken on board a number of cluster-related responsibilities, such as providing support for the development of surge rosters (for cluster coordinators and technical support functions), harmonising emergency supply lists and stockpiling commodities, etc. This support for the cluster approach will continue to be provided by operation staff funded by both core and other resources.

Funding for the Save the Children costs of the Global Cluster Co-ordination Unit are funded from the global capacity building appeal for 2008/9. Save the Children is funding, from its 2008/9 core funds, several posts working on the cluster, in addition to a growing number of education in emergency rapid response personnel. Save the Children relies on raising funds (whether as general income or as grants) for all of its work, including staff costs. SC will need to raise grants for delivering on core cluster leadership responsibilities.

3.2 What incremental costs will be required for Global Cluster Leads/Global cluster lead partners to fulfil their cluster responsibilities and/or maintain global response capacity beyond 2008?

It is estimated that for 2009/10, the total costs to be absorbed by Global Cluster Partners and co-leads will amount to US\$1,360,000 (for staff costs) which is about 23% of the total amount estimated for the Education Cluster (US\$5,913,000). It is estimated that the total one-off costs for 2009/10 for the

Global Education Cluster will amount to US\$1,480,000, while the total estimated recurrent costs that will need to be met from donor resources will amount to US\$3,073,000.

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Through what funding mechanism(s) does the Cluster Lead expect these costs will be covered?

UNICEF and Save the Children: A combination of core and other resources will be required to cover these costs. Other resources will be sought by the Education Cluster (UNICEF and Save the Children) from donors in order to provide at least a minimum guaranteed support for global level Cluster activities, and for regional and country offices in the implementation of the cluster approach, plus activity funds – as the Cluster is still in its early stages of development; this will amount to at least the same as the 2007/8 appeal. UNICEF has some funds available that it will allocate to one-off and recurrent costs for its own and cluster partner costs.

In what order of magnitude are these costs expected to be?

Part of the last Global Cluster work plan was to conduct capacity mapping at a global, regional and national levels. This exercise, just completed, has identified gaps that may not yet be adequately reflected in the current (2009-10) global work plan. The scope of future activities and the more accurate funding needs will be planned based on identified gaps.

- At the global level, the 2007/8 work plan was not fully funded, and gaps had to be largely met by UNICEF and Save the Children from other resources to support essential activities.
- At the regional level, capacity to provide coordination and technical support to the country level needs to be further strengthened.

- At the country level, significant support will also be needed for strengthening national capacity in the area of emergency preparedness. In addition, international support will continue to be required for rapid response to crises.

What main elements of cluster lead responsibilities will these costs cover?

- Roll out at regional and country levels; promoting the cluster approach and facilitating a participatory process in carrying out capacity mapping, interagency contingency planning, capacity building of UNICEF, Save the Children and partners; roll out of globally developed technical tools and guidelines
- Global Cluster co-ordination capacity and country-level Cluster coordination capacity and related functions (e.g. knowledge management)
- Training/capacity building for both cluster coordinators and in technical areas
- Support to regional and country levels on cluster approach and implementation
- Rapid response mechanisms

SECTION 4. CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008

Despite important achievements in this first full year of Education Cluster roll out, more efforts are needed by all stakeholders, beyond the Education Cluster, to ensure education will be fully recognized by humanitarian stakeholders as a priority.

It is important also to be aware of unrealistic expectations that clusters can yield tangible results in short time-frames, and with limited additional funding and resources; at the same time a broad system-wide change is needed in terms of fulfilling the objectives of humanitarian reform, and taking this onwards towards more humanitarian coherence.

Regarding surge capacity, while the Education Cluster is mapping capacities to build rosters, it is still challenging to ensure adequate staff readily available for deployment (as different from those already employed and needing to be released and often replaced). In addition, the education in emergencies community is relatively young, with a lack of readily available senior staff with the requisite skills/experience levels to lead clusters in large-scale emergencies. Both the size and strength of the pool of human resources will need to be enhanced, with surge capacity.

Finally, it should be noted that partners and co-lead agencies have heavily invested in the cluster approach during the initial transition period in 2007/8, and this upfront investment has created additional workload, limiting the capacity to undertake further cluster-related projects. While the establishment of the Education Cluster Unit has begun to ease pressure on education sections in UNICEF and Save the Children (the same staff who had to ensure the Education Cluster was set up and operational were also performing their regular functions as UNICEF and Save the Children education staff), the expansion of the Education Cluster partnerships initiated in 2008 and planned for strengthening during 2009/10 will be critical to ensure the full potential of the cluster will be achieved and sustained.

CHAPTER 5 – EMERGENCY SHELTER

Global Cluster Leads: UNHCR/ IFRC

Global Cluster Partners: Overall, UNHCR leads the Emergency Shelter Cluster (ESC) as far as conflict-generated IDPs are concerned, while IFRC is the convener of the ES Cluster in situations of natural disasters. At the global level, ESC partners are UNHCR, IFRC, UN-HABITAT, IOM, UNOCHA, UNICEF, NRC, RedR, DRC, OXFAM, CARE International, and Shelter Centre and other NGOs. The agencies who were nominated by the ESC as focal agencies and elected to appeal for funding for specific global preparedness activities were UNHCR, UN-HABITAT, CARE International, IOM and Shelter Centre.

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2009	Pledges as at 31 March 2009	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009	Expected carry-over / no-cost extension beyond 31 March 2009
UNHCR	7,554,757	4,253,669*	4,253,669*	56%	3,796,969	0	456,700
UN-HABITAT	958,800	685,365	685,365	71%	685,364***	0	0
CARE International	425,000	302,457	302,457**	71.2%	302,457***	0	0
Shelter Centre	108,800	104,299	104,299	96%	104,299***	0	0
IOM	460,000	0	0	0	0	0	0
1% UNHCR overhead cost		10,915	10,915		10,915		0
TOTAL	9,507,357	5,356,705	5,356,705	56.4%	4,900,004	0	456,700

* Includes 2006 carry-over

** There has been an exchange rate gain as such the amount is reported by CARE with increase

*** As reported by Cluster Partners

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	2006 carry-over	Norway 1	Sweden	Canada	Ireland	UK	ECHO	Norway 2
UNHCR*	7,554,757	56%	665,664	231,098	152,879	116,950	408,719	1,014,199	1,116,715	547,445
UN-HABITAT	958,800	71%	0	80,178	342,883	262,304	0	0	0	0
IOM	460,000	0%	0	0	0	0	0	0	0	0
CARE International	425,000	71.2%	0	0	212,473	89,984	0	0	0	0
Shelter Centre	108,800	96%	0	43,408	60,891	0	0	0	0	0
1% UNHCR Overhead Cost	-	0	0	1,248	6,164	3,503	0	0	0	0
TOTAL	9,507,357	56.4%	665,664	355,932	775,290	472,741	408,719	1,014,199	1,116,715	547,445

Note: All figures are in US\$

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

- UN-HABITAT: 71 % of requirement (US\$ 685,364 out of US\$ 958,000)
- CARE International: 71.2 % of requirement (US\$ 302,457 out of US\$ 425,000)
- UNHCR: 56% of requirement (US\$ 4,253,669 out of US\$ 7,554,757)
- Shelter Centre: 96% of requirement (US\$ 104,299 out of US\$ 108,800)
- IOM: 0% of requirement (US\$ 0.0 out of US\$ 460,000)

1.4 Impact of under-/late-funding; carry-over; lessons learned

The 2007-2008 Emergency Shelter Cluster Appeal was funded at 56.4 % and some of the funds were disbursed late in respect of the appeal calendar. Inadequate funding in 2007 has caused some of the Emergency Shelter Cluster activities agreed within its work plan not to be implemented. These activities directly relate to capacity building and stockpiling of the emergency shelter related Non-Food Items (NFIs) which the latter plays an important role when responding to the shelter needs of an emergency. The late arrival of funding slowed down the start of the projects. Some of the activities in process of completion by CARE and UN Habitat were reported to be in the final phase of completion.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009**Partnerships**

The close collaboration between all its members including UN agencies, international organizations and NGOs. This has created an amicable working atmosphere within the Emergency Shelter Cluster and partners are constantly encouraged to express their views in order to construct a stronger platform for future cooperation. In short, the following activities were pursued:

Regular quarterly cluster meetings and working meetings as and when required on the progress and preparedness of the assigned project activities to cluster partners.

All ESC activities "projectized", i.e. a consortia of cluster agencies, of which one was focal point, assumed responsibility to oversee the carrying out each activity by the respective consortia or project group.

NGO membership

NGOs actively attended the Emergency Shelter Cluster Working Group meetings and contributed new ideas to the Emergency Shelter Cluster. The awareness regarding services which can be offered by the Emergency Shelter Cluster were raised which in turn created a situation that led to increased support for the Emergency Shelter Cluster by national NGOs and local government authorities (e.g. Somalia, Georgia and other situations).

National capacity building and strategic partnerships with national NGOs

It was partially done through in-field training in Somalia. This training conducted in Hargeisa and Bosasso between August and September 2007 supported the field operation. There were 72 participants representing NGOs, UN agencies, government and UNHCR staff inclusive of two representatives from IDPs organizations. The event was facilitated by NRC under sub-agreement signed with UNHCR. In addition, through the IFRC representatives of National Red Cross and Red Crescent Societies have participated in Emergency Shelter Cluster training.

Standards/tools

Following tools/guidance were developed:

- **Selecting NFIs for Shelter Guidelines:** The tool offers guidance on how to select and combine non-food items
- **Needs Assessment Methodology Project:** Guidelines for initial shelter needs and damage assessment, combined with Early Recovery shelter needs are covered by a project which includes information management tools
- **Shelter Projects 2008:** Shelter guidelines for different climatic conditions fall under a specific project
- **Risk Mapping Project:** Strengthening response mechanisms in emergency by an early warning/ risk mapping project.
- **Integration of Environmental Considerations into the Emergency Shelter Cluster:** includes generic policy document covering environmental aspects
- **Addressing Environmental Management and Community Livelihood Security in Former IDP Camps, Northern Uganda:**
- **Addressing Environmental Management and Community Livelihood Security in Former IDP Camps, Northern Uganda:** provides information on camp clean-up and closure as a result of the provision of targeted training and technical support
- **Shelter Strategies and SOP:** Emergency shelter strategies and standard operating procedures
- **Performance Management System:** This tool offers (including impact indicators) basis for monitoring of effectiveness of response and the service provided by the shelter cluster.

- **Global cluster consultation tool such as ESC Field Coordinator's Toolkit (under review) covers the elements like:** the cluster approach; technical standards and guidelines (OCHA tent guidelines, Oxfam/IFRC Plastic sheeting guidelines, Oxfam timber guidelines, UNHCR cooking in refugee situations etc) developed to inform cluster preparedness activities.

More information on the first seven items covered by projects under this appeal funding is provided below in section 2.5 Cluster activities. For the rest information can be found in the in the website: <http://www.humanitarianreform.org/Default.aspx?tabid=301>.

Training/Capacity-building

To improve the capacity of the Emergency Shelter cluster (ESC) to deploy competent staff in responding to emergencies, but also to create awareness, seven training events were carried out in 2007: four workshops for ESC coordinators, one workshop for ESC technical specialists and one to train trainers. Some 125 participants from UNHCR, IFRC and the NGO community active in the shelter sector were in attendance. Moreover, one workshop was implemented in Somalia (at two locations) to support the ESC in that operation, including in strategizing.

In 2008 UNHCR and IFRC jointly organized three ESC training workshops of which two workshops in Geneva and one in Entebbe for 69 persons as trainers, information managers and coordinators respectively. The participants of the training were UNHCR staff members, IFRC staff, NGOs and government authorities in field training cases. A more careful selection of participants was considered for above training options. Combined in 2007 and 2008, the Emergency Shelter Cluster trained 252 individuals, including participants in cluster coordination and technical specialist, government officials, local authorities and NGO representatives in the field of coordination, specialist, trainers and information managers. Further, UNHCR trained 192 of its own and NGO partner agencies staff on supply and warehouse management conducting eight regional trainings during 2008. This capacitates the preparedness at time of need for effective and efficient responses.

Inputs from different training events as well as general documentation stemming from relevant activities are regularly posted in the webpage of the Emergency Shelter Cluster in the Humanitarian Reform Website. It is planned that, ultimately, training modules stemming from these activities should be finalised, translated to languages other than English and disseminated.

Problems and challenges: The trained personnel are not always available for deployment. Only a very small number of them were got deployed. The training modules will be reviewed and improved in 2009 and more strict criteria for selection of the participants will be enforced.

Stockpile creation/maintenance

Under the project 5,500 light weight emergency tents, 198,280 fleece blankets and 30 large communal tents were procured and stored for emergencies that makes good for only some 25,000 individuals for preparedness. This capacity was complemented by UNHCR its own stockpile where needed to meet the requirement. Improvement is required in areas of stockpile.

Resource mobilization and stockpile locations project linked to OCHA Central Register. It includes a tracking tool of shelter materials and NFIs stockpiles.

Roster development

Developed in connection with the training activities. The Global level surge capacity project includes an inventory of rosters and a pilot roster platform.

Other

Letter of Understanding agreed between UNHCR and IFRC regarding common and separate emergency shelter cluster responsibilities (10 August 2007).

Contribution to inter-cluster assessment tool methodologies.

Contribution to cluster overlap mapping initiatives.

2.2 Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies

- East Timor (conflict, summer 2006). UNHCR deployed emergency and shelter personnel despite the fact that the cluster approach was not formally adopted.
- Lebanon crisis (conflict, summer 2006). UNHCR dispatched technical experts to support the ESC at country level. UNHCR provided an assessment tool for the ESC.
- Uganda floods (conflict/ natural disaster, September 2007). IFRC deployed a shelter technical advisor to support “gap” identification. UNHCR deployed an environmental expert. Note that the NFI cluster lead by UNICEF had also been activated.
- Ghana floods (natural disaster, September 2007). IFRC deployed a shelter technical advisor to support “gap” identification. Agreement reached between UN RC, IFRC, UNHCR and IOM on support required from global cluster lead regarding in-country shelter operations and shelter coordination. Support from global cluster lead to promote required in-country interagency discussions on needs of shelter sector.
- Kenya civil violence (conflict, 2008). UNHCR deployed an Emergency Shelter Coordinator and led the Shelter/ NFIs Cluster at the field level.
- Myanmar cyclone emergency (Natural disaster, 2008) should be taken as exemplary cooperation between the two ESC co-leads in terms of responding to situation. UNHCR started with the operations and handed over to IFRC as they got engaged.
- Georgia, South Ossetia emergency (conflict, August 2008), UNHCR led the ESC and deployed Emergency Shelter Coordinator.
- Although ESC was not activated, through Shelter cells and/or coordination UNHCR provided support to the emergencies in DRC as well as Sri Lanka.
- As requested, relevant inputs were provided to OCHA/UNWRA led initiatives in recent Gaza emergency

This funding received by UNHCR was complemented by funds received by IFRC through a separate appeal to meet its commitment as cluster co-lead for natural disasters. Reporting about these funds can be found in the IFRC reporting documents. Following are the web links:

- Report 2006-2007: http://www.ifrc.org/cgi/pdf_appeals.pl?annual06/MAA00019r0607.pdf
- Update 2008 (until 30.06.08) : <http://www.ifrc.org/docs/appeals/annual08/MAA0001908pu1.pdf> (the update for is not yet finalized but would be available mid-April and will be published in this website: <http://www.ifrc.org/where/global.asp?iYear=0&xFlag=2&viewtype>)

How this support contributed to improved overall response

- Improved information sharing taking place among the cluster members.
- Improved coordination mechanism established.
- Technical issues/ strategies enhanced and coordinated in an efficient manner.
- Improved advocacy on key issues including locally appropriate shelter strategies.
- Coordination teams deployed included either cluster trained personnel or personnel who have experience of cluster coordination, and hence brought experience and awareness of global cluster preparedness initiatives to inform the field-level cluster services.
- The ESC agreed that UN Habitat is the focal agency for recovery, with a focus on land and settlement issues, within the global cluster. In the Philippines, Mozambique and Pakistan natural disasters responses IFRC has tasked UN Habitat from the outset as being the focal agency for return and resettlement in the field level cluster, and has affected handover of cluster coordination responsibilities at the transition from the emergency to the longer term recovery phase. This has in effect defined a simple handover process.
- Lessons learned from independent evaluations of the cluster service further informed deployments, roles and responsibilities, and global preparedness activities.
- Promotion of in-country interagency discussions to inform application of cluster approach and the support required from the global cluster lead.

Support provided by global cluster in ongoing emergencies

- Chad (conflict): UNHCR deployed shelter expert. UNHCR shelter Focal Point participated in cluster leads and shelter specialist training.

- Iraq Operation (conflict): UNHCR deployed shelter experts to Jordan for Iraq operation.
- Somalia (conflict/ natural disaster): UNHCR deployed a shelter expert along with the workshop participants to Somalia to help producing policies and strategies in the shelter sector for the IDPs.
- Liberia (conflict): UNHCR deployed a shelter expert to help the operation.
- Sri Lanka (conflict/ natural disaster): Though cluster approach was not formally adopted, UNHCR deployed a shelter expert to support the operation.
- Sudan, Darfur, (conflict): UNJLC leads shelter/NFI working group. UNHCR invited UNJLC/WFP coordinator for Emergency Shelter to Emergency Shelter Cluster (ESC) Technical Specialists training of May 07.
- Northern Uganda (conflict): UNHCR dispatched an Environmental Coordinator to assist the operation in conceptualizing methods and guidelines for closing the former IDP shelter sites.
- Kenya civil violence (conflict, 2008): UNHCR dispatched an Emergency Shelter Coordinator and leads the Shelter/ NFIs Cluster at the field level.
- Georgia emergency (South Ossetia conflict, August 2008): UNHCR led the ESC and deployed Emergency Shelter Coordinator.
- For IFRC information please refer to the web links as provided above.

How this support contributed to improved overall response

- Policies/ strategies in the shelter sector were reviewed/ established to certain extent possible along with other stakeholders
- Technical integrities of the operations strengthened
- Predictability and effectiveness have been improved in dealing with emergencies.

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

The definition of roles and responsibilities at the global level has ensured similar clarity of roles and responsibilities at country level during a response. Relationships established at the global level have also transferred to the field, so that the global cluster lead has been able to rapidly identify capacities or opportunities and to mobilise resources e.g. requesting additional agency present in the field, promoting common shelter strategies drawing upon previous global level discussions and understandings. The development of clear roles within the cluster coordination team has also enabled greater interagency involvement in the coordination team e.g. Care and UNDP technical advisors within IFRC led-coordination teams in Pakistan, Islamic Relief undertaking outreach cluster coordination for IFRC-led coordination in Pakistan, UNHCR deployed an Environmental Coordinator in support of the Uganda Operation. The cluster training to date has established a pool of trained and experienced personnel which has been drawn upon for the recent responses. The experiences of the cluster operations in the past two years proved that information management area is important for cluster service. The need to support the cluster agencies through the provision of a resource mobilisation service by the cluster lead as requested has led to the development of a joint IFRC/UNHCR resource mobilisation strategy including the need to strengthen stocks pre-positioning and provision of procurement framework agreements. Moreover, UNHCR deployed a Senior Shelter Specialist to Somalia Operation along with UN-HABITAT within the context of the ESC field training workshop to assist the Somalia Operation in further developing strategies and policies for the immediate and transitional shelter response. Possible deployment of Shelter Coordinator for a longer term of at least one-two years instead of three-six months arrangements is being looked into for Afghanistan and Georgia through possible secondment by UNHCR's stand by partners.

2.4. Cross-cutting Issues

Cross cuttings issues including environmental issues are mainstreamed within the project activities through an environmental project being implemented by CARE International. The Emergency Shelter Cluster contributed to HIV/AIDS paper (which one?)

2.5. Cluster activities (please list main activities)

At the beginning of 2007 all ES Cluster activities were "projectized", i.e. a consortia of cluster agencies, of which one was focal point, assumed responsibility to carry out each activity. The projects so identified then fed into the consolidated Appeal for Building Global Humanitarian Response Capacity, 2007-2008.

Re. training activities, two pilot workshops for Cluster Coordinators and for Technical Experts were conducted in Geneva in April and May 2007 respectively. In June, the training for Cluster Coordinators was replicated in Panama, in October in Bangkok, and, in December in Dakar. IA field driven workshop was conducted in August-September 2007 in Somalia to support the Operation. Training of Trainers course for emergency shelter practitioners was delivered in Geneva in December 2007. Second training of the same type was carried-out also in Geneva in April 2008. The training workshop for ESC Coordinator was organized in Entebbe in April 2008. The ESC Information Management training workshop took place in Geneva in July 2008. Combined 2007 and 2008, the emergency shelter cluster had trained altogether 252 individuals representing a total of 57 operations worldwide. Further, UNHCR trained 192 of its own and NGO partner agencies staff on supply and warehouse management conducting eight regional trainings during 2008 for participants from 58 countries including headquarters. This capacitates the preparedness at times of need for effective and efficient responses.

Training activities are supported by a web page in the Humanitarian Reform website. The web page makes available to all actors training modules developed by the Cluster as well as other materials and documentation useful to the emergency shelter community.

Another activity dealing with global level capacity and includes maintenance of rosters (these issues are linked to training activities);

Information management is a key to appropriate decision-making, and the Emergency Shelter Cluster has taken a major role in developing both the required strategies and the necessary tools and capacities based on field experience to date. This has valuably informed the cross-cluster IM Task Force.

The outcomes of the projectized activities initiated by relevant cluster partners in 2007 are:

- **'Selecting NFIs for Shelter' Guidelines:** The project to deliver the guidelines was co-lead by Shelter Centre and UNHCR and benefited from widespread collaboration and consultation from UN bodies, NGOs and independent humanitarian shelter specialists. The booklet offers guidance on how to select and combine non-food items, such as blankets, cook sets, plastic sheeting and timber, into packages. The booklet been fully drafted and an electronic copy is currently available. Hard copies are being printed, including a CD-ROM also containing other reference texts, such as the NFI catalogues of Oxfam, IFRC, MSF and UNDP/IAPSO.
- **Shelter Projects 2008:** The project implemented by UN Habitat has been successfully completed and printing is in process. A good dissemination campaign will start shortly. It is envisaged that new shelter projects will be monitored and evaluated ensuring that the shelter sector response follow some standards. This is a long term aspiration but the Shelter Project 2008 publication could be the foundation for such exercise.
- **Risk Mapping Project:** UN Habitat has implemented the project in the agreed stations in Tijuana, Kathmandu and Maputo. As expected the results of this risk mapping project will help to strengthen the response mechanisms in emergency response with appropriate shelter intervention. A detailed final report will be ready shortly.
- **Needs Assessment Methodology Project:** Guidelines for initial shelter needs and damage assessment, combined with early recovery shelter needs has been produced. The project implemented by UN Habitat is on its final drafting stage. In order to harmonize the process with the IASC global assessment methodologies, the project is keeping the path of broader global assessment methodologies i.e. PDNA, Dash Board AEC, etc
- **Integration of Environmental Considerations into the Emergency Shelter Cluster:** Achievements made by CARE in implementing this project include a generic policy document covering environmental aspects of Shelter Cluster activities; a standard shelter environmental impact

assessment checklist now exists for use by non-shelter specialists; guidance and checklists exist for rapid assessment post-disaster livelihoods shelter activities on the environment; a cadre of technical advisors exists to support Shelter Cluster leads on environmental issues; a field test has been conducted in Haiti; three levels of training materials have been developed and the first of two planned training events is currently underway. Training and other remaining activities that are planned should be completed by mid April that will have no implication to expenditures already reported. A peer review group was established for this project and members are WWF-US, UNHCR, IFRC, IUCN, Islamic Relief, and Habitat for Humanity, and SC-UK.

- **Addressing Environmental Management and Community Livelihood Security in Former IDP Camps, Northern Uganda:** Considerable improvements have been noted in relation to camp clean-up and closure as a result of targeted training and technical support in four districts. Training was provided to District Disaster Management Committees, UNHCR staff and their implementing partners in four districts; rapid environmental assessments were carried out at six camps; community-environmental actions plans have been developed at three former camp areas; and a series of shelter-specific technical briefs have been developed for use at global level. The project implemented under sub-agreement arrangement between UNHCR and CARE has also supported other actions either ongoing or anticipated within other clusters, mainly CCCM and the Early Recovery clusters. CARE was supported in this project by UNHCR, their implementing partners, District Disaster Management Committees as well as the communities themselves.

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity have been mainstreamed into the agency's core programmes/core budget?

- For IFRC information please refer to the web links as provided above.
- Stockpile of shelter and related non-food items will need to be mainstreamed when fully funded. Currently, there are gaps. There is a need to resort to funding source in meeting this gap for better preparedness.
- Training of the Emergency Shelter Coordinators and Technical Specialists both global and situation specific will need to continue. As gaps exist, we will need to resort to another source of funding;
- A post has been created and filled by UNHCR to deal with day to day matters related to Emergency Shelter Cluster;
- UNHCR will encourage other standby partners including RedR, DRC etc for regional support;
- A reliable mechanism ensuring predictable deployment of the trained staff to play the role of ESC coordinator and technical specialists;
- Global cluster operations are being mainstreamed into UNHCR Divisions and Bureaux. The Emergency Shelter Cluster within UNHCR falls under the Division of Operational Services. IDP operations at country level fall under the respective Regional Bureaux.

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

UNHCR will be in need of some US\$ 225,000 in 2009. It is expected that other cluster partners will have their own appeal process for 2009 and beyond.

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008

The followings are the challenges that continue and would need to be addressed:

- **Running Costs:** NGO partners within the cluster had been wary of committing resources, particularly human resources, to supporting preparedness and coordination activities at the expense of their operational capacity. This has led to an only a limited number of NGOs taking an active role in the global preparedness activities. Running costs continue to be an issue.

- **Mainstreaming roster of experts:** All cluster partners will continue to face challenges in establishing agency wide mechanisms for ensuring trained personnel are available for deployment and hence ensuring the required level of predictability.
- **Avoid Duplication and overlap:** A number of cross-cluster initiatives, for example initial assessment tools, are being developed independently by various clusters or combinations of clusters. Greater leadership would be required from OCHA and/or the Global Cluster Leads as collective efforts to minimise duplication and overlap.
- **Awareness raising:** Country level awareness raising and defining a “cluster application” rather than “cluster activation” process to be followed in new emergencies.
- **Improve the current status of stockpiling:** The need to review the current overall contingency planning figure for all clusters, i.e. three emergencies per year each affecting 500,000 people where in this regard, some agencies have proposed to be revisited, and to consider cluster-specific scenarios which have a precise impact on the type of response, e.g. are the affected households displaced or able to return to the site of their original homes. Further, there is a need for the activation of “NFI clusters” led by agencies other than UNHCR and IFRC to capitalise on established global level preparedness and predictability.

CHAPTER 6 – EMERGENCY TELECOMMUNICATIONS CLUSTER (ETC)

Global Cluster Leads: OCHA, UNICEF, WFP

Global Cluster Partners: United Nations High Commission for Refugees (UNHCR), United Nations Development Programme (UNDP), United Nations Department of Peace Keeping Operations (DPKO), World Health Organization (WHO), United Nations Department of Safety and Security (UNDSS), Swedish Civil Contingency Agency (MSB), Norwegian Refugee Council (NRC), Danish Refugee Council (DRC), United Nations Institute for Training and Research/Operational Satellite Applications Programme (UNITAR/UNOSAT), RedR Australia, Télécoms Sans Frontières (TSF), Ericsson Response, NetHope (consortium of 25 international NGOs), World Vision International, the Global VSAT Forum.

