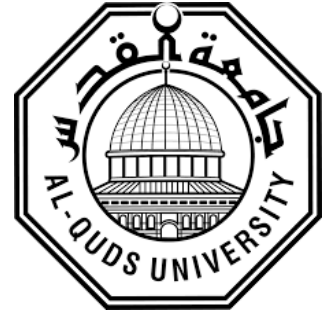


**Al-Quds University**

**Deanship of Postgraduate Studies**

**Program of Institutions building and Human  
Development**



**Role of Cluster Approach in Improving Humanitarian  
Response in The Gaza Strip**

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**M.Sc. Thesis**

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**Role of Cluster Approach in Improving Humanitarian  
Response in The Gaza Strip**

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for the Master Degree of Institutions Building and Human  
Development – Al Quds University.

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**1441-2020**

## **Dedication**

This thesis is dedicated;

To my father's soul (may God bless his soul) who made my life. He would be happy to see this fruitful progress in his son. I miss you every day!

To my amazing and beloved mother, thank you for everything you have done for me.

To my lovely wife for her deep love, kindness, extensive support, and for making so many things possible.

To my little angels; Lana, Kinda, and Majd, the fruits of my life,

To my beloved brothers, and sister.

To my true friends, who always stand with me and save my back.

To my university, teachers, colleagues who support me in my academic journey.

I dedicate this thesis to all of you, Thank you.

Mahmoud Al Majdalawi

## Declaration

I certify that this thesis submitted for the master degree is the result of my own work in design and research, except were otherwise acknowledged, and that this study or any part of the same has not been submitted for a higher degree to any other university or institution.

Signed: *Mahmoud Majdalawi*

Name: Mahmoud Omar Mahmoud Al Majdalawi

Date: 28/12/2019

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I would like to express my deepest gratitude, great respect and profound thanks to my supervisor Prof. Mohamad Megdad, for his help, guidance, efforts, & his patience; his encouragement and continuous support throughout this study. Finally, I reiterate my endless acknowledgements and high appreciation to all those who helped making this work possible.

Mahmoud Majdalawi

## **Abstract**

The study is aimed to identify the role of cluster approach in improving the humanitarian response in the Gaza Strip from clusters member's perspective. The importance of this study stems from the importance of the humanitarian action which is intended to save people lives, alleviate suffering and maintain human dignity. The humanitarian response to a crisis is essential in terms of people protection, and ensuring the accountability of aid delivery. The cluster approach is intended to meet these objectives by enhancing partnerships and coordination system with all humanitarian actors, including NGOs, both international and national, as they play a crucial role in the humanitarian system. In order to achieve this study, the researcher adopts the descriptive analytical method. The researcher designed a research questionnaire and conducted six interviews to identify the role of cluster approach in improving the humanitarian response. The researcher targeted the whole study population using the census approach. In total 105 questionnaires were collected online and were filled out by clusters' members. The study has been conducted in the Gaza strip, Palestine during the year 2019.

The collected data were analyzed using the SPSS software and using different analysis methods. The results of the study show that there is significant relationship between the cluster approach application and improvements of humanitarian response. Concretely, the results indicate that the cluster approach in the Gaza strip has a clear and good role in improving the humanitarian response. Additionally, the results show a partial commitment from partners that contributed to overall clusters' role. The results of the study agree with various previous studies which show that the cluster approach is an effective tool to improve the overall humanitarian action. However, the study showed that there is needed improvement to enhance the overall performance and effectiveness. Moreover, the study results indicated that the performance of clusters differs from cluster to cluster due to different factors, and numbers of challenges associated with cluster approach application in the Gaza strip.

Finally, the researcher made recommendations to the cluster coordinators and cluster lead, cluster partners, local authority and donors. Finally, suggestions for future study have been presented.

