

The Politics of Coordination

Analysis of the Cluster Approach



- **ACF and Humanitarian Reform (discussion paper):**
 - Challenges of implementation
 - Principal recommendations
- **The “humanitarian” coordination in Haiti**
 - Impressive and timely mobilisation
 - Coordination challenge



ACF NETWORK
DISCUSSION PAPER

ACF AND HUMANITARIAN REFORM



ACF and Humanitarian Reform

- Challenges of implementation:
 - Strategic coordination & prioritization:
 - Appropriate coordination mechanisms
 - Inter-cluster coordination & cross cutting issues
 - Effectiveness of the Response and Impact
 - Principles of Partnership

ACF and Humanitarian Reform

- Principal recommendations:
 - ACCOUNTABILITY AND PARTNERSHIP
 - COORDINATION OF HUMANITARIAN ACTION
 - HUMANITARIAN FINANCING
 - LEADERSHIP

The “Humanitarian” Coordination in Haiti



The “humanitarian” stakeholders

- Government of Haiti
- (I)NGOs +FBOs (1,000+)
- Militaries => Minustah + US Army
- Foreign States (bilateral)
- Civil protections

The clusters system

Food-aid, health, agriculture, wash, education, nutrition, protection, logistics, early recovery, shelter, telecommunication

- Set in place within 24h
- Divided in sub-groups
- Under the Inter-cluster
- Late creation of steering committees



The other coordination mechanisms

- JOTC
- CSC
- US(AID) parallel system
- French Embassy
- Geographical/multisectorial clusters
- ...

The coordination challenge (CC)

- Parameters to which the cluster coordination challenge directly depends on:

$$CC = F(Sn, An, A\Delta, Ctxtset)$$

- F can be looked as a mathematical function to be determined
- Sn represents the number of stakes that are involved
- An is the number of actors involved
- $A\Delta$ corresponds to the differences (heterogeneity) between the actors to be coordinated
- $Ctxtset$ represents the setting of the context

Lessons learned on the “humanitarian” coordination

- Clogged by its size (clusters)
- Language vs. diversity
- National coordinations disrupted the cluster system
- Lengthy reactivation of HCT / creation of ad-hoc commissions / GoH inclusion
- Information management is critical
- Multiple actors with poor coordination knowledge

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