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2008	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009
WFP**	1,978,810	1,963,245	99%	1,963,245	-
UNICEF	1,996,753	867,667	43%	557,612	332,507*
OCHA	\$ 332,896	\$ 334,035	-	100	\$ 141,362
TOTAL					

**) UNICEF figure includes \$22,452 extended from 2006 appeal Swedish and Irish Govt contributions*

***) Detailed financial reports will be provided by WFP directly to donors*

1.3 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements (US\$)	% Funded (contributions)	Finland	Australia	Norway	Sweden	Netherlands	Ireland
WFP	1,978,810	99%	403,226	409,836	102,564	297,619	750,000	
UNICEF	1,996,753	43%	403,227	372,031*	102,738	412,122**		
OCHA	\$ 332,896	100	273,224					60,811
TOTAL								

**) Includes \$10,329 extended from 2006 Irish Govt contribution*

***) Includes \$12,122 extended from 2006 Swedish Govt contribution*

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

N/A (ETC does not have pooled funds).

1.4 Impact of under-/late-funding; carry-over; lessons learned

WFP received 99% of the requested funds (almost fully funded) between June and September 2007. As a result, funds for staffing could not be committed and spent as initially planned. However, permission was granted from the donors for a no-cost extension of the funds to the end of 2008.

UNICEF received 43% of the requested funds between 2006 and 2008. However, the initial project funding was received in Q4 2006, therefore actual implementation of most work plan activities did not commence until 2007. The under funding also had impact on the number of staff resources allocated to the project. For this reason, regional and country assessments mapping was not fully completed.

Funding was carried over from 2007 to 2008 and from 2008 to 2009. This flexibility allowed UNICEF to further strengthen internal and partner response capacity through training of ETC data-communications responders in interagency workshops, modernization and maintenance of ETC data-communications stockpile, field assessment, emergency response and continued HQ ETC project staffing.

OCHA and other ETC partners made progress in building their global capacity. In this regards, the ETC is currently able to respond to two large emergencies. Thus the gaps are still been addressed because the funds requested were made available to the Agencies only between September and December 2006.

Due to this late funding, the initial OCHA ETC objectives planned to be implemented in 2006 could only start in 3rd quarter of 2007 when 100% of requested funds were received. These activities are continuing in 2008 in order to address the gaps and achieve the objectives defined in the IASC strategic framework, with particular emphasis on the capacity building, stockpile of supply/equipment, resource mobilisation through partnerships, coordination at both the global and field levels, information and knowledge management, assessment tools and frameworks for implementation, monitoring and evaluation.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

OBJECTIVE	OUTPUT ON 31.03.08	INDICATOR TARGET	COMMENT
Build cooperation and partnerships with the private sector to support humanitarian operations	Existing partnerships with TSF and Ericsson enhanced and discussions are ongoing with a number of private sector firms to establish new such as Microsoft and IBM in the IM area.	Wider involvement of non-humanitarian organizations in the provision of Emergency Telecoms support to the humanitarian operations	OCHA played an important role in consolidating and mapping the available <u>strengths of the various humanitarian actors for effective emergency resources and capacity management.</u>
Strengthen partnership with NGO for integrated humanitarian responses in emergency operations	Coherent emergency response approach within the humanitarian community	Participation of more NGO in ETC related activities	Global responsibilities are been shared with NetHope and other NGO in handling various ETC leadership and operations issues. Studies are also on going with the Global VSAT Forum to facilitate the cooperation with the satellite industry and enhance the emergency response capacity
Development of Standards and policies	Guidelines for ETC activation completed; VHF/UHF/HF radio equipment standards, electrical power generators, backup and power regulating equipment standards have been developed and published on the ETC web site. Data Communications equipment standards and service provision procedures developed and used in trainings. Various TOR for key ETC positions drafted Assessment and evaluation tools developed and been refined. Lessons learned activities to start in the course of May/June 2008.	Clearly defined technical standards and roles established. Conduct initial assessments as much as possible and undertake at least three formal evaluation exercises. Standards and procedures documented and disseminated to staff and ETC partners. Completion of ETC evaluation missions, surveys conducted and best practices established based on lessons learnt (minimum 2 evaluations in 2007).	The ETC activation guidelines must be finalized and endorsed by ETC. Process for updating response procedures taking into account the need for accountability and responsibility sharing.

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

OBJECTIVE	OUTPUT ON 31.03.08	INDICATOR TARGET	COMMENT
<p>Build and strengthen response capacity as well as stand-by arrangements.</p>	<p>Two ETC Coordinators and one Project Management Officer posts filled.</p> <p>Training for ICT Emergency Managers for all cluster partners was conducted.</p> <p>Dedicated WFP IA Telecom Officers was also trained.</p> <p>Stock pile of critical telecom equipment was established in Dubai to support two concurrent large-scale emergencies</p> <p>21 ICT Emergency Managers was trained in 2007 and WFP has a pool of 5 dedicated telecommunication experts for quick deployment in emergencies.</p> <p>One Data Communications Coordinator recruited in UNICEF. Three UNICEF senior ICT managers trained in the OCHA Cluster Sector Leadership training.</p> <p>Utilizing an internal staff assessment, 125 Country Office ICT staff were identified as potential Data Communication Coordinators or Responders. 85 UNICEF & partners trained to provide/coordinate data communications in emergencies.</p> <p>Six ETC-Data Communications Responder trainings completed (March 2007, September 2007, October 2007, November 2007, two in March 2008.</p> <p>In UNICEF, the minimum global stockpile is complete for one large emergency. Equipment has been strategically placed in Denmark, Sweden, New York and in seven of UNICEF's regional offices.</p>	<p>UNICEF- Finalize recruitment of 2 dedicated Data Communications Coordinators. Identify an additional ten Data Communications Coordinators and 60 Responders from ETC partners. Local ICT staff identified in all seven regions.</p> <p>Minimum equipment pre-stocked to respond to three large emergencies per year.</p>	<p>ETC partners are been involved in the development and conduction of training and system development at both local and global levels.</p> <p>Step for creating a roster of qualified TC emergency responders is been taken.</p> <p>WFP has pre-positioned equipment stock in Dubai to support 2 concurrent large-scale emergencies, and quick fly-away kits in 3 humanitarian response depots (HRDs) for immediate deployment in emergencies. The equipment is regularly maintained as part of a revolving stock due to the limited shelf life of such equipment</p> <p>The roster will receive a boost of an additional 20 ICT Emergency Managers to be trained this year to ensure availability of skilled personnel when needed. Telecommunication Technicians that have been identified will be included in the roster after completing the regional training. The target is to have 30 ICT Emergency Managers and 65 telecommunication technicians in the roster.</p>
<p>Operational Activities and direct support emergencies.</p>	<p>Effective and efficient ICT services delivered to the humanitarian community directly in the field.</p> <p>UNICEF supported the coordination/provision of data communications in many emergency locations, including Dominican Republic, Pakistan, Bangladesh, Mozambique, Kenya, and Central African Republic.</p>	<p>Four trainings completed and one emergency simulation exercise undertaken.</p>	<p>OCHA organized many dozen of teleconferences and other coordination activities including ETC meetings with all members for effective deployment of field infrastructure and technical expertises.</p> <p>Advocacy undertook in various circumstances including during high level meetings with government and NGO partners.</p>

Partnerships

National capacity building and strategic partnerships with national NGOs

ETC works with NGO partners both at the global and local levels. The global partners are active members of the cluster and they are involved in all activities and decisions of the cluster at the global level.

The ICT Emergency Preparedness and Response Management (EPR) training program developed by WFP has included resource persons/trainers from Oxfam (representing NetHope) and UNICEF, as well as participants from 14 different partners from the NGO, GO and UN communities. During 2009 additional partners will be taking part as facilitators and resources for the training.

At the field level, local NGO partners are included and involved in ETC projects for the provision of security telecommunication services. These include the provision of basic ICT services to NGOs who are part of the response, as well as members of the Humanitarian Country Team, training of local partners and capacity building of technical staff.

The NGO community is also included and actively participating in the different collaboration functions set in place under this project, this being local Telecommunications Working Groups (TWG), ETC meeting or other.

Starting in 2006, UNICEF has engaged ETC partners including NGOs at the global and field levels through simulation exercises and data communication trainings. At the country level, local ICT Officers, where appropriate, have identified NGO partners and held ICT working group meetings to discuss emergency preparedness.

The ultimate goal for all data communications activities (guidelines, tools, trainings, equipment stockpiles at local level) has been to build/strengthen local capacity. UNICEF has also signed a support agreement with a key responder NGO, Télécoms Sans Frontières.

Standards/tools

Standard operating procedures (SOPs) for common Communication Centers (COMCEN), radio training manuals (for radio operators and users) have been developed and are in use. These SOPs are regularly updated / revised to meet country-specific situations.

Standards for a diversity of equipment have been developed, such as: VHF/UHF/HF radio equipment, electrical power generators, backup and power regulating equipment, these are published on the ICT Humanitarian Emergency Platform website (www.wfp.org/ict-emergency) that is now available to all members of the ICT Humanitarian community.

Standard assessment templates and project proposal templates have been developed and used for conducting security telecommunication assessments and designing ETC security communication projects.

UNICEF has in place ETC-Data-Communications response guidelines, reporting templates and tools, ranging from the immediate gap-assessment to more detailed ETC-DC project proposal. These tools are available on the UNICEF intranet and have been distributed as a complete package at the onset of new emergencies to the local responding team; and distributed to participants in the ETC-DC training workshops. Currently, UNICEF is working with WFP and OCHA to ensure these tools are made available on a common web-platform.

Training/Capacity-building

There is an ongoing effort to develop and deliver the EPR training for core ETC agencies and cluster partners. As at 31 December 2008 three two-week training programmes had been delivered and a total of 59 persons have been trained. This programme is ongoing and two additional sessions are scheduled for 2009 (March and October) which will train an additional 40 persons from WFP, UN agencies, NGOs and standby partners, this with key resource persons (trainers) coming from WFP

and humanitarian partners. This training has been made possible through close collaboration with private sector donors that have engaged in an ongoing partnership initiated in 2006.

A one day field package of the EPR training has been developed and was shared with the participating humanitarian partners during the training session in October 2008. The purpose of this training package is to allow the partners who have passed the training to share and teach the procedures and processes at the field level within their organisations.

An essential part of the EPR training programme has been the development of common ICT SOPs. These SOPs are the common platform upon which the training is based, and one that creates a common framework for all humanitarian ICT staff in the field.

Five dedicated Inter-agency telecommunication experts have undergone in-house training on cluster rollout processes, covering topics such as (a) assessment best practices, (b) field interaction with key partners and managers, (c) project formulation, delivery and hand-over for long-term sustainability.

During 2008 these five ICT experts were deployed in WFP regional bureaus, namely Bangkok, Dakar, Dubai, Kampala and Rome, to serve as Inter-agency capacity staff. These ICT officers, during 2008, have been heavily involved in Inter-agency capacity building and assessment missions in the field.

A complete ETC-Data-Communications training curriculum has been developed, with courses ranging from Basic to Advanced data-communications response, with varying level of pre-requisites for the basic and advanced, standardized content and certification. The basic ETC-DC course has been delivered 8 times at the global and local level. The advanced ETC-Data Communications course has been delivered twice. Since 2007, over 100 interagency staff have been trained and certified as data-communications responders. Two more training events are scheduled for Q2 and Q4, 2009, with an additional estimated 30 staff certified as ETC-DC responders by the end of the year.

The importance of inter-agency and partner collaboration in emergency preparedness planning and response is advocated throughout the training course, including the creation of local Telecommunications Working Groups (TWG) at the country level.

Stockpile creation/maintenance

In addition to the existing organizational ICT stock, a designated Inter-agency ICT equipment stock has been pre-positioned in the Humanitarian Response Depot (HRD) in Dubai with the capacity to support two concurrent large-scale emergencies. Additionally quick fly-away kits have been pre-positioned in two HRDs for immediate deployment in emergencies. The equipment is regularly maintained as part of a revolving stock which is important due to the limited shelf life of such equipment.

A global stockpile of ETC-Data communication response kits has been established in Copenhagen and in seven regional locations aimed at ensuring adequate data-communications response in the immediate, short and medium term of an emergency response. The kits are easily transportable and based around rapid install satellite terminals and supporting equipment, ensuring immediate access to email, telephony and print/fax services. This equipment is available to be shipped by UNICEF in support of inter-agency emergency response and is maintained by UNICEF.

Roster development

ETC has access to ICT professionals in over 300 offices in more than 130 countries, supported by strong regional ICT functions in 6 regional offices. The strategy is to train these in-country resources as well as partner ICT staff as first responders and utilize them for in-country response and – seconded - for regional/global surge capacity. This strategy has been used successfully in various emergencies, including major ones such as Bangladesh flood, Myanmar cyclone and Haiti hurricane. A database of trained staff is maintained at HQ and regional levels, and through this, specifically skilled staff can be selected for a specific need (Example: for Haiti emergency, an ETC-DC trained ICT staff from UNICEF Niger office was identified and seconded to support the emergency).

During 2007-2008, the ETC has trained some 160 ICT Responders, including fifty nine (59) ICT Emergency Response Managers. The roster will receive a boost of an additional approximately 40 ICT Emergency Response Managers and 30 ICT Responders who will be trained during 2009. The

objective is to have 30 ICT Emergency Managers available for rapid deployment on the roster at any one time. In addition, ETC has a pool of five dedicated Inter-agency telecommunication experts available for quick deployment in emergencies.

2.2. Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies

The following countries were supported by WFP and UNICEF during emergencies. Coordination of all major emergency response is also supported by the two agencies regional and head-quarters telecoms support units/staff. WFP mainly provided "Technical support in the provision of security telecommunication services" and UNICEF provided "support through in-country and regional ICT".

Algeria (2007); Bangladesh (2007); Chad (2008); Comoros (2008); DRC (2008-2009); Ghana (2007); Haiti (2008); Kenya (2008); Myanmar (2008); Nicaragua (2007); OpT (2008); Peru-earthquake (2007); Pakistan – floods (2007); South African region (Mozambique, Malawi, Zambia, Zimbabwe) – floods (2007 & 2008); Uganda – floods (2007).

How this support contributed to improved overall response

The responses were more timely and predictable through the availability of dedicated inter-agency personnel who were immediately deployed and the availability of start-up equipment to kick-start activities while the appeal is being prepared, launched and funded. The availability of standard operating procedures and tools also made it possible to mobilize partners and gain consensus quickly and efficiently.

The ETC approach to emergency telecoms response relies to a large extent on its in-country skilled and professional ICT staff supported by a strong regional office coordination function. Typically these ICT professionals are present in, and provide direct support before, during and after the emergency strikes – as well as in the longer-term recovery phases. By standardizing the data communications emergency response procedures and packaging it into a training that clarifies the accountability structure, reporting tools and provides guidelines for response coordination and service implementation, the already existing and strong internal ICT capacity has been further strengthened to ensure improved overall emergency response capacity.

Support provided by global cluster in ongoing emergencies

A key outcome of the Global ICT Capacity assessment in the countries mentioned below was the launch of the ETC Roll-Out project under which implementation projects to address Security Telecommunications gaps found were fielded in 9 countries. An additional 4 countries are scheduled to benefit from the assessments carried out through projects being implemented during 2009. These projects have allowed for upgrades and implementation of sustainable and reliable Common Security Telecommunications Systems that is being utilized and benefits both UN agencies and the NGO community.

Common UN SOPs and standards have been implemented during these projects which allow humanitarian partners to be compliant with UN Minimum Operating Security Standards (MOSS).

These project implementations were funded on a case by case basis through WFP fundraising efforts, and were not included in the Global Capacity Appeal.

ETC service providers are typically present in-country before, during and after the emergency, and the country office ICT units are normally fully involved in local inter-agency emergency preparedness and response planning and execution at all levels and times, supported by the responsible regional office ICT chief, the HQ support-unit and external responders if and when required.

Through investments and efforts made in addressing the key gap areas (as mentioned above), the ETC has now demonstrated its ability to assist countries in preparedness and response activities in the area of security and common data communications. ETC dedicated team of Inter-agency telecommunication officers has embarked on a plan of conducting assessments in all ongoing

emergencies (countries with HCs), helping them to identify critical gaps and assisting them to address these issues and to put in place a sustainable system. This has improved predictability of response in these areas.

The ETC now has the capacity to respond and provide security communication services to two simultaneous large-scale emergencies, in terms of both human and material resources, and has demonstrated this potential in its response to the smaller scale emergencies to date.

Name of crisis and type of support provided

For the Following countries, WFP mainly provided support in “assessment of security communication services & implementation of project”, and UNICEF provided support “through in-country and regional ICT and assessment of data-communications services”:

Afghanistan (2007-2008); Central African Republic (2007-2008); Chad (2007); Colombia (2008); Democratic Republic of Congo (2008-2009); Cote d’Ivoire (2008); Ecuador (2007); Eritrea (2007); Ethiopia (2007); Indonesia (2008); Iran (2008); Liberia (2008); Nepal (2008); Niger (2008); Papa new Guinea (2008); Somalia (2007/2008); Sri Lanka (2008); Sudan (2007); Timor Leste (2007); Uganda (2007); Zimbabwe (2007).

How this support contributed to improved overall response

The support provided through the fielding of assessment missions is designed to assist the country teams in identifying critical gaps in the provision of the services. Some of the recommendation has led to projects designed to address the gaps and also to assist the countries in putting mechanisms in place for longer term sustainability as part of their contingency plans, thereby strengthening their operational response capacity.

Through the in-country high-level technical capacity and strong regional office structure, the ETC maintains a constant information collection capacity, ensuring near real-time awareness of security and emergency issues. This allows the rapid identification of needs for strengthened capacity in a potential emergency area, be it through preparation and shipping of stockpiled equipment or through preparation and secondment of additional internal or external standby staff resources.

The following highlight the assessment benefits for improving the overall response:

- Proper gap analysis and recommendations for solutions provided
- Needs for human, financial, and institutional capacity identified
- Emergency preparedness and long term planning established
- Access to appropriate technical expertise and resources secured
- Advocacy and resource mobilisation undertaken
- Coordination and Information Management established

Partnership and joint approaches have avoided the duplication of effort

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

Through investments and efforts made in addressing the key gap areas (as mentioned above), the ETC has now demonstrated its ability to assist countries in preparedness and response activities in the area of security communications. The dedicated team of Inter-agency telecommunication experts has embarked on a plan of conducting assessments in all ongoing emergencies, helping them to identify critical gaps and assisting them to address these issues and to put in place a sustainable system. This has significantly improved predictability of response in these areas.

Within the ETC, WFP now has the potential to respond and provide security communication services to two simultaneous large-scale emergencies, in terms of both human and material resources, and has demonstrated this potential in its response to the smaller scale emergencies to date.

The efforts carried out by the ETC were recognised in the independent “Cluster Approach Evaluation Report” from November 2007 stating that the ETC is one of the most productive of the global clusters. It furthermore spells out that ETC has the “... most developed plans for sustaining and mainstreaming the costs of additional capacity”.

For data communications response, the ETC preparedness building has improved the predictability and efficiency of response. Through clear procedures and responsibilities, in-country, in-house and standby staff trained and certified, streamlined procedures and –templates, adequate stockpile quantities and tailored supply contracts with “immediate delivery” clauses, the current data-communications service provision can be counted on to be present within hours after an emergency strikes. In Myanmar, the local UNICEF ICT chief was able to take on the initial on-the-ground coordination and quickly establish basic service delivery, using locally available material, when external responders and their equipment failed to gain immediate access. In Bangladesh, the local UNICEF ICT Chief, jointly with WFP and other cluster partners, rapidly established a coordination mechanism and assured access for external responders and equipment. In Dominican Republic, UNICEF ICT Chief took on cluster lead role, building on his already solid interagency coordination experience as lead in local pre-emergency working group, and so on.

2.4. Cross-cutting issues

N/A. The ETC provides services to the humanitarian community and not directly to the beneficiaries.

2.5. Cluster activities

The ETC has service providers for security communications and for common data communications services, which are described respectively as follows.

- WFP, as service provider with the ETC, has undertaken the following activities:
- Building dedicated human resources: five dedicated Inter-agency telecommunication experts fully operational.
- Maintaining global strategic stockpiles: standardized security communication equipment procured to maintain a minimum pre-stock for emergency response.
- Capacity building and training: EPR training plan developed and executed. In connection to the training a one day field package of the training was developed and launched during the October 2008 training session.
- Building and improving partnerships: global partnership maintained and strengthened through joint training exercises, consultations in cluster meetings.
- Improving response capacity: assessments were undertaken in 26 countries including 15 of those targeted for cluster roll-out, and security telecommunication upgrade projects were implemented in 9 of them. The assessment also provides input for contingency plans.
- Engaging in long term private sector partnership allowing for the continued efforts of training ICT Emergency Response Managers.
- UNICEF, as data-communications service provider, has undertaken the following activities:
- Trained 155 UNICEF and interagency/NGO ICT staff in emergency data-communications response.
- Maintaining centralized, regional and in-country stock of data-communications response equipment.
- In-country support provided to cluster and non-cluster activated emergencies globally in UNICEF’s 130 program countries.
- Strengthened ties with partner NGOs and standby partners through joint training exercises.

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity have been mainstreamed into the agency's core programmes/core budget?

The following outlines the mainstreaming actions of the respective ETC co-lead agencies.

WFP has mainstreamed its cluster activities as follows:

- Building dedicated human resources: All five dedicated Inter-agency positions have been mainstreamed into WFP's core budget up until the end of 2009.
- Maintaining global strategic stockpiles: The equipment stock purchased through the global cluster appeals will be maintained in a revolving stock. The equipment will be used to support emergencies on a cost-recovery basis (equipment costs, shipment, storage and maintenance costs).
- Capacity building and training: The training of ICT Emergency Response Managers is fully funded to the end of 2010, through a combination of cluster appeal funds and private sector partnerships.
- Building and improving partnerships: This ongoing activity will continue to be aligned with WFP's Inter-agency strategy.
- Improving response capacity: Assessment missions have been undertaken to some of the targeted countries (ongoing emergencies) and these missions were fully funded through the cluster appeal. Future missions may have to be undertaken on a cost-recovery basis with the requesting country paying for the mission or recovery through funds raised for the supported emergency.

UNICEF has mainstreamed its cluster activities as follows:

- UNICEF ICT staff in some 100 country offices has been trained as ETC responders.
- A global ETC-DC stockpile has been implemented at UNICEF Copenhagen warehouse and is being maintained on a regular basis.
- Continued training will be the responsibility of the individual regional and country office as of 2010.
- UNICEF has established strong partnerships with various agencies, including Télécoms Sans Frontières, Swedish Civil Contingency Agency (MSB) and NetHope. UNICEF will continue to cooperate with these partners in the emergency response.
- UNICEF country office ICT staff will continue to ensure interagency coordination and collaboration in preparedness as well as response phases.

OCHA recruited two dedicated telecommunications coordinators and one project assistant.

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

All five Inter-agency posts will be included in the 2009 WFP core budget, however, a long-term approach with an alternative funding source should be identified.

Standards and tools need to be reviewed and revised to cater for new realities. Funds need to be identified to continue these activities.

To allow for the continued training of ICT Emergency Response Managers and first responders funding will have to be identified on a long term basis. This will be a key component to ensure that the roster of ICT Emergency Managers and first responders roster is kept up to date and is expanded over time.

UNICEF has benefited from extension of 2007 funds into 2009 and as such is able to maintain one P3 post and continued training activities and stock maintenance until Dec 31, 2009.

OCHA has included the staffing cost of the two telecom coordinators and the project management officer in its core budget beyond 2008.

3.3. Through what funding mechanism(s) does the Cluster Lead expect these costs will be covered?

Through global partnership with Vodafone / UNF, WFP will continue to provide training for staff and partners to maintain an updated roster of skilled personnel. Some of the funds will be utilized to support activities on maintaining standards and tools.

There should be a cost-recovery mechanism for cluster roll-out projects to cover the assessment costs. The cluster roll-out projects can be funded through Flash Appeals (new emergencies), CAP, CERF or cost-sharing arrangement among agencies.

On a long term basis it is expected that it will be a necessity to pursue additional partners and donors to support the sustainability of the cluster activities.

UNICEF will utilize 2007 project funds already extended into 2009.

OCHA internal funding mechanism will be used for funding the above mentioned three core positions

3.4. What main elements of cluster lead responsibilities will these costs cover? (e.g. 'the extra funds will primarily cover continued training, roster maintenance. Stockpiles will be replenished through country-level appeals')

The extra funds will cover the maintenance of dedicated positions (dedicated human resources), improving response capacity through fielding assessment missions to identify and analyze critical gaps, and to continue to maintain roster of qualified personnel.

The UNICEF funds will be utilized to maintain one ETC-DC project post; continued roll-out of training workshops; continued maintenance of stockpiled equipment; and emergency response.

As ETC Process Owner, OCHA is mandated to undertake the initial ICT assessments at the onset of emergencies and carry out the post ETC project implementation evaluations and documentation of lessons learned. The cost of these activities is estimated at US\$ 65,000 for the identified operations and other predicted countries of potential disturbances.

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008
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Better alignment of Inter-agency functions with core agency functions and resourcing: Inter-agency functions often means additional responsibilities for staff, and can lead to requirement for additional financial resources to fulfil that role. There is reluctance to accept such responsibilities if funds are not available to deliver.

The availability of funds to support the Inter-agency efforts will continue to be a challenge and will require an ongoing effort to establish long-term partnerships with donors and the private sector.

Training of field staff on Inter-agency issues: Staff in the field needs further training to raise their awareness of the cluster approach and their role in Inter-agency.

The understanding and acceptance of the cluster approach, particularly with regards to the ETC, remains a challenge to effective implementation of Inter-agency security telecommunications. This obstacle has been struck in connection to ETC response during several of the latest emergencies where the cluster approach was applied.

CHAPTER 7 - HEALTH

Global Cluster Lead: WHO

Global Cluster Partners: African Humanitarian Action, American Refugee Council, CARE, Catholic Relief Service, Center for Disease Control, Columbia University, Concern Worldwide, ECHO, FAO, Handicap International, Harvard Humanitarian Initiative, Help Age International, International Federation of the Red Cross and Red Crescent, International Office for Migration, International Centre for Migration and Health, International Council of Nurses, International Medical Corps, International Rescue Committee, Johns Hopkins University Center for Refugee & Disaster Response, Médecins du Monde, Merlin, Office of Foreign Disaster Assistance, USAID, Save the Children UK, Save the Children USA, Terre des Hommes, UNFPA, UNHCR, UNICEF, World Association for Disaster and Emergency Medicine, Women's Commission, World Vision International

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2008	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009
Global Health Cluster	4,428,458	1,925,432	43%	100%	0
TOTAL	4,428,458	1,925,432	43%	100%	0

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	Finland	Australia	Norway	Sweden	Canada
Global Health Cluster	4,428,458	43%	540,540	409,836	220,339	471,698	283,019
TOTAL	4,428,458	43%	540,540	409,836	220,339	471,698	283,019

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

All Global Health Cluster funds (100%) were appealed for and received as pooled funding. All allocations have been agreed with partners and have been jointly managed through the working groups. A total of \$ 338,992 (18% of the total received) was channelled to seven NGOs for management of, or participation in, jointly agreed GHC activities: African Humanitarian Action, Interaction, International Medical Corps, International Rescue Committee, Merlin, RedR and Terres des Hommes.