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## Chapter One

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### Study Background

#### 1.1 Introduction:

The humanitarian needs over the world have been remarkably increased over the years as conflict and natural disasters became the main drivers of humanitarian need globally. In 2017, there was an estimated 201 million people in need for humanitarian aid, which is the highest estimate to date. Over the past few years, the prolonged large-scale conflicts mainly in Syria, Yemen, and South Sudan have driven the global humanitarian need significantly. The international humanitarian assistance remains a significant resources to meet the needs of people, the assistance continued to increase, reaching the peak at \$27.3 billion in 2017 in order to respond to the snowballing humanitarian need (ALNAP, 2018). As result of conflicts and crises, more people are forcibly displaced from their homes either displaced internally or cross border their homes, the number of forcibly displaced people rose from 59.5 million in 2014 to 68.5 million in 2017 which is considered the highest number on record, an average of one person displaced every two seconds, 40 million people of whom were displaced within their own countries. War, violence and persecution are the main drivers of displacement (OCHA, 2018a). However, the allocated global financial resources to meet the international humanitarian needs are insufficient to cover the need over the three years period 2015-2017.

Though there is a significant increase of humanitarian assistance for the fifth consecutive year, but there is still a gap in funding, because humanitarian aid is still under-funded, which is not a new trend in the previous years (ALNAP, 2018).

In Palestine, the longstanding complicated crisis continues with Israel's ongoing occupation for the 71<sup>st</sup> year. This remains the main driver of the Palestinians' protection crisis and dire humanitarian situation, along with internal Palestinian divide which continues to fuel the crisis. The consequences of the ongoing occupation have led to a prolonged crisis that has made the life of Palestinians tremendously difficult and frustrating. The entire life of Palestinians is effectively held hostage by Israel's measures (AMNESTY, 2017). 2.5 million Palestinians people out of 4.95 million people (in the Palestinian territories), the total population, are in need for humanitarian assistance. In the Gaza strip, 1.6 million people out of 1.94 million people, the total population in the Gaza Strip, are in need for humanitarian assistance (OCHA, 2018b). The skyrocketing unemployment rate has reached 53.7 %, and 69.5 % among youth, which is considered one of the highest rates over the world (PCBS, 2018). As the preliminary results from the latest Socio-Economic and Food Security Survey carried out in 2018, 68.5 % of households in the Gaza Strip, or about 1.3 million people, are severely or moderately food insecure (PCBS & FSS, 2018). These numbers are significantly magnified and impacted in Gaza strip by over ten years of blockade, three major escalation of Israeli hostilities in 6 years, and recently Palestinian authority measures on Gaza. United Nations country team's different reports in Palestine predicted that Gaza will be unlivable by 2020 due to prolonged unique humanitarian crisis (UN, 2017).

In 2005, the UN Emergency Relief Coordinator launched a humanitarian reform process. The process intended to strengthen humanitarian response by presenting new measures to enhance response capacity, accountability, predictability and partnership. The reform process was originated based on a substantial gap in the capacity of the humanitarian system to respond adequately to all humanitarian crises, and humanitarian response does not always meet the basic needs of affected populations in a timely manner and could differ considerably from one crisis to other crisis. A number of elements and strategic pillars were endorsed and adopted as part of the humanitarian reform, one of these was the cluster approach (OCHA, 2006). The cluster is made of groups of humanitarian organizations, both UN and non-UN,

local authorities, and other relevant stakeholders in each of the main sectors of humanitarian action, e.g. water, health and logistics. They are designated by the Inter-Agency Standing Committee (IASC) and have clear responsibilities for coordination. The cluster approach aims to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, and provide clear leadership and accountability in the main areas of humanitarian response. At national level, it aims to strengthen partnerships, and the predictability and accountability of humanitarian action, by improving prioritization and clearly defining the roles and responsibilities of humanitarian actors. The cluster approach was adopted for the first time in Pakistan in 2005 following the earthquake, where 9 clusters were established (Humanitarian Response, 2018). In Palestine, the cluster approach was activated in 2009 by the UN humanitarian coordinator following the intensive Israeli military offensive named “Cast lead” launched on 27<sup>th</sup> December 2008. Ten clusters were established in order to facilitate and coordinate the humanitarian response to ensure the protection and meet the needs of the affected people, and enhance the effectiveness of humanitarian interventions. The activated clusters were led by UN agencies and co-led by international NGOs (INGOs) for some clusters. Membership in these clusters include UN, INGOs, national NGOs (NNGOs), and local authorities (Krüger & Steets, 2010).

