

The Global Logistics Cluster seconded NGO staff with specialized skills to the global cluster support cell from where they can be deployed to serve as Cluster Coordinators. This model provides training, ensures a consistent approach to each Logistics Cluster deployment, makes sure that information management and reporting are handled consistently, applies lessons learned uniformly, and involves seconded staff in preparedness missions. It also allows NGOs, which might not be in a position to take on Provider of Last Resort responsibilities, to operate with authority at field level, on behalf of the Logistics Cluster, supported by WFP.

In other cases, leadership responsibilities have been shared sequentially; one CLA hands over to another in a planned manner. The Shelter Cluster has adopted “phased leadership” for natural disasters since 2006. In this model, different agencies lead the cluster during different phases of the response. For example, an agency such as IFRC, which has expertise in emergencies and surge capacity, leads during the emergency and transitional phases, while agencies such as UN-Habitat, which have development expertise, take over during the recovery phase. Other learning can be found within the CCCM cluster.

The Education Cluster is co-led by UNICEF and Save the Children at Global level with a jointly-staffed secretariat based in Geneva as well as a jointly-resourced rapid response team. The co-leadership arrangement has been formalised through a Memorandum of Understanding and oversight of the Global Cluster is undertaken by a steering group with representation from

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## Annex III: examples of shared leadership