1.4 Impact of under-/late-funding; carry-over; lessons learned

The GHC work plan in the 2007 appeal required \$4,428,458. By mid 2007, having received a total of only 43%, the GHC had to revise its plan of work and develop a realistic and achievable set of prioritized activities within the set budget and timeframe. The lower budget of the revised work plan necessarily reduced the number and scope of GHC activities within the time period. Again in May 2008, the GHC took stock, examined the challenges it was facing and the lessons it had learned, and once again revised its work plan for the remainder of 2008. During this exercise, the GHC agreed to streamline its seven working groups into only three to ensure better coherence between its products and services. By the end of 2008, the GHC had completed nearly all of the activities on its revised work plan and had spent 100% of the funding received. Some of the lessons learned included the time constraints of partner agencies to participate as expected, the time required to reach consensus and to build common guidance and tools, the lack of coherence between ongoing activities with too many working groups, and the common understanding that given the level of participation from the various GHC agencies and organizations in the daily work of the GHC, greater impact would be achieved by focusing on an even smaller and more specific set of activities.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

OBJECTIVE	OUTPUT ON 31.03.09	INDICATOR TARGET	COMMENT
Partnerships and NGO membership	Productive and conclusive meetings held; work plan implemented; health cluster working groups consolidated into three, each with proactive and inclusive co-chairs from GHC NGOs and UN agencies; mechanisms in place for transparent dialogue, knowledge sharing and decision making; mechanisms set up to allow easy communication through emails, teleconferences and the health cluster website. Significant work accomplished on the division of roles and responsibilities between the health cluster lead agency representative, the health cluster coordinator and the health cluster partners at country level; related matrix and TORs complete and incorporated in Health Cluster Guide	Global meetings held that led to advancement of work and achievement of clear and pre-agreed objectives; active participation of GHC representatives in GHC meetings and activities; work plan implemented; information shared regularly ACHIEVED + matrix of division of roles and responsibilities	By the last GHC meeting of 2008, GHC representatives recognized the enormous progress made in mutual understanding, respect and partnership; there was a common sense of collaboration and willingness and possibility to speak frankly about sensitive topics that would have been impossible to discuss 3 years before when this group first convened. The importance of the global partnerships and meetings should not be underestimated; evidence suggests that global collaboration with common expectations strengthens similar collaboration at country level during emergencies. Unplanned work of the GHC on division of roles and responsibilities ties to similar work on roles and responsibilities of HC, HCT and inter-cluster coordination group at country level
Partnerships with national NGOs	Global Health Cluster has actively sought the participation of international, southern based NGOs; similarly at the country level, Health Cluster Coordinators have sought increased involvement of local and regional health actors. Global Health Cluster membership increased by three international NGOs; country level documents including Flash Appeals, Consolidated Appeals and even CERF applications increasingly include a wider range NGO partners including six NGOs in a joint Pakistan CERF and two NGOs in a joint oPt CERF	Number of national NGOs linked to country clusters; number of national NGOs included in the flash and CAP appeals ACHIEVED + co-coordination of clusters with NGOs + joint funding documents with multiple NGOs in several countries	The GHC has reached out to various international, southern based NGOs; African Humanitarian Action continues to be an active partner at the GHC meetings; constraints include limited human resources to participate regularly, funding for travel, phone calls, poor phone lines to participate in many teleconferences, and regional language issues. Country health clusters have been successful in bringing in local actors including NGOs. Co-coordination in both Myanmar and DRC with NGO Merlin has served in those cases to attract more NGO involvement; WHO links at field level to national authorities and civil societies working in health facilitate this outreach during times of emergencies; this is one of the comparative advantages of WHO as a cluster lead agency; Joint funding appeals with NGOs continues to increase
National capacity building	Guidance and recommendations for capacity building of national stakeholders completed and widely circulated in spring 2008; incorporated in Health Cluster Guide and in Health Cluster Coordinator training curriculum by end 2008; some GHC partners working in preparedness, contingency planning and risk reduction using GHC guidance note as reference document	Guidance produced and circulated; incorporation in Health Cluster Guide and GHC training courses and workshops; number of partners with activities that include component on capacity building of national stakeholders ACHIEVED	The GHC is committed to promoting national capacity building. It is one of the guiding principles in the GHC Strategic Framework 2009-11; Many GHC partners prioritize this approach to humanitarian action. Country clusters are making increased efforts to actively involve national counterparts, both tapping and building on the capacities found locally and on national contingency plans.
Standards/tools	GHC guidelines and tools nearly complete as of end 2008; to be finalized, translated and printed in 1 st quarter 2009; nine month	Guidelines and tools developed; number of partners using; number of country clusters using	Common guidance and tools have undergone several rounds of comments and peer review to ensure quality and consensus on IRA, HeRAMS and Health Cluster Guide

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

OBJECTIVE	OUTPUT ON 31.03.09	INDICATOR TARGET	COMMENT
	<p>period of field use and lesson gathering beginning in 2nd quarter 2009 to be used to make final version in first quarter 2010; GHC support to translation, printing and dissemination of mental health guidelines completed. Field use of IRA in 9 countries; field use of HeRAMS in four countries; inter-cluster promotion of the IRA; demonstrated usefulness of HeRAMS as tool for information and coordination and gap analysis; positive feedback from WHO and NGO colleagues on usefulness of Health Cluster Guide to facilitate common approaches and expectations from stakeholders</p>	<p>ACHIEVED</p>	<p>at global, regional and country levels among all GHC agencies and organizations and beyond; Feedback suggests that these three GHC products will simplify and make more predictable certain steps during response, particularly the assessment phase, gap analysis, planning phase, and monitoring; lessons learning documentation and best practices formulation planned for 2009; further promotion and technical support required throughout 2009.</p>
<p>Training/capacity building</p>	<p>Health Cluster Coordinator training curriculum developed taking into account lessons learned from past trainings, requests from trainees and evolving thinking of the GHC; two tri-cluster coordinator trainings courses in 2008 with Nutrition and WASH and one health only cluster coordinator training in 2008; total of 50 HCC trained; tri-cluster workshop in the Horn of Africa to use cluster approach to build better response capacity in region; workshop for senior staff of GHC NGO partners to build awareness and understanding of how we can work together in countries in crisis using the cluster approach; Four Joint Country Missions conducted to Cote d'Ivoire, Chad, CAR and Afghanistan to look for ways of building cluster capacity in these specific contexts</p>	<p>Number of potential and current health cluster coordinators trained</p> <p>ACHIEVED</p> <p>+ regional workshop to support use of cluster approach to improve context specific challenges</p> <p>+ workshop of senior managers of NGO partners to increase understanding and improve joint work at country level</p> <p>+ Joint Country Missions by GHC representatives to look for ways to build cluster capacity in specific countries</p>	<p>HCC training courses differentiate between candidates for acute short term posts and for longer term chronic assignments; GHC working closely with WHO regional offices to ensure that regional decision makers know candidates, making their selection more likely; GHC supporting initiatives for HCC training courses coming from regions and encouraging the use of standard curriculum and assessment criteria to maintain global standard among all HCC on the global roster. Other capacity building efforts identified and implemented to ensure that HCC have the support of NGO partners and strengthened sector-wide capacities; these other capacity building efforts include Joint Country Missions to build or supplement country level capacities, NGO workshop to build understanding and capacities; sub-regional workshop to address local issues using cluster approach.</p>
<p>Stockpile creation/maintenance</p>	<p>Stockpiles of health supplies established at five regional hubs, as part of the HRC system, that are being continually and regularly tapped as required for cluster wide activities in both acute and chronic emergencies.</p>	<p>Number of regional facilities with health supplies; number of deployments of supplies to emergencies from regional stockpiles</p> <p>ACHIEVED</p>	<p>Hubs are open to GHC partners for stockpiling. Supplies are drawn down by country clusters as per the needs outlined in their joint action plan, subject to availability.</p>
<p>Roster development</p>	<p>Roster established with 33 trained and positively assessed candidates ready for deployment to acute and chronic crises; internal database and procedures being developed for rapid deployment; 5 dedicated HCC assigned from roster; other HCC posts partially covered by WHO emergency focal points in countries</p>	<p>Number of trained coordinators on roster; number of deployments from roster</p> <p>ACHIEVED</p>	<p>WHO has developed the software and database to house and maintain the GHC roster of HCC and other experts. WHO is in the process of filling a full time post of roster manager within the HAC administration unit. The goal in 2009 is to have at least 10 dedicated HCC in place from the roster in chronic crises and to use the roster for short term assignments of HCC to all sudden onset acute crises</p>
<p>Info Management Tools and System</p>	<p>Health Cluster indicators under development and expected to be agreed within 2nd quarter 2009; for related IRA and HeRAMS see Standards/Tools</p>	<p>System developed for tracking health data; development of benchmarks for health cluster service delivery</p> <p>PARTIALLY ACHIEVED</p>	<p>The GHC agreed indicators will be brought forward by the GHC during the revision of Sphere in 2009; this GHC work is tied to HNTS</p>

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

OBJECTIVE	OUTPUT ON 31.03.09	INDICATOR TARGET	COMMENT
Advocacy and Res. Mob.	Continual advocacy and representation by the ADG and senior management of HAC and GHC partners at various fora; 43% of required funds received at global level; ongoing advocacy for funding for cluster implementation at country level	Advocacy document complete; percent of pledges received as per requested; number of times that messages are disseminated PARTIALLY ACHIEVED	GHC established a Working Group on Policy and Strategy to develop positions on humanitarian health issues of common concern; this WG produced the GHC Strategic Framework for 2009-11 and after 2008 will concentrate on position papers and advocacy.

2.2 Key field-level impact of the two-year global capacity-building to date

Significant progress has been made by the GHC over the past two years to build sector wide capacity for humanitarian health. Through its various areas of work including developing and supporting the use of common guidance and tools, establishing a roster of trained cluster coordinators, developing and supporting a mechanisms for information sharing and decision making, visiting specific countries to lend support and pinpoint areas for reinforcement, conducting regional and NGO workshops, and advocating for the cluster approach and health as an essential component of emergency response, the health sector response is increasingly being viewed as providing more predictable and coherent responses to often very complex and multi dimensional health situations. Likewise, WHO as cluster lead and some of the GHC partners are better fulfilling their roles within the cluster approach that have been clearly defined through the development of a Health Cluster Matrix of Roles and Responsibilities.

The work of the GHC has been significantly supported and advanced by the intensive internal efforts of WHO and by GHC partner agencies, with their own funding sources, to promote understanding of the cluster approach and the related roles and responsibilities of the cluster lead and partners, to promote the common messages and products of the GHC, to provide technical expertise and advice to country clusters, to support the development of sector-wide CAP and CERF documents, and to ensure that the cluster approach has been successfully integrated in the way we work during a crisis.

Support provided by global cluster in new emergencies:

- **Georgia:** cluster coordinator assigned, technical support, global info sharing
- **Myanmar:** dedicated HCC off GHC roster, technical support from HNTS, global info sharing; capacity building of country level partners on standards and best practices
- **oPt:** dedicated HCC off GHC roster, HeRAMS technical support, medical supplies, global info sharing

How this support contributed to improved overall response

Improved partnerships and communication at the global level translated to improved collaboration among country cluster partners. Clusters have been able to do better planning and prioritization that has served as a sounder basis for funding appeals. There is increased clarity at the country level about who does what and where, increased collaboration on assessment work and gap analysis using common tools, and increased understanding of the cluster approach as an improved way of working together for better health outcomes. In these ways, humanitarian health is becoming more predictable and professional.

Support provided by global cluster in ongoing emergencies

- **Afghanistan,** Joint Country Mission, dedicated HCC from roster, fund raising event, advocacy
- **CAR,** Joint Country Mission and support for cluster capacity building, training of acting HCC
- **Chad:** Joint Country Missions and support for cluster capacity building, training of acting HCC
- **Cote d'Ivoire:** Joint Country Mission, cluster capacity building, training of acting HCC
- **Kenya** (election violence): IRA technical support and analysis, training of acting HCC, sub-regional workshop, global info sharing
- **Sudan:** HeRAMS technical support, training of acting HCC, global info sharing
- **Zimbabwe:** Dedicated HCC off GHC roster, technical support, global info sharing, advocacy

How this support contributed to improved overall response

This support has resulted in improved understanding of the cluster approach, increased capacity of the cluster lead and partners to fulfil their roles and responsibilities, better cluster-wide planning and prioritization of health needs providing a sounder basis for funding appeals, stronger coordination between all partners and the ministry of health, more complementarity, a reduction in duplication and more teamwork.

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

The collaborative work of the GHC, as well as internal support from the cluster lead and partners (using their own resources) is having a significant and growing impact during emergencies. There is a growing acceptance and understanding of the cluster approach among partners at country level as a result of the guidance and support from their respective HQs. Health is continually being advocated for in the emergency response due to the collaborative efforts of the health partners of the GHC and country health clusters; there is a cross fertilization of ideas and programmatic priorities; leadership and coordination are stronger and more predictable; trained cluster coordinators from the roster have been put in place in several acute and chronic emergencies. Overall, humanitarian health action is more predictable (common roadmap, common guidance, common tools: e.g. oPt, Sudan), timely (speedy deployments from roster and regional stockpiles: e.g. Afghanistan, Myanmar, oPt, Zimbabwe) and coordinated (knowing who is doing what where, what resources are available country wide and who is providing them, prioritizing gaps and filling them through joint decisions affecting individual agency programs: e.g. Kenya, oPt, Sudan, Uganda).

It is important to note that the funds received by the global clusters to implement their two year capacity building effort did not fund cluster implementation at the country level. Any support to country staff coming from global cluster partners, including WHO as lead, used other funds. The funding for supporting the implementation of the cluster approach at country level is expected to come from country based appeals such as Flash, CERF and CAP and other funding mechanisms available at country level.

2.4. Cross-cutting Issues

The GHC remains committed to integrating cross-cutting issues in all its products and work. The recommendations from the reviews conducted by the IASC experts on Age-ing and Gender have been incorporated in the GHC guidance, tools and training curriculum. WHO has tapped its own internal experts in other cross-cutting areas to review GHC products because no other IASC cross-cutting experts were available.

2.5. Cluster activities (please list main activities)

Global partnership building: 2 meetings per year, regular teleconferences and emails, updated website, three functioning and productive working groups, mechanisms for dialogue, knowledge sharing and decision making; GHC Strategic Framework 2009-2011 developed and agreed by all partners, matrix defining roles and responsibilities within health cluster of lead agency representative, cluster coordinator and partners

Guidance and Tools: (1) initial rapid assessment tool, guidance and data entry and analysis tool (developed with other clusters), (2) Health Resource Availability Mapping System, (3) Health Cluster Guide, (4) paper on Health in Recovery, (5) paper on Capacity Building of National Stakeholders and (6) paper on Gap Analysis

Surge Capacity: (1) roster of health cluster coordinators and deployment of candidates to both acute and chronic emergencies, (2) training program for HCC for both acute and chronic emergencies and (3) regional stockpiles pre-positioned and made available to country clusters

Country support: (1) Joint country missions to promote the cluster approach including the products and services developed by the GHC, to assess the cluster capacity to perform roles and

responsibilities, and to help the cluster develop an action plan for building the required capacity, (2) sub-regional workshop in Horn of Africa to promote the cluster approach as tool for improving the sector-wide health response in the specific regional context and (3) workshop for senior emergency managers of GHC NGO partners to promote the cluster approach, the GHC guidance and tools, and to build understanding around common expectations and related roles and responsibilities within country clusters.

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

The mainstreaming of the cluster approach by WHO and GHC partners is best witnessed by their significant and ongoing support to their staff in country to promote and support the implementation of the cluster using their own funding.

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity have been mainstreamed into the agency's core programmes/core budget?

100%. WHO's role in the Humanitarian Reform, in the IASC and as GHC lead are now well embedded into the Organization Policy. Both the World Health Assembly and the Executive Board have acknowledged and encouraged this direction. Within WHO structure the Health Action in Crises (HAC) is one of the seven HQ clusters. WHO's Medium-Term Strategic Plan 2008-2013 and the Programme Budget 2008-2009, approved by the Member States during the last World Health Assembly, have defined 13 Strategic Objectives and one of these key objectives is WHO's work on emergencies. In this Strategic Objectives the commitments of WHO at all levels (HQ, Regional and Country) as health cluster lead agency are clearly spelt out therefore the Organization is fully committed to its role as lead of the GHC and to the process of implementation of the health cluster at country level. Furthermore, WHO HAC has recently produced a document "Strengthening WHO's Institutional Capacity for Humanitarian Health Action, A Five-Year Programme 2009-2013" that fully incorporates and integrates its work as global cluster lead agency.

Once the necessary voluntary funding is made available through regular WHO funding mechanisms, WHO will continue to carry out the required work as global cluster lead agency including being involved in the IASC and its bodies (subgroups, task forces, task team); providing global support including advocacy, training and technical expertise to the country clusters in both acute and chronic emergencies; maintaining a secretariat to promote the continued collaboration and communication of the Global Health Cluster; ensuring the stewardship, dissemination, promotion and support of Global Health Cluster messages, products and services; and promoting the institutionalization of the cluster approach at regional and country level as a way of working both within WHO and with partner organizations.

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

As per its three year Strategic Framework 2009-2011, the GHC will develop annual work plans and budgets. The "GHC Work Plan and Budget 2009" requires funding of \$3,885,000. This does not include the costs to either WHO or partners for active involvement in the work of the GHC including staff time, meetings and related travel, and serving as resource persons at GHC trainings, workshops and other events. These costs are estimated at over \$1m per year for WHO and 300,000 per year per partner organizations. In addition, there are significant costs to WHO as cluster lead to hire and deploy supplementary staff and supplies (surge), support and promote the implementation of the cluster approach through advocacy and resource mobilization, and to provide ongoing technical support at the country level. These are estimated at an additional \$12 million in 2009.

SECTION 4: CHALLENGES FOR THE GLOBAL HEALTH CLUSTER BEYOND 2008

- Funding for the GHC annual work plan is required for this valuable inter-agency work to continue, as part of the overall WHO 5 year program and biannual work plan
- Funding to WHO and partners to cover the cost per agency to participate in the GHC work and meetings

- Funding to the country cluster lead agency and to partners for cluster implementation: staff (including Health Cluster Coordinator), supplies and equipment, technical support, data collection, entry and analysis, document development, resource mobilization and advocacy; including rapid access to initial start up funding for major sudden onset emergencies.
- Making health a priority in humanitarian settings; humanitarian health continues to be under-funded
- Internal ownership of and commitment to the cluster approach and the related roles and responsibilities within WHO and within partner organizations at all levels (global, regional, country)
- Making GHC work relevant, useful and sought at the country level
- Tracking and learning lessons to identify and promote best practices in humanitarian health
- Increasing the exchange of information between GHC and country clusters through WHO as lead agency

CHAPTER 8 – LOGISTICS CLUSTER

Global Cluster Lead: WFP

Global Cluster Partners: World Vision, CRS, CARE, Save the Children, Handicap Intl./Atlas, Concern, ACF, Islamic Relief, Caritas, Premiere Urgence, DFID, OCHA, UNICEF, UNHCR, UNFPA, WHO, WFP, IOM, IFRC, ICRC, Solidarité, IRC, Mercy Malaysia, Mercy Corps, Oxfam, Save the Children, Merlin, Concern Worldwide, FAO

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2009	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009
WFP (incl. UNJLC)	4,605,789	4,611,339	100.12%	4,221,075	390,264
TOTAL	4,605,789	4,611,339	100.12%	4,221,075	390,264

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	Australia	Canada	Ireland	Norway	Sweden	U.K.	U.S.A.
WFP (incl. UNJLC)	4,605,789	100.12%	614,755	471,698	547,196	338,983	595,238	1,014,199	1,029,270
TOTAL	4,605,789	100.12%	614,755	471,698	547,196	338,983	595,238	1,014,199	1,029,270

The Logistics Cluster was fully funded in a timely manner allowing for a successful implementation of the work-plan. The carry-over funds represented above reflect both funds carried forward into 2009 and funds recovered by the Global Logistics Cluster Support Cell (GLCSC) from field cluster operations that had budgeted for support from the GLCSC through a Special Operation.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1.1. Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

Partnerships

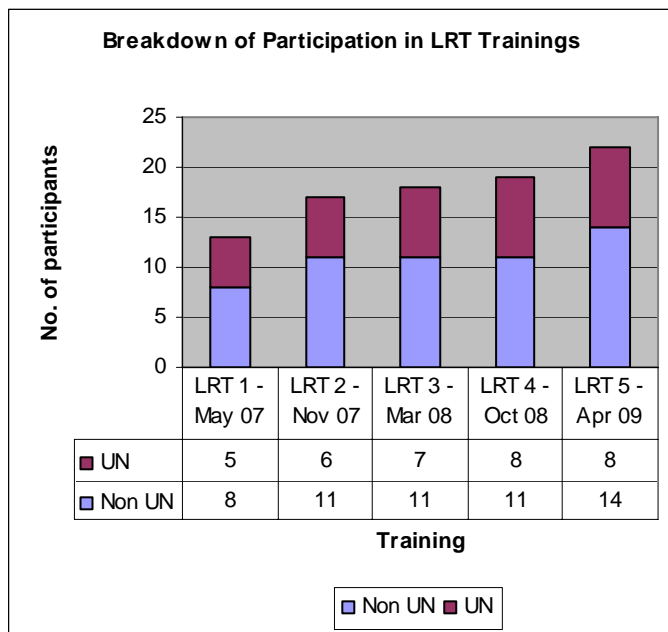
One of the most significant achievements in terms of partnership of the Global Logistics Cluster is that of the establishment and evolution of GLCSC.

- i. Set up three years ago, the composition and functions of the GLCSC have grown parallel to the challenges faced at the field level. Positioned within the Logistics Division of the World Food Programme, today the GLCSC consists of a group of dedicated, multi-skilled, diverse logisticians drawn from a number of humanitarian organisations, both non-UN as well as UN. Created to provide field cluster activations with guidance on strategy and policy, mobilisation support and / or surge capacity for start-up operations and ongoing humanitarian projects the balance of the GLCSC allows for inclusive guidance that reflects the thinking and experience of a true partnership approach to the work of the cluster. In addition to back-stopping field activations, the GLCSC also focuses on advocating and supporting preparedness and capacity building projects and their impact on logisticians working in the humanitarian field as well as training.
- ii. The continued secondment of logisticians from World Vision, ACF, and Care, in addition to nine WFP staff, one UNICEF and one UNHCR secondment has maintained the inter-agency focus

- of the GLCSC. The GLCSC also established a regional presence through a dedicated Logistics Cluster staff member in Panama to cover the Latin American and Caribbean Region. Previously the GLCSC positioned a regional Logistics Cluster Officer in Dakar, West Africa, but in an effort to mainstream cluster work and reduce costs, this position was discontinued.
- iii. The most significant undertaking with regards to the composition of the GLCSC has been the merger of the UNJLC core unit with the GLCSC. The UNJLC functions have now been absorbed into the deliverables of the GLCSC, ensuring that core competencies are maintained. Following the recommendations of the 2007 IASC Cluster Evaluation and the requests of Logistics Cluster partners at the Global Logistics Cluster meeting of April 2008, the GLCSC and the UNJLC carried out an inventory of their respective functions and activities in order to strengthen the comprehensive logistics response to emergencies. Critical areas of complementarity were identified resulting in a proposal of a new combined team that would join the core units of both GLCSC and the UNJLC. This proposal was endorsed by all Logistics Cluster stakeholders in October 2008, shared as an Information Note to the IASC in November 2008. The new GLCSC became operational on 1 January 2009.
- iv. Key to the merger was the special attention paid to ensuring that the good work undertaken by the UNJLC, especially in terms of information management, was built on and further strengthened. Following the position of the GLCSC in seeking the views and opinions of partners on the composition and most importantly the agreement to the merger, the team was first put to the test in the recent Gaza response. Whilst the strategy for the merger allows a reasonable timeframe for the streamlining of activities and allocation of responsibilities amongst staff, the response to the oPt crisis indicates that the GLCSC is certainly moving in the right direction.

Engagement of Partners

- i. As part of the partnership strategy of the GLCSC, several key informal consultations with the NGO community were held. The first took place in Paris in December 2007 and included participants from ACF, CartONG, Ministère des Affaires Etrangères / DAH, MDM France, SOLIDARITES, Aviation Sans Frontières France, MSF France, Handicap Int. / Atlas, Première Urgence, BIOFORCE, UNJLC, WFP/RDC, and the Croix Rouge Française. Similar consultations took place in 2008 in London with UK based NGOs and in Washington with US based organisations. In the UK, DFID / CHASE OT, IRW, Merlin, SC UK, IRC UK, HELP, OXFAM, Concern, Tear fund, British Red Cross, Action Against Hunger UK, REDR, JPF, WFP, CARE Int. attended. In the USA, Action Against Hunger USA, ADRA, American Red Cross, CARE USA, Mercy Corps, Relief International, Save the Children, UNICEF, USAID, USAID/OFDA, WFP, World Vision attended. These meetings held a dual purpose, the first being to increase understanding amongst the NGO community of the benefits of the cluster approach, and secondly to consider the views and concerns of NGOs when developing the work plan of the GLCSC.
- ii. While the Global Logistics Cluster met physically on 23-24 April and 3-4 October 2008, with each event hosted by a different organisation, ad hoc conference calls have taken place as required. Participation and engagement of partners in these meetings provides an indication of the value placed by partner organisations on the work of the Cluster. In addition to UN agencies, IOM, ICRC and IFRC, the following NGO's attended at least one of the meetings: Oxfam GB, Save the Children UK, CRS, Care International, Concern, Handicap International / Atlas, MDM, MAG, ACF, ACF USA, IRW, Merlin, Solidarité, Concern, WVI and Mercy Corps.
- iii. Key topics debated at the fora mentioned above included mainstreaming, interaction with other clusters, input from donors, lessons learned, Cluster Evaluation II and training development. Broadly speaking, these meetings provide an opportunity to share concerns, best practices, develop linkages between the organisations and for the GLCSC to adapt and fine tune its activities in order to match as much as possible the identified needs. Different achievements include the establishment of a reference group for the development of a Standard Guidance on Logistics, commonly known today as the 'LOG,' comprising twelve partner organisations. This collaboration serves two purposes; firstly, it ensures that the resulting product caters to the needs of all logisticians from a variety of organisations; and secondly, it supports the mainstreaming of the cluster work within organisations, one of the key priorities of WFP as Lead Agency.



iv. Capacity building of partners has proven to be one of the most important areas of work to have a concrete impact at the country level. The Logistics Response Training (LRT), the only real-time onsite emergency cluster simulation training has grown in reputation and respect. This is reflected through the number of organisations requesting to participate. Whilst the training scenario was built around two teams, the overwhelming request of partners has led to the need for an additional third team to be woven into the next training (April 2009) to accommodate the increased demand. Organisations who have sent participants and facilitators include CARE, IOM, Islamic Relief, Save the Children,

UNICEF, OXFAM, World Vision, ACF, CONCERN, ICRC, SOLIDARITES, PREMIERE URGENCE, MERLIN, TEARFUND, British Red Cross, WHO, UNHCR, FAO and WFP. Other organisations who exclusively sent facilitators include IFRC, CARITAS, OCHA, UNDSS and NATO. The Fritz Institute has also attended as an observer.

v. Another component of the LRT programme was a 1-year placement of LRT trained staff in other organisations. In 2007, agreements were reached with UNICEF for two logisticians to work on the WASH and Nutrition cluster inter-linkages with the Logistics Cluster; with UNHCR for one LRT member to focus on Emergency Shelter Cluster related issues; and two LRT personnel from WHO to work on the Health Cluster logistics strategy.