## **1.2 Justifications:**

The importance of this study stems from the importance of humanitarian action, which is intended to save people’s lives, alleviate suffering and maintain human dignity. The humanitarian response of a crisis is essential in terms of people protection, and ensuring the accountability of aid delivery (Donorship, 2003). The cluster approach is intended to meet these objectives by enhancing partnerships and coordination system with all humanitarian actors including INGOs and NNGOs, as they play a crucial role in the humanitarian system (Humanitarian Response, 2018). The importance of this study lies on:

1. The importance of humanitarian action generally, and the NGOs humanitarian response as they are part of the humanitarian system to save people’s lives and alleviate suffering.

2. The importance of the cluster approach globally and at country level as it's part of the global humanitarian reform to improve the quality and effectiveness of humanitarian response.
3. The lack of studies or researches focusing on the role of cluster approach in humanitarian response and the relation between NGOs and cluster approach in the Gaza Strip.
4. The protracted humanitarian crisis in Palestine is a challenging unique crisis, which requires a continuous improvement and adaptation for the humanitarian response to meet the people's needs.
5. This study will contribute in improving humanitarian response by enhancing the cluster and NGOs relationship through addressing the challenges and weaknesses (if any) on cluster approach at the Gaza Strip level.

### **1.3 Problem statement:**

The cluster approach was announced and adopted in 2005 as part of international humanitarian reform in order to reinforce the humanitarian response, and also strengthening partnerships between INGOs, NNGOs, the International Red Cross and Red Crescent and UN agencies. The reform process was based on the recognized gap in the ability of the humanitarian system to respond effectively to all humanitarian crises, and the humanitarian action does not constantly meet the needs of the affected population (OCHA, 2006). Two global evaluations on cluster approach were conducted in 2007 and 2010. The two evaluations indicated some challenges and weaknesses in overall humanitarian response, and in particular related to the application of the cluster approach that has become excessively process-driven and, in some situations, perceived to potentially undermine rather than enable delivery and action. The results had led to IASC's transformative agenda in 2011 to review the approach and make adjustments. Accordingly, the Reference Module for Cluster Coordination at the Country Level has been revised and presented (Humanitarian Response, 2018; IASC, 2018). Nevertheless, there are several challenges associated with the cluster approach, which include; bulky gaps in predictable leadership, barriers to inclusive partnership in the cluster approach, and the cluster approach does not have sufficient mechanisms in place to enhance accountability to affected populations (Humphries, 2013)

According to (Thomas, 2017), Since the first activation of the cluster approach, few independent academic research have been conducted to assess the cluster approach, and in particular little or no systematic empirical research from outside UN auspices on cluster approach. Therefore, further research should be carried out to highlight this gap and to address it with an exploratory study involving in-depth interviews of selected participants from various NGOs who participated in the UN's use of the Cluster Approach (Thomas, 2017). At Palestine level, there is no academic research focusing on the cluster approach, and since the IASC global cluster approach evaluation 2 in 2010 which Palestine was a case study.

### **1.4 Study objectives:**

The study has the following main goal:

Identify the role of the cluster approach in improving the humanitarian response in the Gaza strip.

And aimed to:

- 1- identify the humanitarian and cluster system set up in the Gaza Strip.
- 2- identify the roles and responsibilities of the cluster approach.
- 3- identify the challenges and obstacles faced by clusters in the Gaza Strip.
- 4- Identity the degree of cluster systems in applying relevant key humanitarian actions related to core humanitarian standards.
- 5- Identify the degree of partners' commitments to the cluster approach in the Gaza Strip.
- 6- provide recommendations for mitigating the challenges and improving the cluster approach and humanitarian response.

### **1.5 Hypothesis:**

The study has one main hypothesis and different sub-hypothesis as following:

The main hypothesis is:

There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application and improvements of humanitarian response.

