

HUMANITARIAN ARCHITECTURE





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RATIONALE FOR REFORM



Humanitarian Response Review

- Emergency Relief Coordinator (February to June, 2005)
- Review of capacity of humanitarian system
- Identification of weaknesses and gaps



Findings of the Review

- Weak preparation among humanitarian organizations
- Limited human resource and sectoral capacity
- Poor coordination between UN, Red Cross, and NGOs
- Uneven contributions and forgotten emergencies



Review Recommendations

- Global mapping of capacities
- Strengthen human resources
- Ensure adequate and predictable funding for response
- Develop appropriate sectoral plans
- Improve recruitment and capacity of RC/HC
- Improve coordination between actors

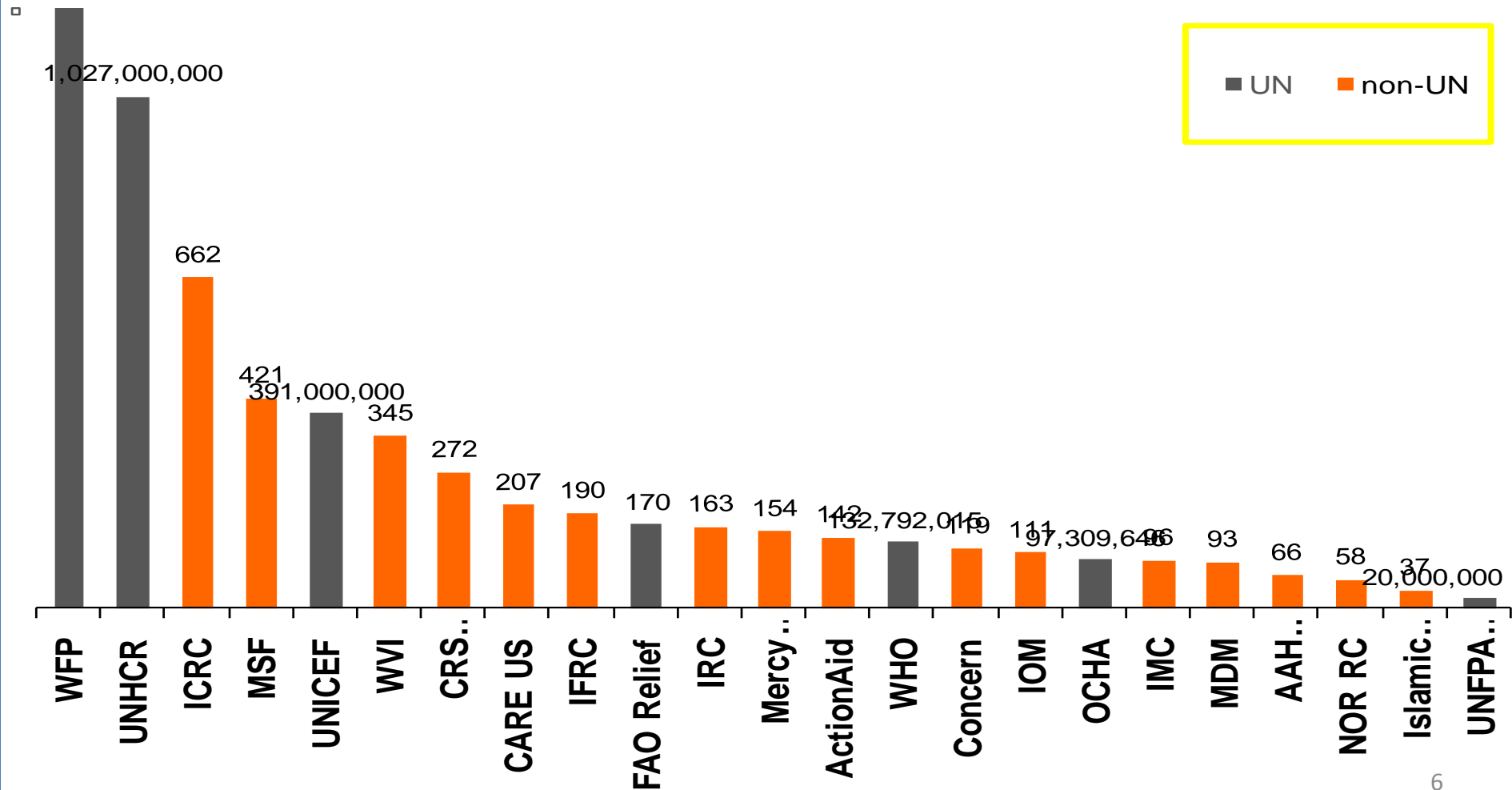
RATIONALE FOR REFORM



Changing Environment for Humanitarian Operations

- Proliferation of humanitarian actors
- Changing role of the UN (less direct implementation, more standard-setting and facilitation)
- Competitive funding environment
- Increased public scrutiny of humanitarian action

RATIONALE FOR REFORM – NGOS SPENDING GROWTH




















RATIONALE FOR REFORM



Who is Reform For?

Inter-Agency Standing Committee (IASC)

Composed of NGO consortia, Red Cross and Red Crescent Movement, IOM, World bank and UN agencies

Inter-Agency Standing Committee Full Members and Standing Invitees			
Full Members		Standing Invitees	
	Food and Agricultural Organisation (FAO)		International Committee of the Red Cross (ICRC)
	Office for the Coordination of Humanitarian Affairs (OCHA)		International Council of Voluntary Agencies (ICVA)
	United Nations Development Programme (UNDP)		International Federation of Red Cross and Red Crescent Societies (IFRC)
	United Nations Population Fund (UNFPA)		American Council for Voluntary International Action (InterAction)
	United Nations High Commissioner for Refugees (UNHCR)		International Organisation for Migration (IOM)
	United Nations Children's Fund (UNICEF)		Office of the High Commissioner for Human Rights (OHCHR)
	World Food Programme (WFP)		Office of the Special Representative of the Secretary General on the Human Rights of Internally Displaced Persons (SRSG on HR of IDPs)
	World Health Organisation (WHO)		Steering Committee for Humanitarian Response (SCHR)
			World Bank (World Bank)