Surge capacity / rosters

- i. As a full simulation training exercise, the Logistics Response Training (LRT) is the principle vehicle for developing surge capacity. Four LRT trainings were successfully implemented (two in 2007, two in 2008) and a roster was established of trained, deployable staff. The first team was deployed to Bangladesh in November 2007.
- ii. After five trainings (12 - 19 May 2007, 4 - 11 November 2007, 9 – 15 march 2008 and 5 – 11 October 2008 and 19 - 25 April 2009 to come) a total of 167 logisticians from 30 different organisations will have been trained; 98 as actual participants with the remainder being facilitators from different organisations. The latter are included in the total count of trained people as they too were exposed to a similar “behind the scene” experience. Consistent feedback received from facilitators indicates that they learn as much as participants when involved in the training.
- iii. The roster members are located across regions with diverse organisational and logistics background and are ready to be deployed when needed. Processes and administrative agreements for the speedy deployment of trained staff from other organisations remain a challenge. The first team deployment that included non WFP, LRT trained staff, was that of Bangladesh in November 2007. The team comprised one staff member from UNICEF, ACF and WFP. The team assessed exigencies on the ground and concluded that a Logistics Cluster activation was not required. In 2008 more LRT trained staff were deployed. They were seconded from UNICEF, WHO, OXFAM, MERLIN, ACF, RedR and WFP.
- iv. Branching out beyond humanitarian organisations to better utilise skills and experience of the private sector has been a priority for the Logistics Cluster. Since 2006, three leading logistics and transport companies, TNT, Agility and UPS, have joined forces with the Global Logistics Cluster to help the humanitarian world with the logistics of emergency response to wide-scale natural disasters. In 2008, the three companies and the Global Logistics Cluster agreed on guidelines and conditions for the intervention of joint "Logistics Emergency Teams" (LETs) alongside humanitarian actors. Created under the auspices of the World Economic Forum (WEF), the LETs initiative aims to bring together private and non-profit skills to address natural catastrophes during the first critical weeks. Under the agreed guidelines, the member

companies stand ready to deploy Logistics Emergency Teams worldwide upon request from the Global Logistics Cluster. Services available to the Logistics Cluster may include the provision of logistics specialists (e.g. airport coordination, airport managers and warehouse managers), logistics assets (e.g. warehouses, trucks, forklifts) and transportation services. The Global Logistics Cluster supports the training of personnel jointly identified by the commercial companies and the GLCSC, who are then managed through rosters maintained by each company. In 2008, the LET deployed staff and services in support of Logistics Cluster activations in Myanmar and Haiti.

- v. In 2009, as well as continuing the LRT trainings, WFP and the GLCSC will put together a Logistics Cluster Induction Training for Stand-by Partners (SBP). WFP currently has fifteen agreements with organisations for the deployment of SBP personnel and will increase this number in 2009⁶. Based on the increasing number of requests for partner support to cluster operations (in 2008 twelve SBP personnel were deployed in support of Logistics Cluster operations in DRC and Myanmar), this initiative was suggested during the 2008 annual WFP and SBP meeting and added to the 2009 Work Plan of the GLCSC. The training will take place in May 2009 in Neuhausen, Germany, and is kindly hosted by Bundesanstalt Technisches Hilfswerk - the German Federal Agency for Technical Relief. The strategy is to increase the Stand-by Partner awareness of the Logistics Cluster in order to further augment GLCSC capacity to immediately deploy logistics experts to emergencies. The participants will be introduced to the mandate and functions of the Logistics Cluster including, for example, tracking of commodities, Information Management and logistics assessment tools and GIS. In addition, the participants will receive training on leading and administering cluster meetings.

Standards/tools

- i. The GLCSC worked on devising a template for Inter-Agency Logistics Capacity Assessments (IA LCA) based on the existing WFP template and adding sections relevant to other organisations, such as handling of Non Food Items, cold chain, customs, local market information, the humanitarian context and linkages to inter-agency contingency planning scenarios. Logistics Cluster Assessments provide operational country/regional evaluations that concentrate on critical elements of logistics links, such as port/airport capacities, road and rail networks, fuel supply, customs systems, storage facilities, handling procedures, labour rates, local transportation resources, etc. Particular consideration is given to identifying any physical or material shortcomings which may result in bottlenecks in the logistics supply chain. By the end of 2008, 26 IA LCAs were completed. A previously distinct component of the LCA, the Customs Information Guide (CIG), will be incorporated into the IA LCA in 2009.
- ii. Currently most humanitarian organizations operate with individual, greatly varying standards. For Logistics in particular this results in incompatibility across respective operational set-ups. After a desk review of existing manuals and toolkits (Logistics Cluster members and the commercial sector) a benchmarking exercise will lead to an all-encompassing basic manual. The manual will have two main components: "Guidelines": Description of the different supply chains (Food, Medical, WASH, Shelter...) and a functional area that will include selecting and contracting logistics services providers (transport, warehousing, clearing agents...) and logistics assessment tools (comprehensive, rapid). Part B "Toolkit": with best practices from different organizations; templates, forms (sitreps, meetings, reports...) and tools (calculation, conversion, size of things, terms, Google earth...). The tool, known as the LOG or Inter-Agency Logistics Operational Guide (LOG), will be developed in electronic format (online and offline) preferably on a memory stick enabling downloads of latest updates. The Chartered Institute of Logistics and Transport (CILT) offered their support to the cluster in completing the tool, with the allocation of a full time dedicated staff member from the CILT on a cost shared basis.
- iii. A tool to enhance use and dissemination of geographic information related to logistics events (LOGIS) was also developed. The tool aims to improve the direct geographical oriented information reporting and display for logisticians. The Logistics Cluster will configure or adapt a geographical oriented tool for visualisation and reporting on logistics infrastructure events/status by logisticians and will used to established transport infrastructure standards. The tool will allow the display of dynamic map content (KML, GeoLocation information: i.e. Google maps and Google Earth) and delivery of map information products (i.e. Logistics Infrastructure status) through the cluster website.

⁶ WFP Stand-by Partners include: DFID, IrishAid, DCPEP, MSB, EMERCOM, ICRU, SDC, NRC, DRC, CANADEM, RedR Australia, FSD, IMAPP, Ericson Response, Marine Surveyors. Furthermore, THW, DEMA and the Centre de Crise Francais (former DAH) plan to sign SBP agreements in 2009.

- iv. The most important communications and information sharing vehicle for the Logistics Cluster remains that of the Logistics Cluster Website (www.logcluster.org). Crisis web pages were launched for each operation where the Cluster was activated/deployed (see table of new emergencies below). The website continues to develop and utilise the latest technology, for example, in Myanmar, all information published on the Logistics Cluster website was automatically fed to the Humanitarian Website using RSS (Really Simple Syndication), allowing more actors to receive the latest news and information from the Logistics Cluster.

Stockpile creation / maintenance

The Logistics Cluster has linked with other Clusters by providing inputs to the Clusters' "work in progress" strategies for supply preparedness and response. In addition to the Logistics Cluster activities, the Lead Agency offers free strategic storage services to UN, international, Government and Non Government Organisations through the UN Humanitarian Response Depot (UNHRD) network. Whilst these activities are funded through a separate channel to that of the Logistics Cluster, the core principles of the service provided by the Network are very much in line with those of the cluster approach. As such, the Network is very closely linked to cluster activations.

The UNHRD provides a level of flexibility to operational response by inter-linking five hubs (Europe-Brindisi/Italy; Africa Accra/Ghana; Middle East- Dubai/UAE; South East Asia- Subang/Malaysia; Latin America- Panama City/Panama) to cover the entire globe. Pending the final signature of the basic Agreement between WFP and the Malaysian Government, South East Asia is temporarily served by the former WFP AERF Depot which is now under the UNHRD umbrella. The hubs are populated with standardized stocks, governed by common protocols (same standard operating procedures applicable to all the HRDs), centrally managed and offer standard services free of charge (including storage) and specific services upon request on a full cost recovery basis (including NFI and service procurement and transport) to the entire humanitarian community. Currently, a total of 30 users (UN agencies, International Organizations, NGOs and Governmental Organizations), have signed an agreement with WFP for the use of the UNHRD network.

Emergency Preparedness

- **(Please see above xvi)**

2.1.2. Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies:

The Logistics Cluster responded to nine new emergencies in 2007 (Philippines, Mozambique, Madagascar, Pakistan Uganda, Bangladesh, Peru, Nicaragua, Ghana, Sri Lanka and CAR), ten new emergencies in 2008 (Kenya, Mozambique, Chad/Cameroon, Tajikistan, Myanmar, Georgia, Haiti, DRC and Sri Lanka), and three new emergencies in 2009 (Gaza, Pakistan and Zimbabwe) to date.

How this support contributed to improved overall response

Experience to date indicates that responses are far more timely and predictable with the availability of dedicated Inter-Agency surge capacity to kick-start activities and engage with all stakeholders whilst appeals / projects are being prepared. Early involvement, mobilization of partners, and improved communication contributed to greater consensus building and subsequently improved the efficiency of the overall logistics response. The deployment of members of the GLCSC to sudden onset emergencies greatly benefits 'Logistics' as a service provision cluster. These staff provide essential coordination support for the community thus ensuring the speedy development of a concept of operations and operational plans to ensure that a common agreed upon strategy underpins the response. In addition, officers facilitate the development of Standard Operating Procedures (as well as the dissemination and implementation of those already available prior to the emergency) for access, transport and common logistics services. In addition to the benefits of trained LRT logisticians is becoming more and more obvious, especially as trained LRT staff are more frequently fielded to the same emergencies, thus providing greater synergy within the country level Logistics Cluster.

Complementary to the deployment of trained inter-agency logisticians to emergencies is that of dedicated information management (IM) support. This role is clearly invaluable, with the modalities of

IM support to the Logistics Cluster in an emergency relying heavily on 24 hr back-up from the GLCSC in Rome, contributing to the tightened coordination between HQ and the field. The established Logistics Cluster IM procedures ensure the rapid development of a crisis webpage for the respective country with quickly consolidated information that is accessible to all partners. Sitreps, daily updates, contact lists, meeting minutes, snapshots on relevant logistics information, procedures and guidelines for the use of the Logistics Cluster services and GIS maps are just some of the wide range of IM products developed and made available to the field by the GLCSC with this dedicated IM capacity.

Worthy of note is the role of the Logistics Cluster in terms of advocacy with national authorities. When providing a common service as part of the Logistics Cluster response, Logistics Cluster representatives often have to advocate with the government on issues such as access, warehousing and contracting, successfully easing the work of respective organisations within the Logistics Cluster. A 'one voice' policy has certainly proved effective in ensuring a joint approach to key issues.

2.2. To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

For Logistics, the Cluster Approach has first and foremost provided an unrivalled level of standardization that has greatly increased predictability. Concretely speaking organisations are now aware that key strategic planning through the development of firstly a Concept of Operations, and secondly an Operational Plan will take place. In addition, they are now able to expect, the development, management and implementation of a common logistics service, be it transport or warehousing, as needs dictate. Regular information on customs procedures and bottlenecks has now also become a standard service. Moreover, the need for common transport services in emergencies, especially sudden-onset, is increasing, with the service itself reducing costs for the humanitarian community as a whole. Whilst the Logistics Cluster may cite many different country examples, the response of Myanmar is of particular interest when addressing the subject of investments.

Myanmar: Based on the identified needs, the Logistics Cluster and partners, agreed upon a Concept of Operations that included the establishment of an uninterrupted supply chain of life saving relief items to the affected areas. This activity involved the setting up and operating of a common logistics service to supplement overall humanitarian logistics capacity, and provided coordination and information management support for the logistics response. A helicopter operation was set up to support the broader humanitarian community in the delivery of relief cargo to hard to-access areas in the Delta region, as well as transporting medical and veterinary teams to assist the local population. The operation began with ten helicopters that were also used to support the Tri Partite Core Group (a cooperative effort between the Myanmar Government, ASEAN and UN agencies) for the Village Tract assessment which took place over a week in the Delta.

Common Transport Services were provided with a fleet of 33 trucks. This was later reduced to 15 with the option of renting more on a day-to-day basis when additional capacity was required. To increase capacity and bypass any difficulties arising from deteriorating road conditions in the Delta over the rainy season, a fleet of barges and boats was also contracted to deliver relief assistance via the country's many waterways. The majority of all cargo movement within Myanmar was carried out by these means. Establishing a system whereby service was provided based on need certainly improved the overall response. As a service provision cluster, Logistics Cluster can be arguably responsible for increasing efficiency, in some way or another, for all clusters; a common service mitigates duplication, lessens competition for commercial assets which could otherwise distort the market, and it allows for a 'do no harm approach' to working within the local markets. In Myanmar the Logistics Cluster worked with commercial providers in order for them to better plan their own service level agreements with humanitarian actors once common services were phased out.

A system of prioritization was also established most notably for the air bridge and helicopter operations. The process was performed by a prioritization officer, and took place in accordance with priorities expressed by the IASC country team (shelter, food, health, nutrition and WASH, and later agriculture in the form of seeds), results of the PONJA assessment (during which sample villages expressed a need for plastic sheeting, water containers and access to medical care), and the maximization of assets (combining volume with weight to increase what can be carried). Consignments with packaging problems were re-boxed or palletized before entering the pipeline in order to avoid potential bottlenecks. The 'prioritisation' component of the Cluster Approach (Terms of

Reference) has proved over time to be most crucial to the overall response, directly supporting the timely delivery of appropriate assistance and supporting the overall advocacy efforts of the HC and the humanitarian community. This year the Logistics Cluster will submit to the IASC a proposal to officialise procedures for prioritisation based on lessons learned in Myanmar and most notably, the oPt response in 2009, in order to facilitate a community approach to this key issue.

In the area of reporting and information dissemination, the Logistics Cluster produced key products to communicate essential information to relief organizations and donors participating in the emergency response. Other clusters sought advice from the Logistics Cluster regarding the development and maintenance of the website. In this respect the GLCSC has taken on an active role in the IASC IM Task Force to further pursue common interests such as Reporting and Prioritisation under a common information management umbrella.

Overall the operation was a success, with 39 organizations utilising common logistics services for the prioritised, efficient and effective movement of a total of 15,856 mt of humanitarian relief items in an environment that was challenging both in terms of physical and humanitarian access. This success may be largely attributed to the implementation of the cluster approach.

2.3. Cluster activities (please list main activities)

See Annex II

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1.1. Which elements, if any, of the Global Cluster Lead's responsibilities/capacity have been mainstreamed into the agency's core programmes/core budget?

In 2009 the Logistics Cluster is seeking donor support to cover a portion of the recurrent costs required to maintain support to field operations.

As stated at the Global Cluster-Donors meeting of 22 October 2008, and subsequently endorsed in the WFP Management Plan at the 27-30 October WFP Executive Board, WFP will provide funding for Cluster management for 2009 on a once off basis from its PSA equalization account. WFP will continue to request the support of other UN Agencies, in particular UNICEF and UNHCR, to loan their staff to the GLCSC. It is also of paramount importance to maintain a strong NGO presence in the Support GLCSC, reflected by the ongoing commitment of CARE International, Action Contre la Faim and World Vision to continue to second their logisticians to the Support GLCSC. The Logistics Cluster proposal to Donors reflects the costs related to ensuring NGO participation into the Support GLCSC, continuing the roll-out of the Logistics Capacity Assessments (using LRT trained personnel from the humanitarian community) and in order to provide immediate response capacity through deployment of UN and NGO LRT personnel to emergencies as well as from the GLCSC.

Departing from the initial 2006 and 2007 "Improving Humanitarian Response Capacity – Cluster" appeals, WFP as the Logistics Cluster Lead will not seek funding to provide logisticians to support the work of the Health, Shelter, WASH and Nutrition clusters. Instead, WHO, UNICEF and UNHCR will mobilise donor support to maintain this capacity.

See Annex III

3.1.2. What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

As above (3.1)

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008

- a) **Maintaining the Momentum:** With the Global Financial Crisis, the challenge remains to ensure that Cluster Lead Agencies, Donors and participating organisations continue to prioritise the cluster approach and maintain their commitment to an increased level of accountability in the 'way we work,' despite limited resources.
- b) **Efficiency and Effectiveness:** As a service provision cluster, the work of the Logistics Cluster is directly impacted by the need for robust and clearly defined inter cluster coordination. This is paramount to ensuring that the gains made in terms of the effectiveness of the humanitarian response are not made at the expense of the efficiency of the humanitarian response.
- c) **Force Multiplier:** Recognition and increased awareness of the role of logistics as the backbone of operations, and the subsequent need for a common and coordinated approach is essential in moving forward. Moreover the limited understanding within the community of the role of logistics conflicts with the budgets allocated (e.g. logistics typically accounts for 40-70% of operational expenditure) and must be addressed comprehensively in order for the humanitarian community as a whole to achieve maximum possible efficiency.

Annex I

2007		
Month	New Emergencies	Type of Support
January	Philippines typhoons and floods	Coordination, information management
February	Mozambique floods	Coordination, information management and logistics services (air, road, river transport and warehousing),
March	Madagascar cyclones and floods	LRT Assessment, coordination and provision of ad hoc air transport services
July	Pakistan floods	Coordination, information management and logistics services (road transport and warehousing),
September	Uganda floods	Coordination, information management and logistics services (air, road, river transport and warehousing),
September	Nicaragua hurricane	LRT Assessment, coordination, information management, and provision of logistics services
September	Peru earthquake	LRT Assessment, coordination, and provision of logistics services
September	Ghana floods	LRT Assessment, coordination and provision of road, river transport services
November	Bangladesh cyclone and floods	LRT Assessment and coordination
2008		
January	Kenya post election violence	Coordination, information management and logistics services (air, road, river transport and warehousing),
January	Mozambique floods	Coordination, information management and logistics services (air, road, river transport and warehousing),
February	Chad/Cameroon, Chad refugee influx	LRT Assessment and coordination
February	Tajikistan, Extreme cold weather	LRT Assessment and coordination
May	Myanmar, Cyclone Nargis	Coordination, information management and logistics services (air-bridge and ocean shipping including customs clearance facilitation - in-country air, road, and river transport and warehousing),
August	Georgia crisis	Cluster Approach not officially endorsed by the Country team - Coordination, information management and logistics services (road transport and warehousing)
September	Haiti, hurricanes	Coordination, information management and logistics services (air, road, ocean transport and warehousing),
November	DRC crisis	Coordination, information management and logistics services (air, road, river transport and warehousing)
2009		
January	OPT crisis	Coordination, information management. On going.
February	Pakistan	Coordination, information management, warehousing On going.
February	Zimbabwe	Coordination, information management. On going.

Support provided by global cluster in ongoing emergencies

2007		
Since	Ongoing emergencies	Type of Support
2005	DRC	Support to ongoing interagency logistics services
2006	Somalia	Coordination, information management and logistics services (road, ocean transport and warehousing),
May 2007	Chad	Coordination, information management,
July 2007	CAR	Coordination, information management, capacity building
Sept 2007	Zimbabwe	Assessment
Nov 2007	Guinea	Coordination, assessment
2008		
March	Afghanistan	LRT assessment mission

Annex II

Pillar 1: Operations Preparedness and Support to ensure appropriate capacity to support the wider inter-agency logistics community

Operation Preparedness	
1.	Preparedness and Contingency Planning
1.1	Provide input to IASC Contingency planning (IA CP) initiatives.
1.2	Support Logistics Preparedness initiatives at country or regional level
1.3	Maintain monitoring, analysis and information dissemination activities related to potential logistics emergency response.
2	Contribution to the Maintenance and Improvement of Humanitarian Logistics Competencies
2.1	Organise and/or support initiatives to improve the skills & competencies of humanitarian logisticians (LRT, MedLog, TFOT and other organisations trainings and workshops)
2.2	Liaise with partners to establish a common set of trainings
2.3	Develop/revisit, maintain the content of tools and guidelines for the logistics community and ensure execution of the implementation plan; LOG (template, guidelines, best practices, etc.); Humanitarian commodities tracking system (JST or other); Existing templates and guidelines for LogCluster activities
3	Resources Mobilisation
3.1	Ensure adequate capacity to perform field operations and global GLCSC activities: Efficient recruitment; Adequate technical briefing given and equipment issued; LogCluster awareness briefing package available; Appropriate funding made available; Proper network ready to be activated
3.2	Participate in the design of Logistics Cluster (and participant organisation) trainings
Response to Emergency Operations and Support to Country LogCluster	
4	Support Emergency Logistics Cluster Operations
4.1	Undertake LRT assessment to define the needs; Ensure response teams deploy (with HR, Finance and Administrative issues properly addressed) with appropriate equipment and external partner engagement; Undertake ConOps and SO; Undertake LogCluster coordination activities including meetings, logistics information made available by all means, provision of last resort services; Engage in cross cluster coordination; Envision, plan and communicate exit strategy (internally and externally); Undertake regular reporting, evaluation, compliance missions and lessons learnt; Undertake up-grading and review of existing tools
5	Support to Field/Country Logistics Cluster
5.1	Provide support to preparedness activities; Undertake expert missions upon field request
6	Support Inter-agency and Cross Cluster Coordination Platforms
6.1	At global level for strategic supply chain considerations
6.2	At field level both for preparedness and response activities

Pillar 2: Information Management to ensure that gathering, analysis and dissemination of the logistics information is made available to the wider humanitarian logistics community

Information Management	
1.	Logistics Information Management
1.1	Reporting: create periodic reports as deemed necessary by LogCluster stakeholders and donors
1.2	Develop an IM strategy for logistics Information products, tools and services to match the Humanitarian Information Management and Exchange principles
1.3	Develop and sustain logistics indicators for common service operations, measuring output as well as humanitarian impact
1.4	Organise and/or facilitate specific logistics information management (IM) workshops for/with partners; Prepare and maintain a set of IM training packages (general IM, reporting, Customs)
2	Development and Maintenance of Tools for Operations
2.1	Develop logistics support systems (Sharing Platform, Logistics Operations Guide, Non-Food Item Tracking, LOGIS, etc. in coordination with Pillar 1 team and external providers.)

Information Management	
3	Maintain and monitor information sharing platform and statistics:
3.1	Ensure that LogCluster information tools, kits, templates and guidelines are up-dated and made available for deployments through existing platforms that meet the needs and requirement of the users

Pillar 3: Normative guidance to ensure that the LogCluster approach is incorporated into working practices of the inter-agency wider logistics community

Logistics Cluster Normative Guidance	
1.	Policy and Guidance
1.1	Ensure the Logistics Cluster approach is incorporated into the normal working practices of humanitarian logistics
1.2	Ensure guidance is available and disseminated to the field
2	Advocacy
2.1	Act as a catalyst/interlocutor for raising the profile, brand and recognition of humanitarian logistics
2.2	Awareness-raising for the cluster approach and role of the Logistics Cluster
3	Coordination and Liaison
3.1	Ensure Logistics Cluster communication plans meet desired outcomes
3.2	Engage in networking and development of products for awareness-raising
3.3	Coordinate mainstreaming activities with relevant stakeholders and development of adhoc tools and supports
3.4	Keep abreast of developments in the field of humanitarian logistics emanating from other organisations (including private sector)
3.5	Develop communication strategy
3.6	Develop and secure secondments to increase the surge capacity of the GLCSC
3.7	Lead Inter-Cluster coordination activities
3.8	Participate in the design of the trainings (i.e. LRT) focusing on inputs coming from the cluster participants

Annex III

A total of 9.5 fully funded posts have been mainstreamed into WFP's core budget, supplemented by individual donor support to cover recurrent costs related to enhanced cluster preparedness activities (LCAs, CIG), competency development (LRT training, LOG, LOGIS and JST Tool), development and maintenance of the roster (non-UN personnel in the GLCSC) . These staff will contribute to the following:

Strategic Direction		Performance Measurement		
Pillar	Related Initiative	Key Projects	KPI / Objective	Targets
Operations Support and preparedness	Operation Preparedness	Preparedness & Contingency Planning	<ul style="list-style-type: none"> ▪ Number of inter agency LCAs ▪ Number of CPs with logistics inputs ▪ Number of organisations participating (providing inputs) to LCAs 	<ul style="list-style-type: none"> ▪ >10 LCAs completed in 2009 ▪ 80 % of known IA CP with IA LCA inputs in 2009 ▪ 75% of LCAs completed with participant organisations inputs ▪ 90% of Cluster participant organisations satisfied with LCA products
	Improving Humanitarian Logisticians Competences	LRT Training Soft Skills Training	<ul style="list-style-type: none"> ▪ Two more LRT trainings in 2009 ▪ Soft Skills training developed and rolled-out 	<ul style="list-style-type: none"> ▪ 2 LRT training conducted with x new organisations participating ▪ > 40 logisticians trained in LRT ▪ Soft skills e-learning package rolled-out by May 2009
		Organise and/or facilitate specific logistics information management (IM) workshops for/with partners	<ul style="list-style-type: none"> ▪ Ensure, that the content is developed with the cluster participants inputs 	<ul style="list-style-type: none"> ▪ Cluster participants satisfied with the material content.
		Develop/revisit, maintain the content of tools and guidelines for the logistics community and ensure the implementation plan	<ul style="list-style-type: none"> ▪ LOG (template, guidelines, best practices, etc.) ▪ Best practices identified and recommended by the Cluster participants 	<ul style="list-style-type: none"> ▪ Pilot version ready by August 2009 ▪ 90% of Cluster participant organisations satisfied both with the Logistics Manual and the best practices platform initiative
	Resource Mobilisation	Ensure adequate capacity to perform field operations and global GLCSC activities	<ul style="list-style-type: none"> ▪ Appropriate network ready to be activated ▪ LogCluster awareness briefing package available ▪ Appropriate funding made available 	<ul style="list-style-type: none"> ▪ Support GLCSC staff deployable within 48hours ▪ Minimum 30 LRT roster staff deployable within 48 hours ▪ All staff equipped and briefed prior to deploy ▪ Funding constraints mitigated
Information Management	Logistics Information Management	Develop an IM strategy for logistics Information products, tools and services to match the Humanitarian Information Management and Exchange principles	<ul style="list-style-type: none"> ▪ Logistics Information Platform and products meet the Humanitarian community needs 	<ul style="list-style-type: none"> ▪ All information products (reports and other information services) are updated and disseminated to the wider audience irrespective of internet access constraints.
	Development and Maintenance of Tools for Operations	Develop logistics support systems (Sharing Platform, NFI Tracking, LOGIS, etc.)	<ul style="list-style-type: none"> ▪ Sharing platforms and means of communication adapted to the context ▪ Technical aspects of information support tools development addressed 	<ul style="list-style-type: none"> ▪ NFI tracking and LOGIS tools developed as per Operations and Cluster Participants requirements ▪ NFI tracking by 4Q 2009 ▪ LOGIS by 3Q 2009

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Strategic Direction		Performance Measurement		
Pillar	Related Initiative	Key Projects	KPI / Objective	Targets
Normative guidance	Policy and Guidance	Ensure the Logistics Cluster approach is incorporated into the normal working practices of humanitarian logistics and that guidance is available and disseminated to the field	<ul style="list-style-type: none"> ▪ All necessary material useful to Cluster Participants mainstreaming efforts developed 	<ul style="list-style-type: none"> ▪ Communication and guidance material disseminated to Cluster Participants by 2Q 2009
	Advocacy	Raise awareness for the cluster approach and role of the Logistics Cluster and advocate for the role and recognition of humanitarian logistics	<ul style="list-style-type: none"> ▪ Active participation by humanitarian logisticians and the Cluster Approach incorporated into preparedness and response plans 	<ul style="list-style-type: none"> ▪ No. of support projects initiated with new partners to support Humanitarian Logistics community and/or Governments.
	Coordination and Liaison	Ensure Logistics Cluster communication plans meet desired outcomes and develop networking and products for awareness-raising	<ul style="list-style-type: none"> ▪ Continue to “reach-out” beyond the current circle of Cluster Participants, including the Private Sector, Academia and Governments 	<ul style="list-style-type: none"> ▪ Specific communication material developed by end 2009 ▪ New sources of funding found

CHAPTER 9 - NUTRITION

Global Cluster Leads: UNICEF

Global Cluster Partners: The Nutrition Cluster has 36 members: Action Against Hunger Alliance, Center for Disease Control (CDC), Concern Worldwide, ECHO, Emergency Nutrition Network (ENN), FAO, Food and Nutrition Technical Assistance Project (FANTA)/USAID, the Global Alliance for Improved Nutrition (GAIN), Helen Keller International, International Medical Corps, International Relief and Development (IRD), Institute of Child Health/UK, International Federation of Red Cross and Red Crescent Societies (IFRC), Interaction, International Rescue Committee (IRC), Merlin, Micronutrient Initiative, NutritionWorks, Oxfam UK, Save the Children Alliance, Standing Committee on Nutrition (SCN), Tufts University Feinstein International Center, UNHCR, UNICEF, UNU, Office of Foreign Disaster Assistance (OFDA)/USAID, Valid International, WFP, WHO, and World Vision.