While the sub- hypotheses are:

1. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian response being appropriate and relevant
2. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian response being effective and timely.
3. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application and humanitarian response strengthening local capacities, and avoiding negative effects.
4. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian response being based on communication, participation and feedback.
5. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian response being coordinated and complementary.
6. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian actors continuously learn and improve.
7. There is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between partners' commitment and cluster approach n improving the humanitarian response.

## **1.6 Independent Variable “Cluster Approach”:**

The cluster approach is a mechanism that helps to address identified gaps in response and enhance the quality of humanitarian action. It is part of a wider reform process aimed at improving the effectiveness of humanitarian response by ensuring greater predictability and accountability, while at the same time strengthening partnerships between NGOs, international organizations, the International Red Cross and Red Crescent Movement, UN agencies and the government. The cluster are groups of humanitarian organizations, both UN and non-UN, local authorities, and other relevant stakeholders in each of the main sectors of

humanitarian action. The activated clusters in Palestine and Gaza are Food Security, Shelter and NFI cluster, Education cluster, Health and Nutrition cluster, Protection cluster, and Water, Sanitation, Hygiene (WASH) cluster.

The aim of the cluster approach is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, and provide clear leadership and accountability in the main areas of humanitarian response. At country level, it aims to strengthen partnerships, and the predictability and accountability of international humanitarian action, by improving prioritization and clearly defining the roles and responsibilities of humanitarian organizations. (Humanitarian Response, 2018)

- 1- Supporting service delivery by providing a platform for agreement on approaches and elimination of duplication
- 2- Informing strategic decision-making of the HC/HCT for the humanitarian response through coordination of needs assessment, gap analysis and prioritization
- 3- Planning and strategy development including sectoral plans, adherence to standards and funding needs
- 4- Advocacy to address identified concerns on behalf of cluster participants and the affected population
- 5- Monitoring and reporting on the cluster strategy and results; recommending corrective action where necessary
- 6- Contingency planning/preparedness/national capacity building where needed and where capacity exists within the cluster.

Good coordination strives for a needs-based, rather than capacity-driven, response. It aims to ensure a coherent and complementary approach, identifying ways to work together for better collective results.

The Cluster Approach aims to add value to humanitarian coordination through:

- “Increased transparency and accountability: Greater transparency in resource allocation, co-leadership, and operational performance leads to greater accountability.”

- “Enhanced predictability: Sector and thematic responsibilities are now clearer, and formal mechanisms exist to clarify those areas where they are not, both at national and international level;”
- “Engagement with national and local authorities: Having a single person to call within the international humanitarian architecture speeds up the resolution of issues, and allows greater access for the non-governmental community to government and UN decision-makers;”
- “Inclusion of affected communities: Tools and services developed through the Cluster Approach ensures that those who know the most appropriate solutions to their problems be engaged in formulating the response. It also gives those affected by crises access to government and decision-makers;”
- “More effective advocacy: Where the Clusters, singly or collectively, speak with one voice on issues of common concern, including those affecting groups who are not normally heard;”
- “Joint strategic and operational planning: The formal process of coordination within and between Clusters enhances efficiency while improving effectiveness”.  
(Humanitarian Response, 2018)

## **1.7 Dependent Variable “Humanitarian Response”:**

The objectives of humanitarian action are to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations.

Humanitarian action should be guided by the humanitarian principles of humanity, meaning the centrality of saving human lives and alleviating suffering wherever it is found; impartiality, meaning the implementation of actions solely on the basis of need, without discrimination between or within affected populations; neutrality, meaning that humanitarian action must not favor any side in an armed conflict or other dispute where such action is carried out; and independence, meaning the autonomy of humanitarian objectives from the

political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.

Humanitarian action includes the protection of civilians and those no longer taking part in hostilities, and the provision of food, water and sanitation, shelter, health services and other items of assistance, undertaken for the benefit of affected people and to facilitate the return to normal lives and livelihoods.

Humanitarian action includes not only response to a crisis but also support for preparedness and disaster risk reduction before a crisis and rehabilitation and recovery afterwards. The latter is a grey area that often falls between humanitarian and development aid. There is a growing realization of the importance of addressing recovery needs immediately after a natural disaster. In conflicts and other protracted crises, it is often unclear when the emergency ends and recovery begins; in practice, both types of support are often needed and provided simultaneously (Donorship, 2003).