GOAL 1: CAPACITY AND LEADERSHIP



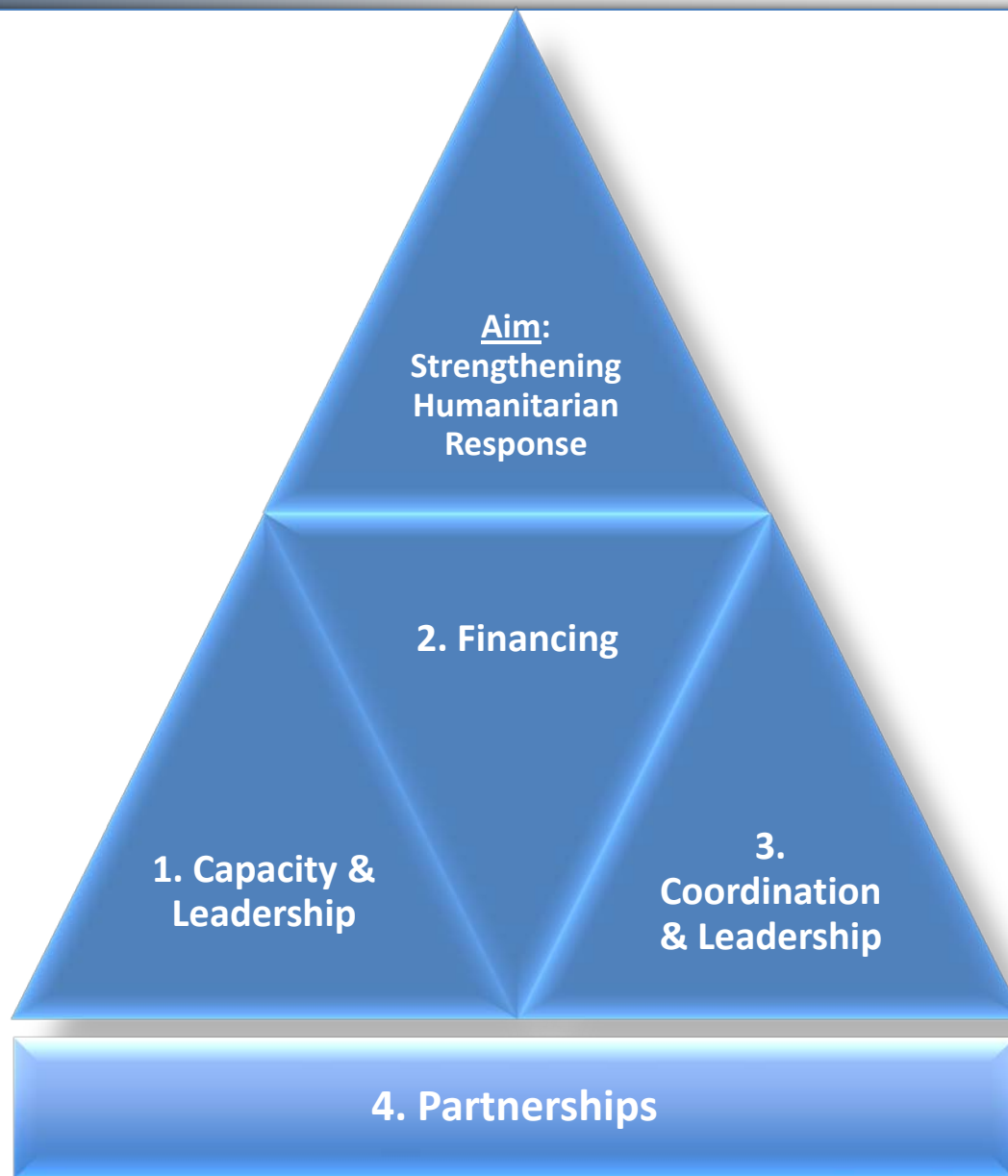
Goal 1: Adequate Capacity and Predictable Leadership in All Sectors

How: Build on established global leads by establishing clusters for technical (sectoral), cross-cutting and common service areas.

Previously Established Global Leads

Agriculture:	FAO
Education:	UNICEF
Food:	WFP
Refugees:	UNHCR

HUMANITARIAN ARCHITECTURE PILLARS



GOAL 1: CAPACITY AND LEADERSHIP



Global “Cluster” Leads

Technical areas

1.	Agriculture		FAO
2.	Nutrition		UNICEF
3.	Water/Sanitation		UNICEF
4.	Health		WHO
5.	Emergency Shelter:	IDPs (from conflict) Natural disasters	UNHCR IFRC ‘Convenor’

Cross-cutting areas

6.	Camp Coord/Mgmt:	IDPs (from conflict) Natural disasters	UNHCR IOM
7.	Protection:	IDPs (from conflict) Natural disasters/civilians from conflict (non-IDPs)	UNHCR HCR/OHCHR/UNICEF UNDP
8.	Early Recovery		UNICEF & Save the Children
9.	Education		

Common service areas

10.	Logistics		WFP
11.	Telecommunications		OCHA/UNICEF/WFP

GOAL 1: CAPACITY AND LEADERSHIP



Responsibilities of “Cluster” Leads

Normative

- Standard setting and consolidation of ‘best practice’

Build response capacity

- Training and system development at local, regional and international levels
- Surge capacity and standby rosters
- Material stockpiles