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2009	Pledges as at 31 March 2009	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009	Expected carry-over / no-cost extension beyond 31 March 2009
Funds appealed for directly by cluster lead-UNICEF 2006-7	5,440,276	3,462,881	0	64%	NA	NA	NA
Funds appealed for directly by cluster lead-UNICEF 2007-8	4,100,000	1,975,652	0	48%	1,815,652	160,000	(beyond 31 Mar 2009) 160,000
TOTAL	9,540,276	5,438,533	0	57%	1,815,652	920,000	160,000

* expenditures estimated through global nutrition cluster work plan 2009

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded Total (contributions)	Sweden	Norway	Canada	USA
Funds appealed for directly by cluster lead-UNICEF 2007-8	4,100,000	48%	366,807	160,032	163,996	1,302,000
TOTAL	4,100,000	48%	366,807	160,032	163,996	1,302,000

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

Approximately 66% of committed funds from the 2007-8 appeal were programmed through Cluster partners of which 47% was through NGO partners.

1.4 Impact of under-/late-funding; carry-over; lessons learned

Late-funding: For the time period March 2008 to March 2009 we were working with already existing funds from the global donor appeal of 2007-8. Short programming cycles of one year (often less by the time the money became programmable through UNICEF) contributed to make the programming of funds challenging. The Cluster consultative process requires joint work-planning and management of funds and this is essential to our commitment of cooperation and transparency; however this can be very time consuming. Lead Agency procurement and recruitment processes require careful preparation, review and approval thus ensuring appropriate technical and fiduciary expectations are met. The transaction time and costs need to be recognized and taken into consideration in work-

planning. Fortunately, funds were carried over from the 2007/8 appeal enabling a continuity of support into 2008 and 2009.

Carry-over: It is expected that funds will be carried over into 2009 for completion of some of the 2008 work plan activities which have continued into 2009. Carry-over funds are minimal (\$160,000) and have already been programmed in the 2009 work plan.

Lessons Learned: The Cluster process has generated goodwill among members and an expectation for joint programming and sharing of resources. The consultative process, however, takes time and often the programming cycle of one year has proved to be constrictive and has created some concerns within the cluster as to priority identification and funding protocols. Main lesson learned is that clear and transparent identification of cluster priorities as well as adequate administrative support for processing for funding agreements/mechanisms is essential for the well functioning of the Cluster. Flexibility from donors for the extension of funds beyond 12 months has proven essential for continuity of the work plan.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2008 work plan as at 31 March 2009

Partnerships

At the global level, the focus on joint initiatives has strengthened existing relations and improved trust among agencies active in emergency nutrition. The Cluster has enabled key technical, operational and network gaps to be identified for technical review and for recommendations address those gaps. The Cluster provides a neutral forum that has enabled different and sometimes competitive partners to come together to prioritize action and identify gaps in global preparedness and response. In 2008, networking and working together has been facilitated by a combination of virtual teleconferences, two face-to-face working group meetings and annual global meeting held at the regional level to make it more accessible. The Cluster receives direction from working groups (Assessments and Capacity Development) to focus on country cluster support and global work-planning. Numerous Nutrition Cluster activities as detailed in the annual work plan were initiated or brought closer to completion during 2008 through active participation of cluster partners and cluster countries. For example, the Harmonized Training Package for Nutrition in Emergencies was completed and piloted in four countries and relied heavily on the inputs and support network of the cluster partners.

NGO and other organization membership

The Nutrition Cluster has 36 members (listed above). In addition, Médecins Sans Frontières (MSF) - France is an observer.

National capacity building and strategic partnerships with national NGOs

The Global Nutrition Cluster provides support to national-level Nutrition Clusters, as well as to coordination groups dealing with emergency response in countries where the cluster approach has not been formally activated. We rely on the national-level structures to link in with national NGOs; and through our capacity building, tool/protocol development, and networks, the Global Nutrition Cluster has supported local NGOs in a number of emergency countries including Afghanistan, China, Haiti,

Iraq, Kenya, Madagascar, Myanmar, Somalia and Zimbabwe. In addition to these activities, the Cluster has been reviewing appeal requests and making recommendations for activities to be implemented by national NGOs. In addition, the Harmonized Training Package was piloted in four cluster countries and national NGO's participated in this Nutrition in Emergencies learning event.

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Standards/tools

OBJECTIVE	INDICATOR TARGET	OUTPUT ON 31.03.09	COMMENT
Achieve consensus on the process for and develop a work plan for the revision/development of materials in the area of management of moderate acute malnutrition (MAM).	Recommendations on development of guidelines for management of MAM.	Expert meeting held in Geneva in 2008 with recommendations on way forward, follow-up consultation on commodities, and report widely circulated and quoted.	Completed with identification next steps for implementation
Health and Nutrition Tracking Service (HNTS) links in with work of Nutrition Cluster in order to improve global management of nutrition information.	Nutritional Epidemiologist for HNTS recruited	HNTS fully functional with existing board, president and nutritional epidemiologist.	Global Nutrition Cluster Coordinator co-chaired in 2008
Information shared and consensus achieved on recommendations for use of WHO Child Growth Standards in emergency programming.	Consultation held	Consultation meeting held as organized by the WHO Standing Committee on Nutrition, meeting report shared widely, and recommendations translated into implementation	
Nutrition Cluster Toolkit for country clusters for nutrition in emergency problem assessment and action developed	1 tool	Tool placed on website and mini-CD Rom for easy access and distribution	Completed
Methodology for comprehensive nutrition assessments in emergencies improved and standardized.	Review and endorse the methodology for conducting mortality, nutrition surveys and possible food security in emergencies with the review of SMART	First expert consultation/meeting held April 2008. Two gap analysis papers commissioned to review modules 1 and 2, training materials gathered and revision process to complete Version 2 of SMART underway.	No-Cost extension until June 09.
Material resources for prompt and efficient action in nutrition in emergencies are strengthened.	Review guidelines, practices and policies for the management of acute malnutrition in infants under 6 months and create a best practices guidelines	Steering committee has met, work has been ongoing and guidelines will be available June 2009.	

Training/Capacity-building

OBJECTIVE	INDICATOR TARGET	OUTPUT ON 31.03.08	COMMENT
Personnel have the skills to effectively assess and respond to Nutrition emergencies	Harmonized training package for Enhancing Nutrition Programming in Emergencies developed for interagency use	Harmonized Training Package of 21 modules encompassing nutrition in emergencies completed and piloted in 4 cluster countries.	Follow-up: Ongoing project with the SCN to host the HTP on an interactive web forum and to hold a full repository of Nutrition in Emergency materials.
Improve and update cluster coordinator roster including ensuring 30 cluster coordinators are trained in 2008	30 trained cluster coordinators	Tri-Cluster Training of Coordinators held in April and November 2008	19 potential cluster coordinators were trained
Global capacity development strategy for nutrition in emergencies is created and activities initiated for roll-out	Strategy completed in 2008	Draft strategy developed	Capacity development working group has been very active and numerous related activities ongoing
Create an information management system whereby the valuable nutrition research, lessons learned, and best practices captured.	All FEX are catalogued online and information placed in searchable format	Work almost finalized on making the quarterly editions of the Field Exchange (FEX) accessible online and searchable via catalogue.	To be completed by June 2009

Stockpile creation/maintenance

OBJECTIVE	INDICATOR TARGET	OUTPUT ON 31.03.08	COMMENT
Ration Design Tool Enhancement: Increase the ability to plan and program adequate rations and nutrition programs by increasing the functionality of the ration design software program NutVal	NutVal software upgraded	Website hosting software and instructions launched, new features included in software	Final version will be released April 2009

Roster development

OBJECTIVE	INDICATOR TARGET	OUTPUT ON 31.03.08	COMMENT
Improve and update roster for surge capacity for coordinators to be deployed in Nutrition Cluster emergencies	Roster expanded	Updated forms and processes for screening of candidates to be placed on roster finalized and utilized in recruitment processes	Additional ongoing work on developing standby partners for Nutrition Cluster under development

Other

OBJECTIVE	INDICATOR TARGET	OUTPUT ON 31.03.08	COMMENT
Guidance and information on the Cluster Approach is effectively communicated with donors, partners, and country offices.	Nutrition Cluster website maintained	Nutrition Cluster website functional on www.humanitarianreform.org	Updated on a needs basis
Lessons Learned and recommendations on way forward documented	Two reviews of Global Nutrition Cluster	A Lesson Learning Review by SCN and the University of Southampton to be concluded April 2009.	

2.2 Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies (2008-9)

Name of crisis and type of support provided

The Global Nutrition Cluster team reviews Flash Appeals, CERF and Immediate Needs Documents and provided comments as necessary to UNICEF operations and Country/Regional Offices. Support is also provided on the appropriate use of commodities in emergencies (survey equipment, BP5, RUTF, Breast Milk Substitutes, etc) and to fill gaps in human, technical and supply surge response. The Cluster provides a one-stop shop for immediate support for technical response, actively works on information sharing during the immediate response and afterwards, and facilitates networking at the global and national level. The Global Cluster provided direct sustained support to at least 10 countries undertaking emergency operations in 2008, setting the stage for improved: (i) coordination of response, including guidance on Cluster Approach implementation; and (ii) capacity for implementation of a comprehensive and technically appropriate response in these countries. Other country backstopping occurred on a case by case basis. Some examples are below:

- **Myanmar** - Provided input for the generic TOR for the Country Nutrition Cluster Coordinator and input into revisions. Provided guidance to country response on initial needs assessments and on the identification of emergency response priorities/programmes, information management, cluster coordination and other tools. Country support visit was conducted to orient incoming country cluster coordinator and provide support to the implementation of the nutrition cluster.
- **Haiti** – Provided support for the recruitment of nutrition technical specialists and ensured that support was available for implementation of the cluster approach if needed (cluster never formally activated)
- **Occupied Palestine Territories** -- Provided guidance to country response on initial needs assessments and on the identification of emergency response priorities/programmes, information management, cluster coordination and other tools. Supported the initial emergency response effort

with country support visit to provide technical support and to facilitate discussions around adoption of the Nutrition Cluster for this response.

How this support contributed to improved overall response

Strengthened food and nutrition components of the Flash Appeal, CERF and Immediate Needs Documents. Staffing gaps were identified efficiently and rapidly allowing for speedy deployment of country coordinator or technical staff. Targeted technical support to emergency response in nutrition treatment and prevention protocols and the appropriate choice of commodities for emergency response.

Support provided by global cluster in ongoing emergencies (2008/9):

Name of crisis and type of support provided

- **Zimbabwe:** Continued technical guidance and cluster approach guidance materials shared and communication channels maintained regarding implementing the cluster approach. The person responsible for cluster coordination in Zimbabwe was invited to attend Cluster Coordinator Training in May '08 and extensive work has been put into recruitment of dedicated Cluster Coordinator for 2009-10. Zimbabwe cluster also piloted the Harmonized Training Package for Nutrition in Emergencies as a measure of preparedness for ongoing emergency.
- **DRC:** Provided guidance on Infant Feeding in Emergencies resource and training opportunities. Entered into discussions to provide support visit for planned cluster sensitization workshops planned early 2009.
- **Somalia:** actively worked on information sharing and engaging key nutrition actors in Somalia operations in cluster approach. Provided comments on the Somalia Nutrition Cluster Guidelines for the Management of Acute Malnutrition and piloted the Harmonized Training Package for Nutrition in Emergencies through the Somalia Cluster. Addressed surge capacity by widely distributing advertisements for post of nutrition technical specialists and cluster coordinator.

How this support contributed to improved overall response

The Global Nutrition Cluster makes the response more predictable and accountable in the area of nutrition in emergencies, including issues such as commodities, micronutrients, and the management of severe acute malnutrition by establishing respected lines of communication, ensuring that essential tools/documents are available and readily accessible and by supporting surge response.

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

Through established lines of communication developed by the Nutrition Cluster, the tools/ documents/ procedures are widely available, readily accessible and agreed upon through a process of collective decision making. Thus, the consensus built around minimum standards establishes a benchmark for a harmonized process among the partners, resulting in a more transparent, predictable, effective and accountable emergency response. It provides a "one-stop" shop for technical, organizational and resource location for supporting harmonization of approaches and a conduit for accessing additional resources. The Nutrition Cluster opens and strengthens lines of communication between global partners and allows for an easier coordination on a national level. The enhanced communication leads to more effective response and ensures that actors in the field of emergency nutrition have a sense of being accountable to each other.

2.4 Major risks and challenges ahead in fulfilling the cluster's 2008-09 work plan?

- Maintaining goodwill and momentum generated by partners in their expectation of results
- Demands of networking and consensus building around decision-making results in slow progress and also conflicts with lead agencies mode of business thereby causing delays in implementation of activities.

- Partner agencies experience heavy work load and their capacity to undertake additional cluster related projects is limited as their commitment to those tasks comes on top of their regular activities. Similarly, streamlining cluster activities within the regular activities of the leading agency also represents additional workload for its staff involved in coordination, management, HR, and supply division.
- Mainstreaming cluster related activities into the lead agency challenges boundaries of agencies' mandates, business processes and procedures, and organizational culture as a whole.

2.5 Cross-cutting Issues

The Nutrition Cluster has been involved with the IASC Taskforce HIV/AIDS and has reviewed numerous versions of draft guidance. Moreover, the Nutrition Cluster has used its network to facilitate in the distribution of the IASC Gender Handbook, the Needs of Older People in Emergencies Report, HIV/AIDS related materials, and various documents on the use of cash transfers in emergencies (UNICEF, ICRC).

2.6 Cluster activities (some of the main achievements in 2008/9)

- Three face-to-face Global Nutrition Cluster meetings and annual Working Group meetings (assessment and capacity building). Meetings focus on cluster work plan activities, coming to consensus on outstanding issues in the field of nutrition in emergencies and motivating around ways to address identified gaps in humanitarian action in nutrition.
- Dissemination of Nutrition in Emergencies toolkit to enhance the quality and improve the predictability and timeliness of the humanitarian response for nutrition through provision of clarity on key nutrition interventions to focus on at different stages of an emergency.
- Development of a comprehensive training package for capacity development with the aim of enhancing nutrition programming in emergencies and harmonizing technical messages and piloting of this training package in 4 cluster countries
- Revision of WFP/UNHCR guidelines on implementation of Selective Feeding Programs which will then be endorsed by multi-agencies as a common platform of operations.
- Development of guidelines on managing acute malnutrition in infants under 6 months of age.
- Revision of the UNICEF Global Web Roster to include candidates that can be deployed as Country level Nutrition Cluster Coordinators and development of screening tools to selected candidates for the roster
- Development and implementation of a Tri-Cluster Coordinator Training (with WASH and Health Clusters) to ensure that qualified candidates have the skills and capacities needed to fill the management and coordination roll of national cluster coordinator.

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity will be mainstreamed into the agency's core programmes/core budget?

From 2009 onwards, cluster leadership activities will be funded from core and other resources. UNICEF as a leading agency will ensure that staff already supporting cluster activities relating to capacity building, tool development and technical approaches continues carrying on their roles. The Global Nutrition Cluster Coordinator will be funded from core resources from 2009, while the Nutrition Cluster Advisor will be funded from other resources and is expected to continue through 2009. Additional support in terms of capacity building or standards setting and further rolling out of technical materials will be undertaken as needed.

Since 2007, emergency focal points working in operational departments (in particular Supply Division and HR) have taken on board a number of cluster related responsibilities, such as providing support for the development of surge rosters (for cluster coordinators and technical support functions), harmonising emergency supply lists and analysing supply chain for nutrition commodities. This support for the cluster approach will continue to provide by operation staff funded by both core and other resources.

3.2 What incremental costs will be required for Global Cluster Leads/Global cluster lead partners to fulfil their cluster responsibilities and/or maintain global response capacity beyond 2008?

It is estimated that for 2009, the total of costs to be absorbed by the Global Lead Agency will amount to US\$600,00,000 (for staff costs) of which is about 45% will be accommodated through core UNICEF resources. The remaining \$350,000 will need to be sourced from donors. It is estimated that the total one-off costs for 2009 (to finalise activities under the Global Nutrition Cluster Work plan) will amount to US\$ 420,000, while the total estimated annual recurrent costs that will need to be met from donor resources will amount to US\$ 470,000.

3.4 Through what funding mechanism(s) does the Cluster Lead expect these costs will be covered?

A combination of core and other resources will be used to cover these costs. Core resources will cover the global cluster coordinator position for 2009. Other resources will be sought in order to provide at least a minimum guaranteed support for global level Cluster staff and activities, and to support to regional and country offices in the implementation of the cluster approach.

These other resources could be sought through requests to maintain global capacity, plus a separate appeal for funds to support regional and country level capacity building, plus activity funds – this will probably amount to at least the same level as the 2007/8 appeal.

3.5 In what order of magnitude are these costs expected to be?

- At the global level, the 2009 work plan has not been fully funded, and as additional gaps are identified UNICEF will need to identify other resources to support essential activities.
- At the regional level, capacity to provide coordination and technical support to the country level needs to be further strengthened.
- At the country level, rapid response to crises will require international support. In addition, significant support will also be needed for strengthening national capacity in the area of emergency preparedness.

3.6.1 What main elements of cluster lead responsibilities will these costs cover? (e.g. ‘the extra funds will primarily cover continued training, roster maintenance. Stockpiles will be replenished through country-level appeals’)

- Roll out at regional and country level; promoting the cluster approach and cluster-approach-like activities and facilitating a participatory process in carrying out capacity mapping, interagency contingency planning, capacity building of UNICEF and partners; roll out of globally developed technical tools and guidelines
- Global Cluster co-ordination network capacity
- Training/capacity building for both cluster coordinators and in specific technical areas
- Support to regional and country levels on cluster approach implementation
- Rapid response mechanisms – whether held internally or externally

3.7 What are the main challenges to mainstreaming/sustainability within your respective agencies, as perceived by the Global Cluster Lead and by the Global Cluster Partners? In what order of priority?

The CA cannot be fully operational without the full support of senior management of UNICEF and partner senior management at the country level. Until the global cluster lead’s commitment to the cluster approach is communicated and backed at the country level, many global level initiatives will achieve limited results.

A shift from a focus on the organisation’s programme response to a sector-wide responsibility requires a change of culture. At the same time, evaluations have highlighted that there is some value in maintaining a degree of separation between the organisation’s role as Cluster Coordinator and our role as a programmatic agency – ensuring a balance between this and the demand/need to mainstream the cluster approach will be critical.

Taking the lessons learned and output of the Cluster Approach to situations where the Cluster Approach has not been formally adopted.

External staff recruited to move forward cluster related activities need time to adjust to the work culture, operational procedures and management style of the leading agency.

Challenges remain in ensuring that emergency response is part of the preparedness planning needed in non-emergency programming. Risk assessment and risk reduction should be integrated into regular programming of UN and non-UN agencies.

CHAPTER 10 – PROTECTION

Global Cluster Lead: UNHCR

Global Cluster Partners: The PCWG is chaired by the United Nations High Commissioner for Refugees. Participants are: Office for the Coordination of Humanitarian Affairs, ProCap, Office of the High Commissioner for Human Rights, United Nations Children's Fund, United Nations Development Programme, United Nations Human Settlements Programme, United Nations Population Fund, United Nations Mine Action Service, United Nations Relief and Works Agency, World Food Programme, Office of the Representative of the Secretary-General on the Human Rights of Internally Displaced Persons, International Organisation for Migration, AustCare, Concern International, Danish Refugee Council, Handicap International, HelpAge International, Interaction, International Council of Voluntary Agencies, International Rescue Committee, Jesuit Refugee Service, Women's Commission for Refugees, Norwegian Refugee Council/Internal Displacement Monitoring Centre, Save the Children Alliance, Terre des Hommes, World Vision International. The International Committee of the Red Cross participates as an observer.

The following partners appealed for funding under the protection chapter in the Inter-Agency Appeal for Building Humanitarian Response Capacity 2007-2008: OHCHR, UNHCR, NRC/IDMC, UNFPA, UNICEF, ProCap, IOM, WFP, Save the Children, UN-HABITAT, InterAction, TdH, UNMAS, SAVE UK and UNDP.

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements ⁷	Contributions as at 31 March 2008 ⁸	% Funded (contributions)	Funds spent as at 31 December 2008	Expected expenditures beyond 31 December 2008
UNHCR	3,895,036	3,419,771	88%	3,322,143	97,628
OHCHR	191,442	0	0%	0	0
IDMC	557,000	91,302	16 %	91,302	0
UNFPA	782,000	85,000	11 %	30,000	50,000
UNICEF	830,000	250,000	30 %	250,000	0
ProCAP ⁹	8,278,620 ¹⁰	4,932,090 ¹¹	56%	4,598,272	333,818
IOM	357,000	0	0%	0	0
WFP	409,275	548,809 ¹²	134 %	548,644	0
Save the Children	234,500	76,923	33 %	74,003	12,920
UN HABITAT	835,000	0	0%	0	0
Inter-Action	126,000	0	0%	0	0
TdH	340,200	0	0%	0	0
UNMAS	155,000	0	0%	0	0
SAVE UK	325,000	0	0%	0	0
UNDP	433,350	0	0 %	0	0
TOTAL	17,749,423	9,403,895	52 %	8,914,364	494,366

⁷ This column represents the initial requirement as per Inter-Agency 'Appeal for Building Global Humanitarian Response Capacity' (01 April 2007-31 March 2008), except for ProCap (See footnote 4).

⁸ Includes 2006 carry-over: UNHCR US\$1,670,661, ProCap 752,163, UNICEF 250,000

⁹ Includes expenditure for both OCHA-hosted and NRC elements of the Project.

¹⁰ Revised requirements include original ProCap requirements 1 April 2007 – 31 March 2008 (4,438,051) and requirements for the period 1 April 2008 – 31 December 2008 (3,838,569). From 1 January 2009, the funding requirements for ProCap (4,440,698) are reflected in OCHA in 2009.

¹¹ Includes carryover of 710,671.64 at 31 March 2007 and exchange rate adjustments, and contributions in the period 1 April 2007 – 31 March 2008 of 3,059,327.73, and contributions/pledges in the period 1 April 2008 – 31 December 2009 of 1,119,675.8.

¹² Actual money registered in WFP system as contributions from donors.

1.2 Donors - Funding received under the Appeal for building Global Humanitarian Response Capacity 01 April 2007 – 31 March 2008. Funding received up to December 2008 now included below.

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements*	Total funds available (Contributions and 2006 carry-over)	% Funded (contributions)	Norway	Canada	Ireland	Denmark	Australia	Sweden	UK	Luxembourg	US
	In US\$		in US\$									
UNHCR	3,895,036	3,419,771	88%	119,658	467,290	408,719	753,443	0	0	0	0	0
OHCHR	191,442	0	0%	0	0	0	0	0	0	0	0	0
NRC/IDMC	557,000	91,302	16%	91,302	0	0	0	0	0	0	0	0
UNFPA	782,000	85,000	11%	85,000	0	0	0	0	0	0	0	0
UNICEF	830,000	250,000	30%	0	0	0	0	0	0	0	0	0
ProCAP	8,278,620	4,932,090	56%	333,729	554,993	0	0	572,177	366,404	1,030,928	321,431	1,000,000
IOM	357,000	0	0%	0	0	0	0	0	0	0	0	0
WFP	409,275	549,809 ¹³	134%	0	0	0	0	0	150,376	0	0	400,000
Save The Children	234,500	76,923	33%	0	0	0	0	0	76,923	0	0	0
UN HABITAT	835,000	0	0%	0	0	0	0	0	0	0	0	0
Inter-Action	126,000	0	0%	0	0	0	0	0	0	0	0	0
TdH	340,200	0	0%	0	0	0	0	0	0	0	0	0
UNMAS	155,000	0	0%	0	0	0	0	0	0	0	0	0
SAVE UK	325,000	0	0%	0	0	0	0	0	0	0	0	0
UNDP	433,350	0	0%	0	0	0	0	0	0	0	0	0
TOTAL	17,749,423	9,403,895	52%	629,698	1,022,283	408,719	753,443	572,177	593,703	1,030,928	321,431	1,400,000

* This column represents the initial requirement as per Inter-Agency 'Appeal for Building Global Humanitarian Response Capacity' (01 April 2007-31 March 2008). ProCap requirements include those for the period 1 April 2008 – 31 December 2008. Contributions are for the period 1 April 2007 – 31 December 2008.

¹³ Actual money registered in WFP system as contributions from donors.

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

The PCWG opted for direct funding to appealing agencies, but kindly note the following additional information:

WFP: about 7% of WFP funding under the Appeal is intended for the participation of implementing partners in project activities. The protection training manual is also intended for NGO partners at the field level.

ProCap: ProCap works in partnership with NRC and approximately 73% of the ProCap budget reflects the NRC-managed component (the deployment of Senior Protection Officers to the field).

UNHCR: International Rescue Committee is partner for the Surge Project. The PCWG has also supported Secondment from Handicap International and HelpAge International to the cluster. Save the Children has received support to finalize the ARC modules, and NRC IDMC for training support.

1.4 Impact of under-/late-funding; carry-over; lessons learned

As of 31 December 2008 the Protection Chapter in the appeal is funded at 52 % (not counting carry-over activities). These resources allowed the protection cluster to implement several activities in view of building the response capacity of the sector and cover recurrent costs (e.g. training and surge deployment), but 8 agencies and a number of key thematic activities remained without funding and other activities are under-funded. Insufficient and uneven funding have negatively impacted the diversity and number of actors in existing capacity building efforts and the capacity of the PCWG to respond also to the broader dimension of the protection response (e.g. in regard to protection in natural disasters) and to build capacity in key strategic and technical areas of the protection response (e.g. child protection, prevention and response to gender-based violence, housing land and property issues, rule of law and justice and mine action). NGO partners have received only a little over 10 % of funding for activities submitted under the protection chapter.