In 2014, The Core Humanitarian Standard on Quality and Accountability (CHS) sets out Nine Commitments that organizations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. It also facilitates greater accountability to communities and people affected by crisis: knowing what humanitarian organizations have committed to will enable them to hold those organizations to account.

As a core standard, the CHS describes the essential elements of principled, accountable and high-quality humanitarian action. Humanitarian organizations may use it as a voluntary code with which to align their own internal procedures. It can also be used as a basis for verification of performance.

The CHS is the result of a 12-month, three-stage consultation facilitated by Humanitarian accountability partnership International (HAP), People In Aid and the Sphere Project, during which many hundreds of individuals and organizations rigorously analyzed the content of the CHS and tested it at headquarters and field level (Alliance, URD, & Project, 2014).

The nine Commitments and Quality Criteria are:

1. “Communities and people affected by crisis receive assistance appropriate and relevant to their needs. Quality Criterion: Humanitarian response is appropriate and relevant.”

2. “Communities and people affected by crisis have access to the humanitarian assistance they need at the right time. Quality Criterion: Humanitarian response is effective and timely.”
3. “Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action. Quality Criterion: Humanitarian response strengthens local capacities and avoids negative effects.”
4. “Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them. Quality Criterion: Humanitarian response is based on communication, participation and feedback.”
5. “Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints. Quality Criterion: Complaints are welcomed and addressed.”
6. “Communities and people affected by crisis receive coordinated, complementary assistance. Quality Criterion: Humanitarian response is coordinated and complementary.”
7. “Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection. Quality Criterion: Humanitarian actors continuously learn and improve.”
8. “Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers. Quality Criterion: Staff are supported to do their job effectively, and are treated fairly and equitably.”
9. “Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically. Quality Criterion: Resources are managed and used responsibly for their intended purpose.”

The research has found that many previous studies such as (Stumpfenhorst, Stumpfenhorst, & Razum, 2011), (Krüger & Steets, 2010), and (Humphries, 2013) studied and evaluated the cluster approach based on its intended objectives and functioning model following the issued document by Inter-Agency Standing Committee (IASC) named as Reference Module for Cluster Coordination at Country Level (IASC, 2015). And since the humanitarian core standards is the result of a global consultation process and endorsed by many humanitarian

actors to improve the quality and effectiveness of the assistance they provide (Alliance et al., 2014), the researcher adopts the nine-commitments quality criteria as main domains and the key action's under the quality sub questions in each domain in order to measure the dependent variable "Humanitarian Response' based on the role of the independent variable" Cluster approach" in which to what extent the cluster approach has applied the humanitarian standards in order improve the overall humanitarian response in the Gaza strip that directly link to the aim of the cluster approach which is to strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies, and provide clear leadership and accountability in the main areas of humanitarian response. The researcher will measure the variable through the study tools: questionnaire and key informative interview using the descriptive analysis approach. The interview is to complement the survey and to identify more about the cluster approach through set of questions related to cluster functions in the Gaza strip. The interview helped the researcher get specific information about each cluster operational issues, organizations' membership, and associated challenges.

## **1.6 Scope of the study:**

### **Subject:**

The researcher studies the role of cluster approach in improving the humanitarian response.

### **Time and place:**

The study has been conducted in the Gaza Strip, Palestine during the year 2019.

## **1.7 Study limitations:**

During the implementation of the study, the researcher faced a bit of challenges that affected the implementation's time and caused some delays. The partial unavailability of study responders and interviewees because the study's implementation coincided the humanitarian needs overview process which clusters and humanitarian organizations are deeply involved. However, then the researcher did his best to overcome any challenges using the official

communication channels with NGOs and the researcher's networking with the NGOs since his work is in the same field.

## **1.8 Previous Studies:**

**1.8.1 (Thomas, 2017): EXAMINING NGO PERFORMANCE: A CASE OF THE CLUSTER APPROACH:** the study aimed at exploring the NGO performance through the case of the cluster approach. The study results showed that since the cluster approach introduced and started in 2005, few independent academic research had been carried out to evaluate and assess the approach. Alternatively, the literature reviews were limited to two sides: internal reports from the United Nations and editorials in respected, though non-academic journals, such as Slate Magazine. The study suggested exploratory research to be done to assess whether the coordination approaches applied by the Cluster Approach are proving to be useful, efficient, and functional.