Operational Support

- Emergency preparedness
- Advocacy and resource mobilization

GOAL 1: CAPACITY AND LEADERSHIP



Clusters at the Country Level

- The UN Resident/Humanitarian Coordinator consults the host government and national/international humanitarian actors to determine priority sectors for the emergency, taking account of national/local response structures.
- The UN Resident/Humanitarian Coordinator ensures that within the international humanitarian community, lead agencies are designated for all the key sectors.
- Where possible, lead agencies at the country level should mirror those at the global level. But this principle should be applied flexibly, taking into account the local context and capacities of agencies already on the ground

GOAL 1: CAPACITY AND LEADERSHIP



Responsibilities of “Cluster” Leads at the Country Level

Ensure the following:

- Inclusion of key humanitarian partners
- Establishment of appropriate coordination mechanisms
- Coordination with national/local authorities, local civil society etc.
- Participatory and community-based approaches
- Attention to priority cross-cutting issues (age, environment, gender, HIV/AIDS etc)
- Needs assessment and analysis
- Emergency preparedness
- Planning and strategy development
- Application of standards
- Monitoring and reporting
- Advocacy and resource mobilization
- Training and capacity building
- Provision of assistance and services as a last resort

GOAL 2: COORDINATION



Goal 2: Improving Humanitarian Coordination and Leadership

How: Strengthening the HC System by

- Establishing broad-based humanitarian country teams
- Developing a pool of HCs (from UN and non-UN) for short-term and/or immediate deployment
- RC/HC “score-card”
- Develop new training packages

GOAL 2: COORDINATION



Actions to Strengthen the HC System

- HC strengthening project (support to HCs during emergencies and in transition)
- HC pool of qualified leaders (training and induction)
- Appropriate training and support system for existing and future HCs
- Agreed system for designation of HCs (greater inclusiveness, transparency, and ownership in the appointment of HCs)
- Review of the terms of reference in 2008 (humanitarian financing responsibilities – i.e. pooled funding manager)



Goal 3: Adequate, Timely and Flexible Financing

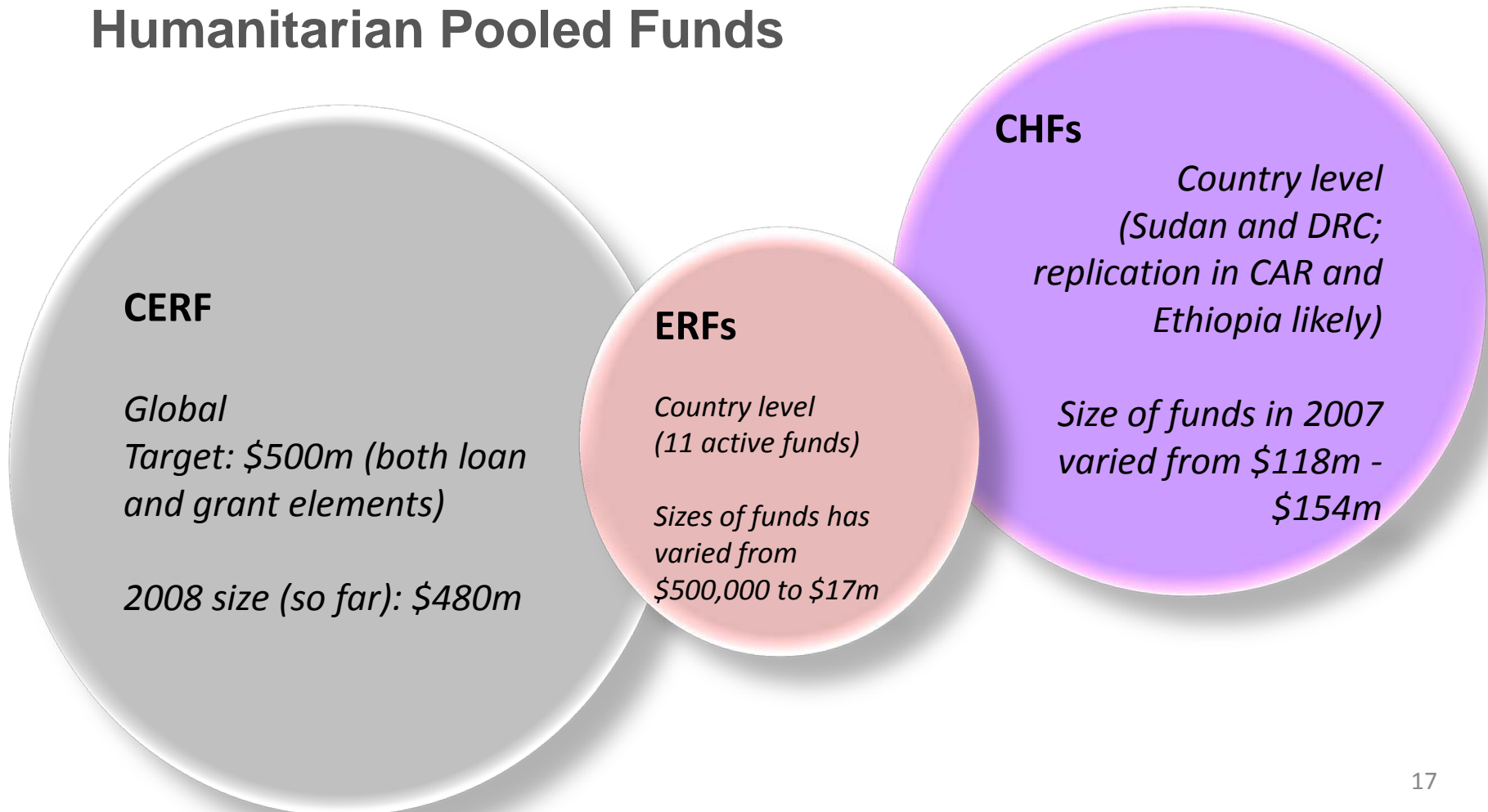
How:

- Good Humanitarian Donorship Initiative
- Establishment of Pooled Funds - Central Emergency Response Fund (CERF) and Common Humanitarian Funds (CHF) at country level
- Other Initiatives

GOAL 3: FINANCING



Humanitarian Pooled Funds



GOAL 3: FINANCING



Central Emergency Response Fund (CERF)

Created to help ensure timely, adequate and flexible financing based on two “windows”:

- Rapid Response
- Under-Funded Emergencies

- GA Resolution A/RES/60/124 decided to upgrade CERF to US \$500 million loan component plus US \$450 grant component
- Fully funded CERF represents 4% of global humanitarian funding
- Not meant to substitute for donor contributions to CAP

GOAL 3: FINANCING



CERF Criteria:

- Activities that remedy, mitigate or avert direct physical harm or threats to a population or major portion thereof
- Also common humanitarian services that are necessary to enable life-saving activities

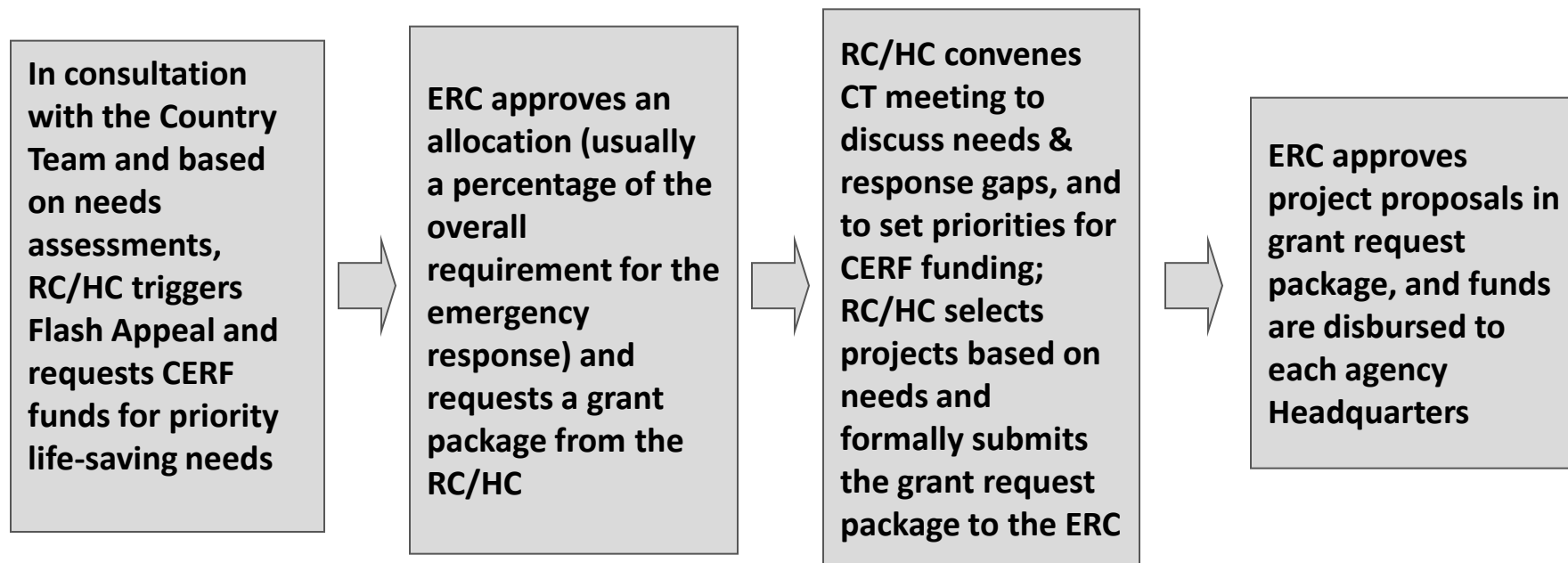
Funds will target core life-saving activities as per the assessment of the RC/HC



GOAL 3: FINANCING



CERF Roles and Responsibilities for Rapid Response



- Project prioritization and selection is a field-driven process led by the RC/HC.
- Agencies cannot submit proposals directly to the ERC.

GOAL 4: PARTNERSHIPS



Goal 4: Effective Partnerships Between UN and Non-UN Actors

How:

- Global Humanitarian Platform for UN/non-UN dialogue
- Cluster approach and CERF grant request process open to non-UN actors
- Three global clusters co-led by non-UN partners
- Partnerships with national authorities being strengthened vis-à-vis clusters

GOAL 4: PARTNERSHIPS



Global Humanitarian Platform

- Separate but complementary
- New process of UN/non-UN dialogue which began in Geneva in July 2006
- Three-year forum for dialogue
- UN, NGOs, Red Cross/Red Crescent Mvmt, IOs
- First meeting July 2007 endorsed 'Principles of Partnership'
- July 2008 meeting is aimed at identifying how to disseminate and make more effective use of the 'PoP'



Managing Reform

- Inter-Cluster Coordination Challenges
- Opportunities and Challenges Ahead
- OCHA's Humanitarian Coordination Support Section (HCSS)





Inter-Cluster Coordination Challenges

- Lack of understanding of responsibilities
- Reluctance to 'be coordinated'
- Turf wars, agency dominance of clusters
- Lack of participation and engagement
- Cross-cutting issues get lost
- Lack of leadership/understanding (HC/RC)
- Operational constraints (government, security, etc)
- Differences in capacity & approach across clusters



Key Opportunities and Challenges Ahead

- Roles and responsibilities clearer
- Partnerships strengthened
- Fewer response gaps
- Better engagement with national authorities
- Convergence on definitions, guidelines, and assessments
- Continuing (mis)perceptions
- Unresolved leadership and coordination issues
- Difference in capacities
- Rolling out clusters in HC and non-HC countries