Partners in the PCWG preferred direct funding by donors because of concerns regarding creating additional administrative layers, and although priority criteria was developed and shared with donors, the PCWG acknowledges that it could have provided clearer guidance to donors on priority activities and priority projects of the cluster. Thus, UNHCR as cluster lead and in view of funding gaps in particular areas, have reallocated resources to support activities in areas like tools development for Child Protection (ARC revision), translation of the Handbook for Housing and Property Restitution for Refugees and Displaced Persons, support to strategic cluster meetings at global level within areas of responsibility (e.g. child protection), printing and translation of the IDP profiling Guidance, and supporting training activities of partners (e.g. IDMC). Acting on recommendations from the Independent Cluster Evaluation, UNHCR as cluster lead has also allocated funding to support the function of a Focal Point Mechanism for protection in natural disasters established under the leadership of the Representative of the Secretary General on the Human Rights of Internally Displaced Persons, including funding the Revision of the Pilot Manual to the IASC Operational Guidelines on Protecting Persons Affected by Natural Disasters.

Agency specific comments from agencies that have received funds:

WFP: The training of trainers was organized not in late 2007 as planned, but postponed to June 2008.

Save the Children: Due to only receiving partial funding and late funding, the project was delayed considerably, and the funding provided was not sufficient to undertake pilot testing of the revised material or print, translate and disseminate revised material. The funds provided were used for the revision and updating of the training material. Since this time, funding has been received from ECHO for the project and 3 pilot trainings have been carried out in Geneva, Mombasa and Bangkok. The printing of the final product is expected by summer 2009.

ProCap was well-funded during the original period of the Appeal, and expenditure was slightly less than originally anticipated as efforts were made to reduce costs and the project did not have the full complement of SPOs. As it had been implementing throughout the Appeal period, ProCap did however require additional funds (despite some 'carryover' beyond March) for the continuation for the programme to December 2008. While funding was forthcoming, uncertainty over amounts and timing of this affected the ability of the Project to plan. As a result, ProCap did not seek to bring the number

of SPOs to the planned fifteen, did not implement the proposed mid-level mentoring scheme or a fourth training for standby partner personnel and reduced costs wherever possible. ProCap faces similar uncertainty in 2009.

NRC – IDMC: Funds received within the cluster appeal were essentially used to support the development of a profiling methodology for urban IDPs, in collaboration with the Feinstein International Center, Essential research and field testing were conducted in three countries in 2007, paving the way for the finalisation of the methodology in 2008, to be endorsed by the PCWG in 2009. IDMC also received a contribution from UNHCR, in its capacity as cluster lead, to reinforce the IDMC training department so as to enhance its contribution to the development and delivery of the PCWG protection coordination training and support its training programme on IDP protection for field-based actors.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 December 2008 (please use grid below if possible)

STRATEGIC FRAMEWORK AS PER THE APPEAL FOR BUILDING GLOBAL HUMANITARIAN RESPONSE CAPACITY (Original objectives and indicator targets).

OBJECTIVE	OUTPUT ON 31.12.08	INDICATOR TARGET	COMMENT
1.2 Development of specific tools and standards relating to protection.	1.2.1 Inter-agency Handbook on IDP Protection provisionally released throughout the Humanitarian Coordinator system to all protection cluster and protection coordination mechanisms in the field. Field-tested in various locations.	1.2.1 First draft of the IDP Protection Handbook finalised in August 2007. Field and HQs consultations finalised in December 2007. Final version ready beginning of 2008.	UNHCR: The IDP Protection Handbook was provisionally released to the field through the HC system and other outlets in December 2007. The Handbook is now being edited and will be translated to various languages.
	1.2.2. The IDP Profiling Guidance has been finalised and endorsed by members of the IASC represented in the Steering Group for the project (UNHCR, OCHA, IOM, UNFPA, IDMC/NRC).	1.2.2 IDP Profiling Guidance finalised and endorsed by IASC WG by December 2007; disseminated to all country teams.	NRC IDMC: The IDP Profiling Guidance launched at meeting on profiling in Yaounde, Cameroun, May 2008. Distributed through the HC system to all humanitarian country teams. English and French versions of the Guidance were printed with UNHCR financial support.
	1.2.3 Three case studies on the profiling of IDPs in urban areas have been conducted in Sudan, Côte d'Ivoire and Colombia in partnership with the Feinstein International Centre. Final reports comprising findings and analysis from the three studies published and discussed among practitioners (e.g. profiling workshop in Yaounde, Cameroun, May 2008, and Urban IDP profiling seminar .in Geneva May 2008).	1.2.3 Three case studies implemented; recommendations on how to better address urban IDP situations developed. Methodology to profile IDPs in urban settings developed.	NRC IDMC: Funds received under this appeal were used for conducting the surveys in the field. Additional funds from IDMC core budget were used to cover costs for promotion and dissemination. The publication of the three studies was also done with the financial support from UNHCR. The methodology and the findings of the studies will constitute the basis for further research on the programming implication for IDPs in urban areas.
	1.2.5 Extensive mapping and analysis of existing systems at both HQ and field level undertaken and lessons learned identified and documented. Efforts are underway to develop a tool-kit for protection assessments, including standardized guidance, methodologies and forms. Considerable progress has been made, including with regard to sequencing of different types of assessments. Similar efforts are being made to develop standardized guidance and tools for incident monitoring. Consistent data and information management support offered to field operation, including through field missions (Iraq, Kenya, Somalia, Uganda, etc).	1.2.5 Establishment and testing of protection monitoring, reporting and information management mechanisms in at least four countries, including age, sex and diversity disaggregated data, by March 2008.	UNHCR: In the context of PCWG task Force on Information Management System other and additional technical support and input have been provided (to clusters/sectors, ProCap SPOs, Support implementation of Resolution 1612, deployment of SGBV incident tracking system to SGBV Sub-Clusters in Uganda (May – August 2008) and Kenya (August 2008). Continuous Review of field-based system and provision advice and/or support to field operations when requested, including Ethiopia, Myanmar, Uganda, Iraq and Chad. Support to inter-agency efforts to map out and coordinate needs assessments initiatives, which are multiple and often overlapping.
	1.2. The Strengthening Protection Capacity Project (SPCP), adopted for IDP situations, provisionally released throughout the RC/HC System and currently being field-tested.	1.2.6 SPCP for IDP situations printed and disseminated.	UNHCR: Inter-Agency Protection Assessment Framework adopted by PCWG in 2007 and printed in February 2008. Provisional released through the HC System and currently being field-tested.
	1.2.7 ARC Material ready to be piloted.	1.2.7 ARC material updated, piloted and	Save the Children: Pilot trainings were conducted in September,

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

OBJECTIVE	OUTPUT ON 31.12.08	INDICATOR TARGET	COMMENT
		disseminated.	November 2008 and February 2009.
1.3 Develop and strengthen relations with governments and non-state actors.	1.3.1. Input to Guidance material for the field on engaging the national and local authorities provided to the IASC Task team on Implementation of the Cluster Approach.	1.3.1 Guidance material finalised and disseminated to the field by June 2007.	UNHCR/OHCHR: Guidance material being drafted by IASC/OCHA with input and comments from the PCWG.
1.5 Mainstream and increase awareness of cross-cutting issues like HIV/AIDS and MHPSS in the works and tools of the PCWG.	1.5.1 Draft policy guidance on HIV and protection (Consultancy) drafted and disseminated in 2007.	1.5.1 Policy Guidance developed by June 2007.	UNHCR: Policy guidance drafted at no cost for the cluster.
1.8 Increase knowledge of and access to existing standards and policy tools on child protection.	1.8.2. ARC material updated, revised and disseminated	1.8.2. Tools produced in a variety of languages. Inter-agency database and relevant forms disseminated and used in all regions.	Save the Children: ARC material updated, revised and disseminated
2.1 Ensure that protection field practice and lessons learned can benefit field operations across locations.	2.1.1 Framework for the collection of good practices, including definition, evaluation criteria and methods for identifying good practices, developed and adopted by the PCWG in June 2008.	2.1.1 Criteria for assessing field practice developed.	UNHCR: PCWG Reference Group for 'Good Practice' established in June 2008. Website dedicated to the project designed and launched, enabling online submission of good practices.
	2.1.2 A website on good practices was designed and launched in June 2008. The website contains, among other things, a resource library on good practices, mechanism for automatic online submission of practices, and a password-protected working space for the Reference Group.	2.1.2 Field practice shared across locations. Website used instrumentally for that purpose	UNHCR: Potential good practices have been identified and these are being researched, drafted and edited and will be submitted to the PCWG Reference Group for subsequent dissemination to field-based protection coordination mechanisms.
	2.1.3 ProCap Online maintained, including with linkage with the PCWG website. 2.1.3a Two Technical Workshops for ProCap Senior Protection Officers	2.1.3 Protection material and practitioners experience shared. 2.1.3a Outputs, including best practice and lessons learned, compiled and shared with PCWG members and available through ProCap online.	ProCap: ProCap Online maintained as an information resource. ProCap schedules briefings by SPOs on the end of their assignments open to PCWG members. Two Technical Workshops w/consultation SPO/PCWG around protection issues. A third Technical Workshop, focussing on protection monitoring, was held in September 2008.
	2.1.6 Field research that examines the role of assistance agencies in protection, and identifying existing best practices in protection.	2.1. 6 Four case studies on assistance agencies' best practice in protection identified, published, disseminated and applied in the development of field guidance and training.	WFP: Publication of WFP protection case studies since 2005 in book format. Case studies currently being edited for publication. Planned released and dissemination by 30/06/08.
	2.1.8 Mapping of SGBV activities by different agencies at global and field levels.	2.1.8 Mapping exercise completed and information made available and shared with protection clusters at global and field level.	UNFPA: The mapping is on-going activities that are helping to identify gaps at the global, regional and country level. A complete report will be produced by end of April 2009 synthesizing research and field missions completed in 2008.
3.1 Ensure that protection learning and training programmes are coordinated and complementary and that relevant stakeholders are targeted.	3.1.1 PCWG Task Force on Learning (with ToR and Work plan) established assuming lead role in the coordination of learning/training of the cluster.	3.1.1 Functioning TF, which includes all relevant protection training actors. Plan of training/learning activities available, updated and shared among members of the PCWG.	UNHCR: PCWG Task Force on Learning established and functioning. Plans of training/learning activities available and shared with partners and relevant stakeholders.

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OBJECTIVE	OUTPUT ON 31.12.08	INDICATOR TARGET	COMMENT
3.2. Strengthen learning and training on protection at all levels.	3.2.1 Protection training delivered in various field locations (DRC, Somalia, Uganda, Chad, CAR, Kenya etc.). Protection Coordination Program finalized in 2008. Piloted in Geneva first week of December 2008. The collaborative nature of the project should be highlighted (developed with support from NRC, ProCap, OCHA, IDMC, UNHCR etc.) and the diverse profile of those participating (in addition to above, OHCHR, UNICEF, UNFPA, UNDP, etc.).	3.2.1 IDP Protection Learning Programme developed and undertaken in four field operations between September 2007 and January 2008. Addressed to inter-agency groups of field-protection staff (UN & NGOs).	UNHCR: Responding to field-based colleagues' requests for protection cluster coordination training to enhance working across the broad functional partnerships of the cluster, development of protection coordination modules and program was considered a priority before developing an IDP Protection Learning Programme. The program will be rolled out to the field in 2009.
	3.2.2 ProCap inter-agency training workshops for Standby Protection Experts, training of trainers, practitioners exchange and technical Workshop with Senior Protection Officers. Dissemination of protection resource material and training tools through ProCap online.	3.2.2 Number of roster members receiving ProCap inter-agency training and numbers of ProCap trainers trained by December 2008.	ProCap: Five ProCap trainings held for members of standby rosters (106 roster members trained in the period). - 8 ToT members trained, including from rosters and ex-ToT participants co-trained in Uganda, Australia and Oslo. - 3 Technical Workshops for Senior Protection Officers.
	3.2.3 Two Training-of-Trainers workshops conducted in Colombia to support the creation of a pool of 12 trainers on the forum play methodology as a mobilisation tool for IDP communities.	3.2.3 Seven workshops in cluster countries, for 25-30 national/local participants each. Two ToTs workshops in cluster countries for 15 participants each.	NRC IDMC: Cluster funds were used to contribute to the overall budget of the training project in Colombia. IDMC core budget was used to fund additional IDMC training activities in cluster countries during the reporting period. In 2007, IDMC conducted 11 workshops on IDP protection (including 3 TOTs) for protection clusters and their partners in six countries (Chad, Côte d'Ivoire, Kenya, Nepal, Somalia, Uganda). In 2008, IDMC conducted 9 workshops (including 1 TOT) in Kenya, DRC, and OPT. IDMC also received support from the PCWG for its training activities on the protection of IDPs for PCWG partners.
	3.2.4 Not implemented. See comments column.	3.2.4 Training Modules revised, updated and printed/disseminated. Two regional trainings and one training of trainers by April 2008.	Save the Children: With only partial funding received, planning for piloting and dissemination of material could not be carried out.
	3.2.7 Training for 38 humanitarian focal points of UNFPA staff from 16 countries (Kenya). Training on "Coordination of Multi-Sectoral Response to Gender-Based Violence in Humanitarian settings for 21 participants (Belgium). TOT on sexual exploitation and abuse (Kenya). Two workshops for training of trainers affected areas on SEA targeting NGO, government, police and UN (Kenya).	3.2.7 Six Workshops held in six different countries with IDP situations and Four regional workshops on SGBV and codes of conduct.	UNFPA: In addition, training was provided to GBV programme staff on GBV coordination through a partnership with Ghent University. In addition, in order to provide technical support on demand, a website has been established with continuously updated programme and technical support resources. Finally, working with the IASC SAFE task force, material have been developed and will be disseminated on safe alternatives to firewood collection and fuel efficient stoves.
	3.2.14 Training and capacity building of field staff (WFP and NGO partners) on protection analysis and tools, and integrating protection in assistance programming.	3.2.14 Training modules developed and tailored for assistance agencies; WFP in-house capacity established with a pool of 16 trainers trained, and pilot roll-out in three countries with 75 WFP staff and 30 NGO partner field staff trained.	WFP: Due to under-budgeting and delayed actual receipt and disbursement of funds, some planned activities - such as the training of trainers - were postponed. The Protection Training Manual was completed in time for the TOT in May 2008, and followed by the roll of the training package and other operational support in 6 countries from June-Dec 2008. More than 500 WFP and NGO staff benefited from the training.
4.1 Respond to gaps and needs of the protection	4.1.1 Deployment SPO on field assignments to provide appropriate expertise to UN agencies and	4.1.1 Number of SPOs deployed to UN agencies.	ProCap: On-going deployments at 1 April 2007 (7). New deployments 1 April 2007 – 31 March 2008: 18, Amman for Iraq x

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

OBJECTIVE	OUTPUT ON 31.12.08	INDICATOR TARGET	COMMENT
response in humanitarian emergencies.	then country team protection response.		2 (HCR); Kenya (HCR); Chad x 2 (HCR); Nepal (OCHA); Afghanistan (HCR); East Timor (OHCHR/UNICEF); CAR (HCR); Gulu, Uganda (HCR); Georgia (HCR); Karamoja, Uganda (OCHA); Kenya (UNICEF: 2 weeks emergency response); Sri Lanka (UNICEF); Regional Office, Jordan (UNICEF); Bosnia (HCR); Baghdad, Iraq (HCR); Ethiopia (HCR/HC). New deployments 1 April – 31 December 2008 (8): Nepal (UNHCR) DRC (OCHA), Myanmar (HC/OCHA), Geneva (Human Rights Manual/Protection Cluster), Afghanistan (UNAMA), Iraq/oPT (UNICEF MENA), Haiti (HC/OCHA), Kenya (UNICEF/UNHCR)
	4.1.2 Deployment of professional protection staff for temporary assignment to UNHCR in IDP Operations (Surge Project and UNVs).	4.1.2 Number of staff deployed in support of operations in the field.	UNHCR: From January 2007 until December 2008, there were 26 Surge deployments carried-out in various IDP operations for a total of 128 deployment months. Countries of deployment include: Somalia (5), Liberia (3), Democratic Republic of Congo (6), Chad (2), Central African Republic (2), Cote d'Ivoire (1), Kenya (2), Lebanon (3), Bosnia(1), Belgrade (1). Deployment duration ranges from 3-11 months. Surge deployment scheme currently maintains a general protection roster with 270 active members. 25% of the members are available at any one time. For the same reporting period, there were 5 UNVs deployed for 4 months each. Countries of deployment include Central African Republic (2) and Ivory Coast (3).
4.2 Maintain and expand standby roster size and diversity.	4.2.1 Increased number of profiles in rosters (See comments column).	4.2.1 Roster increased in size (number of deployable staff with protection expertise) and diversity (in terms of gender, regional representation and language).	ProCap: While difficult to separate the role of ProCap from that of roster providers themselves in working on capacity/diversity. Some increase in number of profiles in rosters noted: Overall numbers May 2006 – November 2007: up from 114 to 182 (68 profiles). Further increase to 249 by May 2008 (67 profiles), not including the extensive roster of Canadem which is now being accessed by UN partners. Diversity remains difficult for partners, particular as – for some (5 of the 7 partners) – funding conditions limit their recruitment to nationals of their country.
8.1 Increase access by the field to support from the global cluster.	8.1.1 2 Strategic cluster meetings at global level in November 2007 and 2008 with significant field participation. Technical support missions to protection field coordination mechanisms (Afghanistan, Ethiopia, Cote d'Ivoire, Kenya, DRC, Amman [Jordan], Somalia, Uganda).	8.1.1 Numbers of technical support missions. One face-to-face meeting global PCWG and one meeting Global PCWG and field clusters.	UNHCR: Strategic cluster meetings with field participants from complex emergencies, disasters and other such situations and form UN Agencies and NGOs leading protection efforts in the field.
	8.1.2 Support to IDP profiling provided to Cote d'Ivoire, Chad, Somalia, and Sri Lanka.	8.1.2 Number of staff deployed to support field operations with carrying out IDP profiling; feedback into standard setting and guidelines.	UNHCR: Support provided jointly with CCCM Cluster.
	8.1.3 Support provided to the Humanitarian Country Team in Central African Republic to carry out IDP profiling exercise.	8.1.3 IDP profiling adviser hired; global profiling needs analysed; assistance provided to field actors in setting up profiling exercises; IDP profiling guidelines updated.	NRC IDMC: IDP Profiling Guidance editor was sent to the Central African Republic to field test Guidance and provide expertise inter-agency country team in setting up an IDP profiling exercise. The recruitment of a full-time IDP profiling adviser was postponed because of lack of funds and pending an inter-agency decision on the creation of a common service for IDP profiling.

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OBJECTIVE	OUTPUT ON 31.12.08	INDICATOR TARGET	COMMENT
8.2 Strengthen framework for responsibility sharing and enhance the protection response capacity of focal point agencies in the protection cluster.	8.2.2 Partially Implemented	8.2.2 Professional staff hired. Terms of reference and Standard Operation procedures established for SGBV among partners.	UNFPA: The plan to hire one professional (P5) for one year to improve coordination, capacity and management of UNFPA as GBV Focal Point Agency, was not funded. However, UNFPA has mainstreamed the costs and designated active representatives to support coordination at the global level.
	8.2.3 Partially Implemented.	8.2.3 Number of field operations provided with best practices on Protection initiatives.	OHCHR: The plan to one person to strengthen OHCHR's role in the protection cluster, was not funded. However, OHCHR has mainstreamed these costs and recruited an additional staff member to, amongst other things, help strengthen OHCHR's role in the protection cluster.
	8.2.4 Senior Child Protection Officer in place to strengthen UNICEF's role in the protection cluster on child protection.	8.2.4 Person recruited and in position.	UNICEF: Person recruited and in position as of June 2007. The funding through the Cluster enabled UNICEF to put in place the staff member for the Child Protection Working Group (CPWG) in Geneva, and to support the inter-agency initiatives through that channel for a period of 1 year. As of June 2008, other funding took over to continue the work of this position and that of the CPWG. The CPWG is now a dynamic set of organizations working on implementing joint policies and pursuing new areas of collaboration and further strengthening.
	8.2.5 Full time secondment from HelpAge International and HI to the PCWG, fielded to protection clusters in Uganda, Georgia, Indonesia, Car and Sri Lanka to strengthen operational and field capacity to respond to the protection needs of person or groups with specific protection needs.	8.2.5 Number of field operations supported with technical advice and missions to strengthen protection of needs of person or groups with specific protection needs.	UNHCR: Secondment from HelpAge International extended until June 2009 and will be extended further subject to funding. HI secondment will be extended subject to funding.
10.1 Improve management and coordination of the Global cluster in order to be more accessible and efficient.	10.1.1 UNHCR has mainstreamed the costs of a P4 Protection Officer to serve the PCWG at global level.	10.1.1. Human resource capacity to support the activities of the cluster in place and operational support rendered to field operations and protection cluster in the field.	UNHCR: P4 post mainstreamed through regular UNHCR budget. G5 TA temporarily employed January – August 2008.
10.2 Strengthen Information management	10.2.1 Identification of information requirements and parameters for Website; Redesign and content development including for all technical areas; Maintenance of a comprehensive and user-friendly PCWG website with practical information on protection in practice.	10.2.1 Website established and functioning http://www.humanitarianreform.org/Protect ion	UNHCR: Website established and constantly being populated with relevant protection information. Increased numbers of visitor throughout 2008. Globally, the PCWG site is the most frequently visited of all global cluster sites (according to OCHA).
	10.1.2 Child protection network managed (including limited face-to-face meeting) and child protection Web page on the PCWG Website established.	10.1.2 Website established and functioning. http://www.humanitarianreform.org/Protect ion	UNICEF: Range of field actors engaged in network and Child Protection Working Group established under the PCWG. Face-to-face meetings held in Geneva in January 2008 and January 2009 with 50% field participation.
	10.2.2 Mapping of protection information capacities and gaps. Strategy Note on Protections Information Management at Global level drafted	10.2.2 Information capacities and gaps mapped. IM strategy for the PCWG developed.	UNHCR: Work in progress. Options for development/linkage to content management systems and possible link to UNHCR Refworld, under review.

2.2 Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies

Name of crisis and type of support provided/ How this support contributed to improved overall response

Kenya (Post-election violence), Georgia (complex emergency), Pakistan (Floods), Mozambique (Floods), Uganda (Floods), Myanmar (Cyclone), Haiti (Hurricane). Support provided (extract of country examples in parenthesis): Procap and Surge deployment (Uganda/Myanmar/Haiti); Deployment of staff (Haiti, Myanmar); Technical advice on protection coordination and on applications of standards (Kenya, Pakistan, Georgia); Technical support coordination leadership in thematic areas, e.g. HLP (Kenya), Child Protection (Kenya), gender-based violence (Kenya), Rule of Law and Justice (Kenya), aging issues (Georgia); Training (Haiti and Mozambique).

How this support contributed to improved overall response

Increased attention to protection in needs assessment and response; Inter-agency strategy development; Unprecedented predictability in leadership of the protection response; Improved protection coordination; Technical gap areas addressed; Use of common standards and tools and harmonization of approaches; Joint Programming; Strengthened resource mobilization for protection; Improved humanitarian advocacy.

Support provided by global cluster in ongoing emergencies

Name of crisis and type of support provided/ How this support contributed to improved overall response

Afghanistan, Indonesia, Timor Leste, Pakistan, Myanmar, Nepal, Iraq, Philippines, Georgia, Liberia, DRC, Somalia, Cdl, CAR, Chad, Ethiopia, Uganda, Kenya, Mozambique, Burundi (Cluster approach activated and protection cluster established) and Sudan, Sri Lanka, Zimbabwe (protection coordination mechanisms in place). Support provided (sample of country examples in parenthesis): ProCap and Surge deployment (ongoing emergencies, see Strategic Framework 4.1.1); Support to establishment of protection clusters and nascent protection coordination mechanisms (Kenya, Afghanistan/Uganda/DRC) Training and Workshops on protection and international legal standards (Chad, Uganda, Somalia, Côte d'Ivoire); Deployment of a senior-level GBV Advisor (Chad), Support to IDP Profiling Surveys/Data collection (Central African Republic, Chad, Somalia, Ivory Coast and Sri Lanka); Support in design of Protection Monitoring System (Chad/CAR); Operational data management and technical support (Somalia/Kenya/Uganda/Iraq); Technical support in key thematic areas, e.g. HLP (DRC), Child Protection (Uganda), Rule of Law (Darfur, Central African Republic), GBV (Liberia/Uganda/DRC/Sudan); Guidance to both Country Teams and Governments in establishing national IDP policies (Nepal/Georgia); Support on transitional issues (Burundi); Aging (Uganda); Disability (Sri Lanka); Protection in Natural Disasters (Mozambique).

How this support contributed to improved overall response

Increased awareness to international legal standards as well as the capacity to apply them among key stakeholders; Increased attention to protection; More effective and harmonized approaches to protection needs assessment, strategy and planning; Improved protection coordination mechanisms including for child protection, rule of law and justice, gender-based violence and housing land and property issues; Strengthened humanitarian advocacy; Improved protection information management and improved availability of population data and tracking of operational activities; Supporting capacity-building and addressing field training needs; increased awareness and response capacity to protection in natural disasters.

2.2.1 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

Protection was recognized as a major gap in humanitarian response review in 2005. There is now wider recognition that protection requires sustained efforts by many actors to address the gaps and for the need to work as a team/cluster. Partnership in the protection response has added significant

capacity to protect in situations that require an international protection response, as compared to the past. Leadership is also more predictable with protection cluster having now been established in 24 countries (complex emergencies, disaster situations and other such situations). Global cluster efforts to date have enhanced the capacity of Standby and Surge Rosters to respond to protection needs on the ground. An increasing numbers of agency staff working in all sectors of the response, including national staff, government officials and other key stakeholders, are now being trained in protection and international legal standards and the attention and awareness on international standards and humanitarian principles have been raised. Practical and field-friendly tools and inter-agency standards relating to protection are being finalized and field-tested and used in the field allowing for more harmonized approaches to address protection concerns.

The post-election crisis in Kenya is an example where UNHCR assumed leadership of the protection cluster at the onset of the crisis and where dedicated staff deployed through agencies and ProCap were made available to coordinate and respond to protection concern. Tools and standards (e.g. IDP Protection Handbook and Durable Solution Framework) developed at the global level were used to set the standard when planning for camp closure and return, including when planning and implementing the response. Training delivered for example by IDMC led to increased awareness to international legal standards among key stakeholders and actors on the ground, in particular national authorities and the Kenya Red Cross. The Framework for responsibility-sharing was also actively activated in Kenya with NICEF and UNFPA assuming leadership in technical and thematic areas like child protection and GBV leading to specialized protection coordinated within an integrated protection response. A review of the overall response as well as the child protection response was undertaken summer of 2008 by UNHCR and UNICEF, followed by concrete recommendations for improvement. Importantly, in 2008, activation of the Framework for responsibility-sharing and availability of systemic capacity (human resources and support in application of standards and technical operational support) were made available after the onset of disasters in Haiti (OHCHR leads) and Myanmar (UNICEF/Save the Children lead) and during the complex emergency in Georgia (UNHCR lead).

2.4 Cross-cutting Issues

Protection is a stand alone sector as well as a cross-cutting issue which should underpin and be mainstreamed into all sectors of the humanitarian response. Mainstreaming protection remains a key Strategic Area for the cluster in 2009.

2.5 Cluster activities in 2009 (Thematic areas of work)

- Strategy, Management and Coordination of Global Cluster
- Learning and Training
- Information management systems
- Disasters situations
- Mainstreaming and development of cross-cluster/sector guidance on protection
- Standards and policy-setting
- Staffing, Workforce Support and Deployment

SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES

3.1 Which elements, if any, of the Global Cluster Lead's responsibilities/capacity will be mainstreamed into the agency's core programmes/core budget?