**1.8.2 (Salvadó, Lauras, Comes, & Walle, 2015): Towards More Relevant Research on Humanitarian Disaster Management Coordination:** This research paper discussed the main issues of Humanitarian Disaster Management (HDM) coordination and the different approaches applied on the field. The paper argues that while these challenges have been addressed by scientific literature with dedicated solutions, there is still a considerable gap between humanitarian best practice and academic state of the art. The paper proposed a field-oriented methodology to bridge this gap. The paper analyzed the findings from field research on the Typhoon Haiyan response and deduce practitioners' requirements for HDM coordination support systems. Then suggests a research agenda from a gap analysis comparing requirements with the existing solutions and the scientific approaches.

**1.8.3 (Ulleland, 2013): The Cluster Approach for Organizing Emergency Response: A case study of Myanmar and Haiti (2008):** the study aims at examining the cluster approach for organizing emergency response taking Myanmar and Haiti crises in 2008 as case study. The aim for this study is also to be a contribution to the theoretical field and understanding

of multi-level governance structure in disasters, including the challenges of complex and hybrid relations on specialization, coordination, leadership and accountability. The study has two part; a descriptive part, which described how the literature illustrates the cluster approach both in theory and practice, and an explanatory part, which will explain possible variations between theory and practice with respect to cluster coordination in the aftermath of natural disasters in Myanmar and Haiti. The study indicated especially four findings; First, multi-level governance theory has shown to be reasonable to describe the complexity of the cluster approach both in its formal organization and how it has worked in practice. Second, the empirical findings from the realizations of the cluster approach in Haiti and Myanmar may pose the question on whether the cluster approach leads to a fragmentation rather than an intended integration. Third, the empirical findings of the cluster approach in Haiti and Myanmar indicate that the Humanitarian Country Team meetings are in fact meetings on informal information sharing rather than the intended strategic decision making. Fourth, accountability in the cluster organization may indicate that there is a problem of many hands.

**1.8.4 (Humphries, 2013): Improving Humanitarian Coordination: Common Challenges and Lessons Learned from the Cluster Approach:** The aim of this paper research paper is to explore common challenges aligned with the cluster approach application and to provide lessons learned. The research paper was carried out using the meta-analysis method in order analysis of 18 existing case studies, evaluations, and literature that related to the cluster approach. The paper assessed the cluster Approach progress achieved toward meeting its intended objectives, showing different stakeholder perspectives and combining findings from various clusters and country contexts. The paper showed that generally the cluster approach has increased the effectiveness of humanitarian action, suggesting that it is a meaningful approach to pursue. Nevertheless, there are several challenges associated with the approach. Firstly, there are considerable gaps in predictable leadership which is mainly because of different reasons; the high turnover rates of cluster coordinators, lack of impartiality of cluster lead agencies, and insufficient training and experience of cluster coordinators. Second, there are limitations to inclusive partnership in the cluster approach. Cluster coordination is not only labor-intensive, needing substantial time and resources to participate effectively, but has also failed to create a sense of ownership and participation for NGOs.

Third, there are not enough mechanisms in place for the Cluster approach to improve accountability to affected populations. The key findings demonstrate that within the Cluster Strategy there are many opportunities for improvement within the Cluster Approach, but that the structure of the coordination mechanism is a positive shift in humanitarian relief efforts.

**1.8.5 (Stumpfenhorst, Stumpfenhorst, & Razum, 2011): The UN OCHA cluster approach: gaps between theory and practice:** The research paper aimed at exploring the gap between theory and practice. The study paper highlighted the different levels of cooperation between OCHA and humanitarian NGOs and provided suggestions for improvement. Complex humanitarian crises need a well-organized international humanitarian effort dealing with immediate humanitarian needs and treating the underlying structural problems in a long-term approach. The results of the paper showed that the example of Haiti crisis had conflict of interests within the humanitarian aid community. While, some of NGOs who implementing emergency reliefs projects in Haiti had increased uncontrollably. It summarized that the UN OCHA cluster approach provides the structure for improved coordination of humanitarian aid action. But, there is broad agreement that the existing coordination mechanisms reached their limits in the complex crisis in Haiti.