In 2009, UNHCR will continue to review where it stands to date in terms of mainstreaming cluster related functions, and ensuring the Office has sufficient capacity to carry out its cluster leadership responsibilities. In relation to its global level responsibilities, UNHCR will continue to require supplementary funding until a new budget structure is in place in 2010. However, significant part of Global Cluster Lead's responsibilities related to chairing and running the global cluster (internal and external coordination/representation), standards and policy-setting (consolidation and dissemination of operational guidelines, identification of best practice, review or vetting of tools developed in other sectors/clusters and) and technical support to field operations (upstream support to needs

assessment, strategy, planning and operational review) are already covered by existing and mainstreamed capacity.

3.2 What incremental costs will be required for Global Cluster Leads/Global cluster lead partners to fulfil their cluster responsibilities and/or maintain global response capacity beyond 2008?

Taking stock of mainstreaming efforts in a meeting between the PCWG and humanitarian donors on 15 December 2008, donor representatives noted significant progress in mainstreaming costs required to implement field-oriented activities. In fact, a majority of cluster activities in 2009 will be implemented through capacity that has already been mainstreamed by participating agencies. For example, Annex II of the Report of the Ad Hoc Informal Working Group on Financing Global Cluster Responsibilities submitted in preparation for the Donor-Cluster meeting on cluster achievements on 22 October 2008, lists the various protection cluster functions that have already been absorbed into organization's annual programme (e.g. GBV coordination training, cluster management support, child protection focal point lead agency functions etc.). The list of activities implemented within the PCWG Work plan for 2009 without additional funding requirements are also a testimony of mainstreaming efforts by participating agencies (Cf. 2.6 and see Work plan at www.humanitarianreform.org/Protection).

But there are systemic and institutional reasons that selected and critical protection activities have not yet been mainstreamed. UNHCR, for example, will until a new budget structure is in place in 2010 cover additional cluster related activities through a global supplementary appeal. Thus, certain activities of a recurrent nature (e.g. technical support missions, training and roster maintenance/deployment), remaining gap areas (e.g. protection in disaster situations) and critical protection activities (e.g. support in application of tools and systems) have not yet been mainstreamed within regular agency funding and program structures. The list of critical protection activities that have not yet been mainstreamed and which requires additional funding in 2009 will be submitted to donors in the form of an integrated funding proposal for activities in 2009.

SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008

Consistent with the original humanitarian reform review finding, the area of protection requires ongoing sustained support beyond one or two years: it is an area recognised as facing major capacity challenges, one with relatively low level of common interagency understanding, and one with a wide breadth reaching across all sectors as well as sector-specific capacity needs. The challenge is one of balancing a two-pronged approach of maintaining the strength of existing protection-related groups (e.g. Prevention and Response to GBV; Land Housing and Property Issues; Rule of Law, and Child Protection), so that they are recognised as technical areas of expertise which require resources and system-wide preparedness, while also ensuring mainstreaming into a broader protection strategy.

Importantly, the PCWG have reached an important stage and a 'maturity' where diverse protection actors now work together at both the field and global level, but without sustained and long-term support there is a risk of reverting back to a situation where 'protection' again is done in isolation with ad hoc and unpredictable coordination.

Maintaining common services at the centre of the cluster which are made available for all participating cluster members at field level enhances the strengthening of the various, more technical areas in the field of protection, while at the same time ensuring that they take place within the context of a broader and coordinated protection response. While more and more operations are now adopting the cluster approach, establishing protection coordination mechanisms (clusters and non-clusters), a continuous challenge for the PCWG is to provide effective and timely support for the establishment and implementation of such coordination mechanisms. Common services are crucial in facilitating the roll-out of protection interventions and protection clusters in the field. Without the requisite resources to do this work and to provide technical support missions at the early stages of emergencies and disasters, the PCWG will not be able to implement its activities in support of the field clusters (e.g. direct operational support or guidance, tools application and training).

CHAPTER 11 – WASH

Global Cluster Lead: UNICEF

Global Cluster Partners: Action Contre la Faim (ACF), CARE, Center for Disease Control (CDC), Concern, Catholic Relief Services, Interaction, International Federation of Red Cross and Red Crescent Societies (IFRC) International Medical Corps (IMC), International Rescue Committee (IRC), Mercy Corps, Norwegian Church Aid (NCA), Oxfam, RedR, Tearfund, UNHCR, WHO, World Vision International (WVI)

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds received, disbursements to partner(s), expenditures and carry-over

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2008	% Funded (contributions)	Funds committed as at 31 March 2009	Expected expenditures beyond 31 March 2009
Global WASH Cluster	4,672,200	2,601,340	56%	100%	18%
TOTAL	4,672,200	2,601,340	56%	100%	18%

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	USAID	CIDA	Ireland	SIDA	Norway
2007-2008 (at the agreement of the WASH Cluster, all funds went through UNICEF)	4,672,200	56%	1,297,000	176,340	405,000	526,000	197,000
TOTAL	4,672,200	56%	1,297,000	176,340	405,000	526,000	197,000

1.3 Proportion of funds received/pledged via pooled fund mechanisms which is intended for cluster partners, including specifically for NGOs

Of the US\$2.6m received, 50% was received through a pooled fund mechanism (pass-through) and 50% received directly to UNICEF, as the pass-through mechanism was difficult for some donors to administer.

Of the total, 75% of the funds have been programmed through other members of the cluster outside of UNICEF.

1.4 Impact of under-/late-funding; carry-over; lessons learned

As a result of late funding of the 2006-7 appeal, most projects were not able to start until 2007. This has had a knock-on effect on the implementation of projects into the 2007-8 funding year. However, flexibility to carry funds over has allowed the cluster to work at the pace of the cluster agencies and not just to funding deadlines, which has been extremely important. The under-funding of 2007-8 (53%) has largely impacted agency specific capacity building (by cluster lead and partner agencies) and reduced comprehensiveness of some projects.

The short term nature of funding received means largely that various tools and guidance and systems have been developed, but the cluster has had limited ability to support the dissemination, application

and mainstreaming of these tools, at the same time as supporting emergency response. There have also been great donor expectations to fill gaps within the sector that have been there for many years. It is agreed that there is a continuing role for Global Clusters in (i) continuing work to fill gaps (ii) to provide core operational support services including surge capacity (iv) partnerships, including maintenance of core services including a dedicated global support team. Critical to be able to be better prepared and build capacity at country level, and provide support to countries in emergencies is the role of the Regional Emergency WASH Advisers.

There is some concern that the positive momentum gathered to date will be lost if the cluster is not able to access continued funding, particularly for the dedicated support team, capacity building and roll-out.

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan at 31 March 2009

See Table Below

2.2 Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies

- Mozambique: the Global Cluster supported the initial response with communications between international agencies and the Cluster Coordinator on the ground.
- Madagascar: information support to Cluster Coordinator on the ground
- Pakistan (floods): support on operation of CERF; linkages with global structures for emergency materials
- Kenya: support and information to the coordinator and visit from Global Cluster Coordinator
- Bangladesh: activating the REWA14 to provide coordination for first month; the cluster then provided from its' trained roster a longer term Cluster Coordinator; support to recruitment of dedicated information manager; financial resources for dedicated coordination capacity; placement of a potential/trainee Cluster-Coordinator to shadow WASH Cluster Coordinator on the ground
- Tajikistan: support by sourcing a Cluster Coordinator from the roster and initial technical support
- Technical support on various WASH issues specific to the contexts of the different emergencies
- Zimbabwe, Gaza – Global Cluster Rapid Response Team deployments as Cluster Coordinators
- Gaza, Georgia, Bangladesh – facilitated resources for dedicated Information Management capacity
- Haiti/Myanmar (2)/Sudan/Nepal/Georgia – Cluster Coordinators from roster and partnerships

How this support contributed to improved overall response

- Predictable timely (trained) leadership to increase the effectiveness of the WASH Response at country level
- Awareness of the cluster approach for reduced transaction costs during emergencies
- Initial support to complement and complete the understanding of what the cluster approach is about, helped to give confidence to the Cluster Coordinator on the ground, providing practical support and advice where appropriate
- Advocacy to promote the need for dedicated cluster coordination capacity resulted in more predictable leadership and coordination capacity
- Created an understanding of the importance of Information Management – needs assessment, gap analysis and monitoring to be able to identify key response areas and to make provision within preparedness for such issues e.g. Nepal – dedicated monitoring team

¹⁴ Regional Emergency WASH Adviser (REWA) having responsibility to roll-out Global WASH Cluster tools and to provide direct support to emergency response, and in this instance are seen as an extension of the Global WASH Cluster support

- Created a more predictable approach to WASH response in an emergency, cluster coordination and the inclusion of response actors in developing common and strategic frameworks to the response
- Access to information regarding additional support and services available to the cluster from the global level allowed cluster coordinators to ensure coherence and use in preparedness activities
- Linkages made between cluster participating agencies in the response with the global level head office staff participating at a global level resulted in coherence between HQ and field engagement in coordination during emergencies

Support provided by global cluster in ongoing emergencies

Specific support provided includes:

- A workshop for cluster/sector coordinators to share experiences and learn from the different implementation modalities of other countries;
- Global Cluster Coordinator carried out support visits to Somalia, Uganda, Liberia, Colombia, and Zimbabwe.
- WASH Cluster Leading Project evaluated the WASH Cluster in Uganda and DRC (see web site).
- The REWAs have provided coordination support in CAR, Chad, the Dominican Republic, Bangladesh, Nepal, Pakistan and Myanmar.
- The Cluster Lead Agency (UNICEF) has reviewed CAPs and provided feedback on inclusion of cluster coordination activities and funding requirements.
- A network of cluster/sector coordinators has been established, which can be used as a support network.

How this support contributed to improved overall response

- Organisations now have a clear focal point for the WASH sector in emergencies, both at a global and country level, allowing for more predictable and timely leadership.
- Promoted the need for dedicated cluster coordination capacity
- In general it is perceived that there has been an improvement in coordination across the countries where the cluster approach has been implemented. The ensuing development of a joint strategy for the WASH sector's response has brought about a greater sense of joint responsibility to address the emergency WASH needs.
- Facilitated WASH partners' understanding of the cluster approach, allowing current gaps in response to be identified and the development of capacity building plans to be better prepared.
- There is an increased awareness of the cluster approach for reduced transaction costs during emergencies;
- Ensured that the principles of the cluster approach were evident in CAPs/CERF applications; and that coordination capacity was identified and included in key fundraising documents;
- Facilitated linkages with Global WASH actors who were working at country level; effective partnerships for WASH response

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Objectives	Activity/Project	Indicators	Output 31.03.09	Comment
1. Partnerships A participative, collaborative and transparent Global WASH Cluster	- Dedicated Cluster Support and Advocacy Team - Regular Global WASH Meetings, teleconferences	- first port of call available in all emergencies - at least 2 Global Meetings/year - no of joint WASH cluster projects	Dedicated team to support Global WASH Cluster and Emergency 2 meetings held – Feb/Sept 08 75% projects lead by Cluster agencies; all projects have varied lead agency(ies) with multiple agency steering group	
2. Surge Capacity & Rosters Adequate Co-ordination Capacity	Cluster Co-ordinator Training Project Resources to facilitate dedicated cluster co-ordination cell Rapid Response Team (RRT) to be deployed in the event of an emergency	- 70 identified, assessed and trained cluster co-ordinators - roster developed - WASH Cluster Co-ordinator Handbook of Guidance - Number of deployment days of additional co-ordination cell deployment in emergencies No of emergencies where a comprehensive and timely needs assessment for the sector is carried out	- 2 Global Trainings, 4 Regional WASH Trainings, 1 Global Tri-Cluster Training (WASH, Health, Nutrition), 1 Regional Tri-Cluster Training (MENA) - 120 people trained, 92 on the Roster - Roster in place - Completed and being disseminated Huge advocacy tool to encourage country offices to have dedicated coordinator and Information Manager in place; - Agreements in place with 3 NGOs - RRT of 3 persons in place - Deployments already to Zimbabwe, Gaza, Myanmar, Sudan	Regional Training has also targets national and government levels; Already see huge added value; cluster wants to add IM as 4th member
3. Standards/Tools/ Information Management Adequate co-ordination mechanisms/tools to promote an effective WASH response in an emergency	Information Management (IM)Project (needs assessment and assessment summary tools, gap analysis tools and monitoring tools) Production and dissemination of IM toolkit IM training package and roll-out	- tools developed are endorsed by the WASH cluster - tools are used by responding WASH actors and Cluster Co-ordinators - cluster co-ordinator handbook/training includes the tools	- Multi-sectoral Rapid Assessment developed with Health and Nutrition - WASH Survey Tool, WASH 4W, Data Tool (analysis) in place; guidance developed - Training for Global WASH Cluster - Guidance Manual Developed - Identification Information Manager to support emergencies/regional roll-out - initial use in field - Information Management Roster initiated (160 applicants) - First training for Information Managers (30) for Roster - 1 day awareness training developed at regional level - IM section of Coordinator handbook and included in Coordinator Training	Importance of Information Management is being recognised. - Advocacy for dedicated IM personnel being recognised and demand increasing
Cluster Agreement on principle guidance on standards	Policy statement written and disseminated	- statement disseminated within WASH participating organisations and other WASH actors at global and field level	- Statement made on Principle Guidance for Standards being Sphere; further development and dissemination planned 2009	
4. Capacity Building Increased integration and quality delivery of effective hygiene promotion activities as part of water and sanitation programmes	Hygiene Promotion Project - tools, guidance and training for co-ordinators and practitioners	- incorporation of HP into Cluster Co-ordinator's ToR - inter-agency agreement on HP in emergencies - use of tools and guidance by practitioners and cluster co-ordinators in emergencies	- Planned in revised version; incorporated into Coordinator Training 5 key agencies leading on the development and agreement of tools and guidance. - Briefing paper for Coordinators, rapid staff orientation package, orientation workshop developed, menu of hygiene indicators, annotated bibliography, list of essential hygiene promotion equipment for communication, hygiene-related non-food items briefing paper and list, generic job	

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Objectives	Activity/Project	Indicators	Output 31.03.09	Comment
			descriptions and overview, training carried out in 5 regions, visual Aids CD for HP Communication poster design completed, HP Coordinator Training final draft, regional Institute identified and strengthening started (West Africa), evidence Base for WASH in Emergencies – workshop to identify gaps completed	
Agency WASH Capacity Increased	Strengthening of WASH Response Capacity and Contribution to Sector Policy Development (CARE)	- no of staff trained in WASH response - active participation and contribution to joint cluster initiatives	As an agency specific project – Not prioritised with due to lack of funding	
	Consolidation International Red Cross and Red Crescent WASH Disaster Preparedness Response Capacities (IFRC)	- software component development for DRR - tailored training developed for global, region and country levels	As an agency specific project – Not prioritised with due to lack of funding	
	Training and support for Environmental Health Officers in WASH Cluster and IRC tools (IRC)	- No of EH officers trained - EH field resources guide developed	As an agency specific project – Not prioritised with due to lack of funding	
	Increasing WASH response capacity and Disaster Risk Reduction in WASH programming (Oxfam)	- no of staff trained in emergency WASH - strategies developed to link WASH and livelihood programming in drought response - evidence based guidance matrices for water treatment and sanitation in flooded areas	As an agency specific project – Not prioritised with due to lack of funding	
	Appropriate approaches for national participation in coordination and response systems for WASH (RedR)	- No and type of human and material resources developed to increase national participation and contribution to WASH response	As an agency specific project – Not prioritised with due to lack of funding	
	Training and dissemination on Co-ordinating and managing Hygiene and Sanitation in Emergencies for existing development programmes and government counterparts (UNICEF)	- no of persons trained in adapting existing hygiene and sanitation programming for emergency response	As an agency specific project – Not prioritised with due to lack of funding	
5. Capacity Mapping Increased understanding of global and country-level capacity for WASH emergency response	Capacity Mapping Project - Development and compilation of global framework for capacity mapping of principle global emergency WASH actors - development of an adaptable generic framework for hotspot country mapping	- framework to assess and monitor global and country level capacity - pilot of country capacity mapping in 3 countries - dissemination of country capacity mapping framework for replication	- Finalised National Capacity Mapping Guidance Manual and Tool - 3 pilots carried out – Nicaragua, Guinea, India (West Bengal) Global WASH in Emergencies Survey to identify gaps carried out	Tools and Manual for both preparedness phase and for onset of an emergency National tool being used at country level as part of preparedness in many countries; Identified that Capacity Mapping of Agencies is practically impossible – so better strategy is to identify gaps

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Objectives	Activity/Project	Indicators	Output 31.03.09	Comment
6. Training and Response Capacity Increased WASH Capacity Building for improved response	Training for Capacity Building Project - capacity needs assessment - development, piloting and roll-out of additional training modules	- capacity gaps identified by June 07 - 3 pilot trainings by Aug 07 - Development and roll-out of innovative training to address capacity gaps	- Rapid needs assessment completed - 4 Trainings carried out - Materials developed for Water Supply, Excreta Disposal, Vector Control, Disaster Waste - Detailed Learning Needs Assessment carried out; recommendations under discussion	
7. Advocacy and Resource Mobilisation Adequate resources for WASH cluster work plan Greater understanding of the cluster approach for WASH within cluster lead and cluster participating organisations	- Dedicated Global Cluster Support and Advocacy Team	- % of global appeal funded - no of presentations made to agencies and country programmes	- 53% of appeal funded - Presentations made to key staff in ACF, CARE, Oxfam, SRSA; Cluster participating organisations incorporating Cluster awareness into internal trainings Awareness workshop for WASH Cluster coordinators in Nairobi Cluster awareness and support in Bangladesh, Nepal Cluster awareness incorporated into Hygiene Promotion training; Cluster awareness incorporated into Learning Project work in CAR LatinoSan - Colombia, AfricaSan, S Africa, Zimbabwe, Kenya, Somalia WASH communities, UNICEF WASH staff in 4 Regions Interagency Roll-Out Workshops Bangkok, Amman NGO and Govt in North Korea High Level Panel on Emergencies UN Sec Gen Advisory Board on Water	No current further funding additionally appealed for as cluster is at capacity limits
WASH Country-level Advocacy and Resource mobilisation Strategies	- Cluster Co-ordinator Guidance and Tools for Advocacy and Resource Mobilisation	- Advocacy and resource strategies developed and included in cluster co-ordinator briefing	Handbook produced on Resource Mobilisations (Financial, Material, Human)	
	- Evidence based high level advocacy paper on integrated WASH programming in emergencies	- high level advocacy paper on health outcomes of integrated WASH programming disseminated to RC/HCs, cluster leads, donors and CERF in emergencies	- 2 papers developed on Evidence base for WASH in Emergencies and Data Collection Methodologies for WASH in Emergencies - workshop bringing academics and WASH specialists together - recommendations made on gaps and way forward - plan for evidence base briefs for advocacy and resource mobilisation purposes	Incorporated into Hygiene Project Needs further work before dissemination
	Right to Water in Emergencies -	- policy advocacy paper produced on the right to water, with specific reference to emergencies	- Advocacy & Human Right to Water Manual Produced -	
8. Emergency preparedness Increased understanding of the cluster approach in WASH	- WASH Cluster awareness workshops	- workshops carried out in at least 15 countries	At least 15 completed	Funded separately from Global Capacity Building Appeal and carried out by Regional Emergency WASH Advisers
Increased WASH inter-agency emergency preparedness	Inter-agency WASH preparedness planning	- emergency preparedness plans developed in at least 15 countries - WASH Interagency (cluster) contingency	At least 15 completed - Initial framework for WASH guidelines produced	IA Contingency Planning focuses out of Regions

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Objectives	Activity/Project	Indicators	Output 31.03.09	Comment
		planning guidelines developed		
9. Material Stockpiles Strategic stockpile of WASH materials developed	- Emergency WASH Materials Project	Agreed list of materials to stock; response capacity; location of stocks; - criteria/policy developed for use and replacement; - initial stock in place	- Agreed list and performance specifications developed - agreed to stock to 50,000 to fill initial gap at beginning of emergency Developed – finalisation linked to supply chain evaluation Logistics Supply Chain evaluation under way; stock in place only if fundraising will be successful	
10. 'Best practice Mainstreaming of cross-cutting issues into the emergency WASH sector	Strategic and Programmatic Review of Global WASH Cluster (see Learning Project) Review by cross-cutting (CC) review teams of WASH products	- work plan reviewed externally and by CC teams and amended as appropriate - work plan products reviewed by CC focal points	Completed Underway	
	Production and dissemination of WASH publication of existing cross-cutting guidance	- compilation and dissemination of at least 3000 copies at global and country levels	Change of approach to utilise resources to compile overall best practice; Compilation of existing guidance complete; dissemination 2009	Project amended to reflect integration of 'cross-cutting issues' - to talk about best practice in WASH, promoting the integration of technical and cross-cutting issues
	Revise WASH component of existing HIV emergency guidance	- WASH Cluster endorsed revision of the IASC Guidelines for HIV/AIDS interventions in Emergency Settings	Worked with HIV/AIDS working group to finalise;	Felt IASC short guidance was of limited practical use for WASH personnel; cluster will work on further guidance
	- development of Solid Waste Management guidance in emergencies	- guidance developed and disseminated - solid waste incorporated into WASH Cluster Co-ordinator ToR	Inter-cluster matrix of potential overlaps between WASH and Shelter incorporates Solid Waste Incorporated into Environment project (see below)	
Increased understanding and incorporation of the environment into WASH programming	- Review of WASH work plan. - Checklists, guidance, and best practice for the sector developed. - Environmental advisor support to - Training module on WASH and environmental considerations.	- Work plan revised based on agreed recommendations. - Checklists, guidance developed and disseminated at Global and field level. - Environmental advisor available for on-line or on-site support and deployed. - Cluster Coordinator training incorporates the environment in WASH	Initial scoping exercise of gaps on Environment and WASH Complete; recommendations to develop Environment and WASH policy and specific guidance and tools made and programmed	Cluster decided to spend more time to examine what tools and guidance were already available and clearly identify gaps
Increased understanding and application of concepts of early recovery in WASH programming	- development of best practice guidance and tools	- tools and best practice developed and disseminated	- Initial scoping exercise carried out - Tender/project document being finalised	
Increased understanding and application of concepts of Disaster Risk Reduction in WASH programming	- development of best practice guidance and tools	- tools and best practice developed and disseminated	Project on-going	
Increased Accountability in WASH Programming	Guidance in Accountability in Emergency WASH Programming	- accountability guidelines developed and disseminated	Project on-going	

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

Objectives	Activity/Project	Indicators	Output 31.03.09	Comment
Best Practice for WASH Compiled	Best Practice publication in Emergency WASH Programming – linking technical and cross-cutting issues	- best practice guidance developed and disseminated	– Not Funded (planned 2010 if funding available)	Project amended to reflect move away from 'cross-cutting issues' to talk about best practice in WASH, thus promoting the integration of technical and cross-cutting issues
11. Access to Technical Expertise Design of system arrangements to meet key gap technical expertise	Technical Support Service for emergency WASH response	- Identification of Technical support needs - Design of Technical Support Needs	Project Underway	

2.3 To what extent does the global cluster believe that the investments / efforts since 2006 in building partnerships and response capacity and harmonising tools and procedures have resulted in more predictable, effective and accountable responses in new and ongoing emergencies? Please list concrete examples

Whilst there is still a way to go, there is an overall feeling both at a global level and at a country level that there is great potential for impact at field response level. There is an overall feeling that the work at the global level, if achieved, can have an impact in our field level response; in terms of :- a) **being better prepared** – interagency WASH contingency planning becoming more common; national clusters taking ownership initially global/regionally facilitated processes; b) **more timely effective and efficient response** – information management tools and dedicated human resources; more strategic responses with clearer division of labour less duplication and less gaps; rosters of Cluster Coordinators and Information Management for timely, evidence based strategic responses; c) a **global networking platform** which has linkages to regional and country level, facilitating partnership at all levels and an accountability feedback mechanism; d) **predictable leadership** – recognition by UNICEF of the need for dedicated coordination capacity; coordinator roster and the Global WASH Cluster Rapid Response Team to support timely, trained and available coordinators.

In **Uganda**, it is noted in the WASH Cluster Review that:- stakeholders see an improvement in coordination of the response, an improved integration of cluster with government systems, more effective geographic allocation between agencies so gaps and duplication is reduced, better technical support and sharing of information and other resources; greater inclusion of local NGOs has helped build their confidence; upward and mutual accountability between organisations at an operational level has improved. In **DRC**, a similar review noted an overall success which included high quality collaborative strategic planning, inclusion of key stakeholders, huge increases in funding contribute to the closure of some gaps originally identifying WASH as a key gap area.

The creation of the global cluster presents huge opportunities for the most significant global actors to work more and better together to achieve a more predictable, effective and accountable responses in emergencies. There has certainly been a shift within the cluster lead agency that this is not business as usual and our responsibility lies, along with other WASH actors, to the sector and not only to our individual programme responses.

2.4. Cross-cutting Issues

This appeal saw the inclusion of more cross-cutting issue work, identifying gap areas in the sector. These include:- (1) Compilation of existing cross-cutting work on WASH; (2) Specific projects looking at WASH and (a) Early Recovery, (b) Disaster Risk Reduction, (c) Environment, (d) Accountability, and (e) Vulnerable Groups (formerly only HIV/AIDS). A decision was taken in 2007 by the cluster to change the approach to cross-cutting issues. Rather than treating them separately, integrate technical and cross-cutting issues together as ‘best practice’, ensuring that they are considered simultaneously. Technical and BP work will be integrated in 2010.

2.5. Cluster activities (please list main activities)

See Table in 2.1

<p>SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES</p>
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3.1 Which elements, if any, of the Global Cluster Lead’s responsibilities/capacity have been mainstreamed into the agency’s core programmes/core budget?

- Within UNICEF’s biennium management plan, 2010/11, it is planned that the global cluster leadership role will be funded from both core and ‘other’ (non-core/donor) resources. From 2010 onwards, the Global Cluster Coordinator position will be funded by core resources. Funds to support ongoing and new activities in the Global Cluster responsibility will also need to be raised separately. UNICEF relies on raising other resources to fund a significant number of staff posts.
- The implementation of the cluster approach at country level – both in emergencies and preparedness, imperatively requires regional support. UNICEF has raised funds to support

Regional Emergency WASH Advisers (REWAs), who have played a critical role in supporting the rollout and support of the cluster approach to country level. To date, these posts have largely been funded by funds raised at the global level. Responsibility for these posts will be passed to the Regional Offices from the end of 2009.

- Since 2007, emergency focal points working in operational departments (e.g. Supply Division and HR) have taken on board a number of cluster related responsibilities, e.g. support for the maintenance of surge rosters (for cluster coordinators and technical support functions), harmonising emergency supply lists and stockpiling commodities, etc. This support for the cluster approach will continue to be provided by operations staff funded by both core and other (non-core/donor) resources.

3.1.3. What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

The Global WASH Cluster sees that there will always need to be a Global WASH Cluster and a Global WASH Cluster Coordination Team. Three specific phases have been identified, before the Global WASH Cluster comes into a more constant support phase.

Phase 1: Initial gaps identified and filled; start dissemination/application (Knowledge Management and Application), building of capacity to meet ToRs of Global Clusters (Operational Support, Surge/Stockpiles, Guardianship of Standards, Best Practice, Partnerships);
Phase 2: Additional gaps Identified and filled and intensified dissemination/application (Knowledge Management and Application); continuation (and some building of capacity) to meet ToRs of Global Clusters (Operational Support, Surge/Stockpiles, Guardianship of Standards, Best Practice, Partnerships); start of mainstreaming of cluster responsibilities at regional and country level (preparedness & response);
Phase 3: Consolidation and Maintenance: continued dissemination/application (Knowledge Management and Application); Mainstreamed Cluster Responsibilities, Maintenance of Capacity to meet ToRs of Global Clusters (Operational Support, Surge/Stockpiles, Guardianship of Standards, Best Practice, Partnerships).

Whilst Phase 1 is the most resource intensive at global level, Phase 2 requires a continued high level of resources to fill additional gaps to fulfil global cluster lead responsibilities, and importantly intensify dissemination and roll-out at country level. Phase 3 for the Global WASH Cluster becomes a consolidation and maintenance phase where resource requirements begin to become more constant. Currently there is a move from Phase 1 to Phase 2. The move to Phase 3 will take an additional 2-3 years. Whilst there are also resource implications for UNICEF at the global and regional level, it has become increasingly recognised that there are resource requirements for NGOs to ensure sufficient country level support from regional level.

Section 4: Challenges for global clusters beyond 2008

It is agreed that there is a continuing role for Global Clusters It is also critical for WASH to continue the critical work the REWAs to support emergency preparedness and capacity building at country level.

Significant changes have been made in UNICEF in its approach and implementation of its accountabilities at both global and country level. Whilst there has been significant work done at global level, filling the gaps at country level will take time and consistent support to countries. The work of global clusters is only rated by the performance of their country level clusters. Whilst leadership is becoming much more predictable, time is needed to consolidate approaches and tools on the ground as part of preparedness; e.g. whilst dedicated cluster coordination capacity is more accepted in emergencies, work still has to be done to ensure our responsibilities for Information Management and Technical Support in emergencies are more reliable and consistent.

There is some fear that the great momentum started will be lost if continued funding, particularly for the dedicated support team, capacity building, and roll-out, falters. Given that the very first funding was received in late 2006, the Global WASH Cluster is only half way through the process to bring it to a more consolidated and maintenance phase.

Outside of the individual clusters it is also critical that there is continued support to the inter-cluster processes at both country and global levels from OCHA. Whilst all are working to improve inter-cluster coordination, dedicated OCHA support at all levels is imperative.

CHAPTER 12 – MAINSTREAMING THE CROSS-CUTTING ISSUES

12.1 IASC SUB-WORKING GROUP ON GENDER

Co-Chairs: WHO and UNFPA are Co-Chairs for the IASC Sub-working Group on Gender in Humanitarian Action

Global Partners: American Refugee Committee, CARE, Christian Children's Fund, FAO, Interagency Network for Education in Emergencies, International Committee of the Red Cross, International Federation of Red Cross, International Medical Corps, InterAction, IOM, International Rescue Committee, Norwegian Refugee Council, OCHA, OHCHR, Office RSG/IDPs, OXFAM, UNDP, UNFPA, UNHCR, UNICEF, UNIFEM, UNISDR, WFP, WHO, and the Women's Refugee Commission

SECTION 1: CLUSTER RESOURCES AND FINANCIAL IMPLEMENTATION

1.1 Funds to implement gender specific programmes of the IASC SWG on Gender supported work by OCHA, UNFPA and WHO.

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	Contributions as at 31 March 2008	% Funded (contributions)	Funds spent as at 31 March 2009	Expected expenditures beyond 31 March 2009
OCHA (funds the e-learning)	\$225,763	\$225,763	100%	100%	
UNFPA (funds for gender as cross-cutting issue)	\$300,000	466,808	155%	120%	35%
WHO (support to the SWG)	\$80,000	\$68,644	86%	100%	
TOTAL	\$605,763.00	\$761,215.00			

1.2 Donors

Appealing Organisations (and organisations which received funds via cluster lead)	Revised Requirements	% Funded (contributions)	Norway	Sweden	Canada
OCHA (Gender)	\$225,763	100%			
UNFPA (Gender)	\$300,000	155%	\$294,406	\$77,041	\$95,361
WHO (Gender)	\$68,644	100%			
TOTAL	\$594,407.00				

SECTION 2: IMPACT OF GLOBAL CAPACITY-BUILDING - CLUSTER OBJECTIVES AND RESULTS

2.1 Achievements against objectives in global capacity-building against 2007-08 work plan as at 31 March 2009

Partnerships

- NGO membership: NGO membership has increased within the Gender SWG and arrangements for NGO co-chairing the SWG had been put in motion for 2009
- National capacity building and strategic partnerships with national NGOs: Two regional capacity building workshops were conducted in 2008 to disseminate Gender Handbook in Asia and South Africa and which fully engaged international and national NGOs

Standards/tools and Training/Capacity-building

IASC SWG is near completion of an E-Learning course to help humanitarian workers mainstream gender strategies into their work. The funds from Norway to OCHA in this appeal are supporting the IASC gender e-Learning initiative which is spearheaded by OCHA in collaboration with InterAction, and co-chaired by the IRC and WHO. The certificate-based e-course will provide illustrative examples to help humanitarian workers learn how to develop best practices for the delivery of emergency programming that ensures the needs and capacities of women, girls, boys and men are met inclusively in humanitarian situations. This course will provide the basic steps that a humanitarian worker must take to ensure gender equality in programming. It draws on important IASC guidance, including: *Women, Girls, Boys and Men, Different Needs – Equal Opportunities: Gender Handbook in Humanitarian Action and Guidelines for Gender-based Violence Interventions in Humanitarian Settings*

This course can be used as training for an individual or presented in a “Learn-in-a-Group” setting. With printable job aids and online resources, the course can also be used as an in-the-field, on-the-job resource. The course will be available for free online and on DVD in July 2009.

The course will support ongoing work to roll out the IASC gender handbook and the IASC Guidelines for the prevention and response of sexual and other forms of gender-based violence, which was partially supported by this funding. For example, two inter-agency workshops to support the roll out of the IASC guidelines were held in DRC (Kinshasa and N. Kivu). The Kinshasa workshop led to a revision of the 2008 HAP in DRC and improved inclusion of GBV prevention and response activity in the 2009 HAP. The IASC Gender Handbook was translated and printed in Chinese.

Roster development

The IASC SWG has a fully functioning roster know as GenCap that seeks to build capacity of humanitarian actors at country level to mainstream gender in all sectors of humanitarian response. Since the first group of GenCap Advisers in Humanitarian Action were recruited and trained in May 2007, the pool has grown to 35 senior gender experts. Since June 2007, 26 GenCap Advisers have supported 18 Humanitarian Country Teams in applying gender equality programming in humanitarian action

OBJECTIVE	OUTPUT	INDICATOR TARGET	COMMENT
Partnerships NGO membership National capacity building and strategic partnerships with national NGOs	NGO membership had increased within the Gender SWG and arrangement for NGO co-chairing the SWG had been put into place for 2009 evident in more participation of NGO in the face to face 2008 meeting of the Gender SWG Two regional capacity building workshops training 70 participants were conducted in 2008 in Thailand and Johannesburg to disseminate and orient UN and NGOs on the Gender Handbook and increase partnership and collaboration Two inter-agency workshops to support the roll out of the IASC guidelines were held in DRC (Kinshasa and N. Kivu). The Kinshasa workshop led to a revision of the 2008 HAP in DRC and improved inclusion of GBV prevention and response activity in the 2009 HAP.	Co-chairing arrangements between UN and NGO for chairing the Gender SWG Increased NGO participation in development of tools and standards Number of NGOs participating into the training workshops and orientation	
Standards/tools	E-learning tool on gender is under development Desk review and analysis of Sex and Age Disaggregated Data completed The IASC Gender Handbook was translated and printed in Chinese, bring to a total of 6 the number of languages in which the Handbook is now available.	E-learning to be completed by July 2009	
Roster development	Gender SWG with NRC is supervising and monitoring Gender Standby Capacity (GenCap) roster	Roster fully functioning: 26 deployment in 18 countries of humanitarian concern	
Trainings/Capacity Building	Gender Experts deployed in humanitarian settings had been instrumental in conducting numerous trainings and capacity building targeting national stakeholders and humanitarian agencies (UN and non UN) on Gender Handbook and GBV Guidelines	Number of countries with capacity building efforts = 18 countries	

2.2 Key field-level impact of the two-year global capacity-building to date

Support provided by global cluster in new emergencies:

In 2008, GenCap was deployed to Myanmar within the 1st month of cyclone Nargis hitting the country. Other new emergencies receiving GenCaps and SWG support included Georgia, Gaza emergency, China after the earthquake and Yemen.

Support provided by global cluster in ongoing emergencies

GenCap deployments in ongoing emergencies included: Afghanistan, CAR, Chad, Ethiopia, Guinea, Iraq, Kenya, Liberia, Namibia, oPt, Somalia, Sri Lanka and Uganda. In several countries, more than one GenCap has been deployed.

While there has been progress in mainstreaming gender and GBV issues into the work of the cluster, there is still some way to go. In particular, more ownership and accountability is needed on the part of the cluster leads and key actors to ensure these issues are addressed adequately in the humanitarian response.

2.4 Cross-cutting Issues

Gender SWG supported and provided funds from the Appeal to IRC and INEE to develop gender indicators and orientation package within the Education Cluster

A GenCap Advisor is being deployed to some of the global cluster leads to support their efforts to integrate gender as cross cutting issue within the tools, standards and work plans such as the camp coordination and camp management (CCCM), health, education and protection clusters.

<p>SECTION 3: MAINSTREAMING / SUSTAINABILITY OF GLOBAL CAPACITY-BUILDING AND CLUSTER RESPONSIBILITIES</p>
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3.1 Which elements, if any, of the Global Cluster Lead’s responsibilities/capacity have been mainstreamed into the agency’s core programmes/core budget?

To some extent the staffing cost is being absorbed and mainstreamed for the co-chairing arrangements

3.2 What incremental costs will be required for your cluster (lead and partners) to fulfil its responsibilities and/or maintain global response capacity beyond 2008?

GenCap roster cost, development of additional tools and standards, e-learning tool translation and dissemination cost and capacity building on sex and age disaggregated data issues at the field level

<p>SECTION 4: CHALLENGES FOR GLOBAL CLUSTERS BEYOND 2008</p>

The cost of the GenCap roster should be maintained and funded. The roster is an important mechanism of standby capacity supporting the field clusters and country teams. It will be difficult for agencies to absorb this cost at the moment. The cost of translation and dissemination of new tools, such as the E-learning is important to address for the capacity building purposes of reaching out to non-English speakers. The cost of building capacity of the clusters and field support for collection of age and sex disaggregated data for decision making purposes.

12.2 ENVIRONMENT

Focal point: UNEP

During 2006-2008, the Environment as a cross-cutting issue has been represented by UNEP within the Cluster Working Group on Early Recovery (CWGER). UNEP has received approximately USD 250,000 through the early recovery cluster of the cluster appeal process and has mobilized additional funding from other sources to support field operations. UNEP participated in a variety of CWGER's major activities and outputs, including field-based needs assessments, development of methods and guidance, production of reports and policies, and training of Early Recovery Advisors.

At the operational level, UNEP conducted various post-crisis environmental assessments in the context of the IASC Early Recovery (ER) framework. These included post-conflict assessments in Georgia and Gaza, and post-disaster assessments in Madagascar, Myanmar, and China. UNEP also started implementing a major post-conflict environmental assessment in DR Congo in close collaboration with the Humanitarian Country Team .

In terms of methods and guidance, UNEP finalized two key environmental assessment methodologies and two guidance notes. First, the Environment Module for the *Post-Disaster Needs Assessment* (PDNA) methodology, which was field-tested in Dominican Republic and Ukraine. Second, the *Flash Environmental Assessment Tool* (FEAT) was finalized for use in urgent relief circumstances following release of hazardous substances into the environment. UNEP also completed the *Environmental Guidance Note* for the Post-Conflict Needs Assessment (PCNA) framework and "*Emergency Waste Management Guidelines*". An initial draft of a Conflict Analysis Framework (CAF) for Natural Resources and the Environment was also completed with field testing planned for early 2009.

Regarding policy publications for mainstreaming Environment in Humanitarian response and Early Recovery, two products should be highlighted. First, the "*IASC Leaflet on Humanitarian Action and the Environment*", and more recently "*From Conflict to Peacebuilding: The Role of Natural Resources and the Environment*".

On Disaster Risk Reduction (DRR), UNEP contributed substantively to the International Recovery Forum held in Japan on the theme of Environmental Recovery and will participate in the Global Platform on Disaster Risk Reduction (DRR) next June. UNEP, together with ISDR, UNDP and the World Bank also worked on the Global Assessment Report on Disaster Risk Reduction to be launched by the UN Secretary General in Bahrain in May 2009. To help coordinate and implement field activities, UNEP established with partners (UN agencies and NGOs) the *Partnership for Environment and Disaster Risk Reduction*.

Despite these efforts, UNEP recognizes the need to reach out further towards the humanitarian and early recovery actors in general and the other IASC clusters in particular. Taking environmental concerns into account from the very early stage of recovery is crucial, in order to avoid (re)creating the vulnerabilities that may undermine the peace and reconstruction processes or contribute to disaster vulnerability. Priorities include addressing energy security, water, fuel wood, shelter materials, and waste management. To be more present and visible among humanitarian and recovery partners, especially within the IASC structure, UNEP has recently opened a position that will be dedicated towards further mainstreaming environment within the humanitarian response, including early recovery, at both the policy and field levels.

12.3. ENHANCING THE INTEGRATION OF HIV/AIDS

Focal point: UNAIDS

In the global appeal of 2007/2008, unlike the Inter-Agency Standing Committee (IASC) sub-working group on gender, the IASC Task Force on HIV did not receive stand alone, separate funds. However, some clusters/sectors, through cluster/sector specific funding, carried out activities with the overall objective of integrating HIV in their respective work. For example, the Early Recovery cluster received funding for the integration of HIV into early recovery activities - specifically, for training of Early Recovery Advisors, for integrating HIV in disarmament, demobilization and reintegration (DDR) processes and for the roll-out of the IASC Guidelines on HIV/AIDS in Emergency Settings, pending its final revision (please see also the early recovery cluster specific report on cross-cutting issues). In

addition, HIV has been integrated into the Global Protection Handbook as well as in the INEE toolkit along with other cross cutting issues.

Although the IASC Task Force on HIV did not receive stand alone funding as part of the global appeal, several activities are underway as part of collective inter-agency efforts. As mentioned above, the revision of the Guidelines are underway and valuable inputs have been received from various clusters/sectors including WASH, Nutrition, Education, Shelter, CCCM, Early recovery, Protection, and health. The draft content of these Guidelines was field tested in several countries in 2008. Once the finalization is completed, it will be disseminated widely to the field. Moreover, other guidance and tools on the integration of HIV in humanitarian response and processes are being developed and existing ones will be rationalized and aligned. Furthermore, in order to advocate for and sensitize humanitarian workers on the importance of integrating HIV into humanitarian response and processes, an induction training workshop was held in Kenya in 2008. Two other workshops are planned in Dakar and Bangkok.

Although some progress has been made in integrating HIV into humanitarian response, several challenges remain. Clusters/sectors need to internalize cross-cutting issues and they have to be part of their core work, rather than an after thought. Cluster/sectors leads at the country level have to be accountable for integrating HIV using existing mechanisms that maybe in place already through existing mechanisms like the UN Theme Group on AIDS and or the Joint UN Teams on AIDS. Furthermore, humanitarian response and long-term AIDS planning which often structurally work differently, must build on each other.

ANNEX I – HUMANITARIAN REFORM

1. THE MAIN OBJECTIVES OF THE HUMANITARIAN REFORM

The main objectives of the Humanitarian Reform

- Sufficient humanitarian response capacity and enhanced leadership, accountability and predictability in ‘gap’ sectors/areas of response (ensuring trained staff, adequate commonly-accessible stockpiles, surge capacity, agreed standards and guidelines);
- Adequate, timely and flexible humanitarian financing (including through the Central Emergency Response Fund [CERF]);
- Improved humanitarian coordination and leadership (More effective Humanitarian Coordinator [HC] system, more strategic leadership and coordination at the inter-sectoral and sectoral levels);
- More effective partnerships between United Nations (UN) and non-UN humanitarian actors.

2. THE CLUSTER APPROACH

The Cluster Approach is one element of the reform package and is designed to contribute to objectives 1, 3 and 4. It aims to strengthen overall response capacity as well as the effectiveness of the response in five key ways:

- First, the approach aims to ensure **sufficient global capacity** is built up and maintained in key gap sectors/areas of response, with a view to ensuring timely and effective responses in new crises;
- Second, the approach identifies **predictable leadership** in the gap sectors/areas of response. Cluster leads are responsible for ensuring response capacity is in place and that assessment, planning and response activities are carried out in collaboration with partners and in accordance with agreed standards and guidelines. Cluster leads also act as the “provider of last resort”, in line with the *Inter-Agency Standing Committee (IASC) Generic Terms of Reference for Sector/Cluster Leads at the Country Level*;
- Third, the approach is designed around the **concept of ‘partnerships’** (i.e. ‘Clusters’) between UN agencies, the International Red Cross and Red Crescent Movement¹⁵, international organisations and NGOs. Partners work together towards agreed common humanitarian objectives both at the global level (preparedness, standards, tools, stockpiles and capacity-building) and at the field level (assessment, planning, delivery and monitoring). Partnerships facilitate improved inter-agency complementarity by maximising resources. To date, 11 clusters have been established.
- Fourth, the approach strengthens **accountability**. Cluster leads are accountable, at the global level, to the Emergency Relief Coordinator (ERC) for building up a more predictable and effective response capacity in line with IASC agreements. At the field level, in addition to their normal institutional responsibilities, cluster leads are accountable to HCs for fulfilling agreed roles and responsibilities for Cluster leadership, such as those listed in the *IASC Generic Terms of Reference*. The approach also strengthens accountability to beneficiaries through commitments to participatory and community-based approaches, improved common needs assessments and prioritisation, and better monitoring and evaluation;
- Fifth, the approach should help to improve **strategic field-level coordination and prioritisation** in specific sectors/areas of response by placing responsibility for leadership and coordination of these issues with the competent operational agency.

Since July 2005, initially nine, and currently eleven cluster working groups have been meeting regularly at the headquarters level to map capacity gaps at the global level, and to elaborate and implement action plans to address these gaps.

¹⁵ The International Committee of the Red Cross (ICRC) has stated that its position on the cluster approach is the following: “Among the components of the Movement, the ICRC is not taking part in the cluster approach. Nevertheless, coordination between the ICRC and the UN will continue to the extent necessary to achieve efficient operational complementarity and a strengthened response for people affected by armed conflict and other situations of violence. At the global level, the ICRC participates as an observer in many of the cluster working group meetings.”

ANNEX II – RECURRENT COSTS

Report of the Ad Hoc Informal Working Group on Financing global cluster responsibilities

The Ad Hoc Informal Working Group on financing global cluster responsibilities (originally called the Ad Hoc Informal Working Group of Global Cluster Recurrent Costs) established in September 2008, met at the Canadian Permanent Mission on September 9 and October 14, 2008.

The group was supported by OCHA and composed of selected agencies and donors who had expressed interest in facilitating the discussion on financing global cluster responsibilities. Members had a frank, open and constructive dialogue on this topic. The following serves as the final report of the Ad Hoc Informal Working Group to the Chair (EC) of the Global Cluster-Donor meeting on October 22, 2008.

Conclusions

Recalling the Humanitarian Response Review of 2005 and the General Assembly resolution A/RES/60/124 [op paragraphs 8-11];

Reaffirming the collective commitment to support the inter-agency effort to build and maintain more timely, effective and predictable humanitarian response capacity; and *noting* that the purpose of this effort is to ensure fewer gaps and duplications, greater synergies and maximized impact on the ground, a more accountable, needs-driven response as well as broader and better coverage of needs and cost savings deriving from a reduction in systemic-level inefficiencies;

Donors and Agencies/Organizations jointly recognise:

- That over a two-year period, the humanitarian and donor community has made a substantial investment in global clusters to support the effort to build more timely, effective and predictable humanitarian response capacity;
- That progress to this goal has been significant, while necessarily varying across clusters depending on the degree of pre-existing capacity and partnerships in each sector pre-2005 (in some cases non-existent), and on the level of funding provided under the two Cluster Appeals;
- That in order for global clusters to ensure effective and sustainable response capacity over the longer-term, the appropriate resources are required – to differing degrees across different clusters – to cover a range of functions associated with global cluster responsibilities [see Annex 1, providing non-binding guidance for funding of global cluster functions];
- That these resource requirements should continue to be mainstreamed as quickly as possible into cluster leads' and cluster partners' core programme of work and regular annual/biennial funding mechanisms [c.f. Annex 2 for current status];
- That the process of 'mainstreaming' is understood to include both funding global cluster-related activities by reprioritization and internal realignment of resources, as well as incorporating funding requirements into agencies/organizations' regular annual/biennial funding mechanisms and specific bilaterally-negotiated funding;

Agencies/Organizations acknowledge:

- That they aim to absorb global cluster-related functions and responsibilities into their core programmes and annual budgets, and that they will endeavour to expedite this mainstreaming process, using as appropriate best practice from other global clusters, and ensuring that donors are updated on progress towards this goal in future funding discussions;
- That therefore and in principle, funding for cluster-related functions with financial implications at the global and country-levels will be sought through existing funding mechanisms, namely regular annual/biennial funding mechanisms, Flash/CAP Appeals and specific bilaterally-negotiated funding;

Donors acknowledge:

- And express appreciation to those agencies/organizations that have made progress in mainstreaming global cluster-related functions;

- That various clusters face specific challenges in terms of their cost structure and funding options and that, while much progress has been made toward 'mainstreaming', further progress is in many cases dependent upon factors beyond agencies/organizations' direct control [e.g. Governing Body support; budget re-structuring; adequate funding for core HQ costs; etc];
- That, as donors, they have a key role to play in supporting the mainstreaming of global cluster responsibilities through agencies'/organizations' Governing Bodies;

Donors and Agencies/Organizations jointly stress:

That the specific challenge of securing funds for global cluster partners' engagement in the effort to build and maintain more timely, effective and predictable humanitarian response capacity needs to be addressed, including through coherent cluster-specific resource mobilization strategies.

Geneva/October 17, 2008

ANNEX III – COUNTRIES APPLYING THE CLUSTER APPROACH ON 31 MARCH 2009

Field implementation of the Cluster Approach

24 out of 27 countries with HC

Afghanistan
 Burundi
 Central African Republic [CAR]
 Chad
 Colombia
 Côte d'Ivoire
 Democratic Republic of the Congo [DRC]
 Ethiopia
 Georgia
 Guinea
 Haiti
 Indonesia
 Iraq
 Kenya
 Liberia
 Myanmar
 Nepal
 occupied Palestinian territories [oPt]
 Pakistan
 Somalia
 Sri Lanka
 Sudan
 Uganda
 Zimbabwe

8 countries with RCs that have used the cluster approach to respond to a major new emergency

Bangladesh (2007 Cyclone Sidr)
 Dominican Republic (2008 Tropical Storm Noel)
 Honduras (2008 Tropical Depression)
 Lebanon
 Madagascar (2007 floods)
 Mozambique (2007 and 2008 floods)
 Philippines (2006 floods)
 Tajikistan (2008 cold weather crisis)

3 countries with Humanitarian Coordinators are not yet formally implementing the cluster approach

Eritrea
 Niger
 Timor-Leste

ANNEX IV – ACRONYMS AND ABBREVIATIONS

ACF	Action Contre la Faim
AGDM	Age, Gender and Diversity Mainstreaming
AHA	African Humanitarian Action
AMDA	American Medical Doctors Association
CADRI	Capacity Development for Disaster Reduction Initiative
CAP	Consolidated Appeals Process
CAR	Central African Republic
CCCM	Camp Coordination and Camp Management
CCF	Christian Children's Fund
CDC	Disease Control and Prevention
CDGECS	Community Development, Gender Equality and Children Section
CERF	Central Emergency Response Fund
CHD	Centre for Humanitarian Dialogue
CRS	Catholic Relief Services
CSLT	Cluster/Sector Leadership Training
CST	Cluster Support Team
CWGER	Cluster Working Group on Early Recovery
DPKO	Department of Peace Keeping Operations
DRC	Danish Refugee Council
DRC	Democratic Republic of Congo
ECHO	European Community Humanitarian Office
ECLAC	Economic Commission for Latin America and the Caribbean
ENN	Emergency Nutrition Network
ER	Early Recovery
ERC	Emergency Relief Coordinator
ETC	Emergency Telecommunications Cluster
FANTA	Food and Nutrition Technical Assistance
FAO	Food and Agriculture Organization
GAIN	Global Alliance for Improved Nutrition
GIS	Geographic Information System
HC	Humanitarian Coordinator
HCFC	Health Cluster Field Coordinator
HHI	Harvard Health Initiative
HIV/AIDS	Human Immuno-Deficiency Virus / Acquired Immuno-deficiency Syndrome
HNTS	Health and Nutrition Tracking Service
HP	Hygiene Promotion
HRSU	Humanitarian Reform Support Unit
IAET	Inter-Agency Emergency Telecommunications
IASC	Inter-Agency Standing Committee
ICH	Institute of Child Health
ICMH	International Centre for Migration and Health
ICN	International Council of Nurses
ICRC	International Committee of the Red Cross
ICVA	International Council of Voluntary Agencies
IDP	Internally Displaced Persons
IFE	Infant and Young Child Feeding in Emergencies
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organization
IMC	International Medical Corps
IMWG	Information Management Working Group
IOM	International Organisation for Migration
IRC	International Rescue Committee
IRP	International Recovery Platform
ISDR	International Strategy for Disaster Reduction
ITU	International Telecommunication Union
JHU	John Hopkins University
LRT	Logistics Response Teams

REPORT ON IMPLEMENTATION OF GLOBAL CLUSTER CAPACITY-BUILDING

LWF	Lutheran World Federation
MHPSS	Mental Health and Psychosocial Support
MI	Micronutrient Initiative
MT	Metric Tonne
NAF	Needs Analysis Framework
NCA	Norwegian Church Aid
NFI	Non-Food Items
NGO	Non-Governmental Organisation
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office of U.S. Foreign Disaster Assistance
OHCHR	Office of the High Commissioner for Human Rights
PCNA	Post-Conflict Needs Assessment
PCWG	Protection Cluster Working Group
PDNA	Post-Disaster Needs Assessment
ProCap	Protection Standby Capacity Project
RSGIDP	Representative of the Secretary-General on Internally Displaced Persons
SC	Save the Children
SCHR	Steering Committee for Humanitarian Response
SCN	Standing Committee on Nutrition
SOP	Standard Operating Procedures
SPO	Senior Protection Officers
SRSA	Swedish Rescue Services Agency
TDH	Terre des Hommes
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNDG-ECHA	United Nations Development Group – Executive Committee for Humanitarian Affairs
UNDGO	United Nations Development Group Office
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environmental Programme
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Programme on Human Settlement
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNITAR	United Nations Institute for Training and Research
UNJLC	United Nations Joint Logistics Centre
UNMAS	United Nations Mine Action Service
UNOSAT	United Nations Operational Satellite Applications Programme
UNRWA	United Nations Relief and Works Agency
UNV	United Nations Volunteers
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WEM	Workshop on Emergencies
WFP	World Food Programme
WGET	Working Group on emergency Telecommunications
WHO	World Health Organization
WVI	World Vision International

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