**1.8.6 (Landegger et al., 2011): Strengths and weaknesses of the humanitarian Cluster Approach in relation to sexual and reproductive health services in northern Uganda:** The study aimed at exploring the strengths and weaknesses of the cluster approach linked to services of sexual and reproductive health (SRH) and gender-based violence (GBV) in northern Uganda. Set of interviews were conducted in 2009 with on purpose selected key informants from governmental, non-governmental, United Nations and donor agencies working in northern Uganda. The results showed that the cluster approach has good contribution, including improved coordination of SRH services and stronger advocacy. However, concerns were highlighted about the low prioritization, restrained leadership and capacity, and the setting of standards for SRH services. Additionally, concerns were also highlighted linked to limited planning and capacity for dissolution of the clusters in moving from emergency response to recovery and development in northern Uganda. In spite of a number of contributions made by the cluster approach, there were many concerns about its

limited influence on SRH services. Moreover, there were also concerns that the transition to recovery and development in northern Uganda may not result in reproductive health services being sufficiently strengthened.

**1.8.7 (Krüger & Steets, 2010): IASC Cluster Approach Evaluation, 2nd phase OPT:**

The evaluation assessed and analyzed the functioning and initial results of the cluster approach applied in the occupied Palestinian territory (oPt). The oPt was selected as case study along with other five countries as a global second phase evaluation of cluster approach commissioned by Inter agency standing committee. The results of the evaluation showed that the coordination and leadership responsibilities in oPt has more clarity. The application of the cluster approach reinforced partnerships and collaboration between international humanitarian actors, enhanced cohesiveness and improved peer accountability. The cluster approach provided a reliable platform for sharing information during 2009 War, and had proved effective in identifying gaps and avoiding duplications. Furthermore, clusters have strengthened the Consolidated Appeal Process “CAP” as a strategic framework for humanitarian assistance in the oPt and enhanced joint advocacy. Nevertheless, the cluster approach in the oPt did not stand to be relevant towards the long-standing Israeli occupation, as it complicates the already complicated humanitarian coordination structures. It has also noted that the humanitarian approach in oPt context, which diverges from the Palestinian political agenda for example building the state of Palestine and therefore has a share in undermining national ownership. One of the more findings was the Cluster approach complicates overall aid coordination system, focal points of same agencies in different cluster’s meetings are not the same, and clusters are not well harmonized in overall aid architecture.

**1.8.8 (Jahre & Jensen, 2009): Supply chain design and coordination in humanitarian**

**logistics through clusters:** The study aimed to add more understanding and clarity of the cluster approach’s potential effects. The cluster approach and some main empirical issues are introduced following a series of interviews and secondary data review. The study results showed significant reflections concerning one of the major trends in today’s development of humanitarian logistics. Coordination in one dimension may have negative impacts from other perspectives. More in-depth, case studies of experiences with clusters in different operations

context are needed. Carefulness should be taken in applying various perspectives including the field, humanitarian organizations, beneficiaries, donors, private logistics service providers and during(response) as well as between disasters (preparedness).

## **1.9 Summary:**

The previous studies have stated clearly the importance of the cluster approach, and the associated challenges, obstacles, and concerns with the implementation of the cluster approach. The dimensions of the humanitarian system and the ability to respond adequately to the affected people can vary from crisis to crisis, and from area to area. Most of the previous studies have indicated clearly that the cluster approach is associated with challenges and complications at different levels. In Gaza Strip, since the last evaluation carried out in 2010 (Krüger & Steets, 2010), there is no academic researches carried out so far to look at the cluster approach in Palestine/ Gaza Strip after 10 years of establishment, taking into consideration the unique dimensions of the Palestine crisis. Many previous studies have deeply stressed out the need to carry out more academic research in order to highlight and address the gap in the cluster systems. The current study will end by adding new finding, gaps and recommendation on the cluster approach functioning at Gaza Strip level, which will contribute to improve the overall humanitarian response in Gaza and therefore alleviate suffering for more Gazans and save their dignities. Additionally, the study will open the door for future scientific research to tackle the gaps and address the challenges associated with the cluster approach and resulted by this study.

## **Chapter Two:**

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### **Literature Review**

#### **Section 1: Humanitarian Response**

##### **2.1.1 Introduction**

Every person in our world deserves dignity, safety, access to needs, and enjoy their rights in life. The world since its beginning has been through enormous crises and conflicts that violated and invaded humanity by ending innocent peoples' lives or making them suffer to get their basic needs and dignity. The humanitarian action is considered a key resource to save peoples' lives and alleviate their suffering from a conflict or a natural disaster. Over the last three decades, the humanitarian work has been developed and shaped with new architecture and reform to improve its capacity, effectiveness, efficiency, and reality. In this chapter, a definition and review of history and current humanitarian response will be presented. A review of the current humanitarian state and main humanitarian players will be briefed as well.

##### **2.1.2 Definition and Aim of Humanitarian Action**

Humanitarian action is mostly considered a core expression of the collective value of harmony between people and a moral imperative. It has a set of various definitions depending on context, authors, and nature of organizations. Although, the main part of the humanitarian community has shared a common understanding on the aim of humanitarian action.

There are different terms for humanitarian action which eventually have almost the same scope related to humanity and aid, but it differs in the explanations of term, boundaries, and to what extent. The following terms have been used to express the action of saving the humanity such as; humanitarian response, humanitarian action, humanitarian assistance, humanitarian intervention, and humanitarian aid. As Roger Salgado says “The humanitarian sector is extremely difficult to define due to its constant evolution, changes and the many different points of view and definitions expressed by both scholars and practitioners (Salgado, 2013).

The most adopted and committed definition by humanitarian actors and governments refers back to Good Humanitarian Donorship initiative that set up 24 Principles and Good Practice of Humanitarian Donorship. The principles set by 16 donor governments along with the European Commission, the Organization for Economic Co-operation and Development (OECD), the International Red Cross and Red Crescent Movement, NGOs, and academics. The first 3 principles are about the objective and the definition of the humanitarian action which as follow:

1. “Humanitarian action is to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations.”
2. “Humanitarian action should be guided by the humanitarian principles of humanity, meaning the centrality of saving human lives and alleviating suffering wherever it is found; impartiality, meaning the implementation of actions solely on the basis of need, without discrimination between or within affected populations; neutrality, meaning that humanitarian action must not favor any side in an armed conflict or other dispute where such action is carried out; and independence, meaning the autonomy of humanitarian objectives from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented.”

3. “Humanitarian action includes the protection of civilians and those no longer taking part in hostilities, and the provision of food, water and sanitation, shelter, health services and other items of assistance, undertaken for the benefit of affected people and to facilitate the return to normal lives and livelihoods.”(Donorship, 2003)

Similarly, the European Consensus on Humanitarian Aid, which provides a common vision guiding the action of the European Union (EU), both at the level of its Member States and at the level of the Community, on humanitarian aid in third countries and supported by the main European humanitarian NGOs, sets out the objective of humanitarian aid as “to provide a need-based emergency response aimed at life preservation, prevention and alleviating human suffering and maintaining human dignity wherever the need arises if governments and local actors are overwhelmed, unable or unwilling to act” (EU, 2008).

likewise, the Development Initiatives, an independent international development organization that focuses on the role of information in the eradication of poverty and sustainable development, described humanitarian aid as a term refers to the financial resources for humanitarian action aimed at saving lives, alleviating suffering and preserving human dignity during and after man-made crises and natural disasters, as well as to prevent and strengthen preparedness for when such situations occur. Additionally, the humanitarian action should be governed by the key humanitarian principles of: humanity, impartiality, neutrality and independence” (Initiatives, 2018).

Moreover, many governments have set up definition and objectives for humanitarian action through their humanitarian relief policies. For example, Ireland defines the humanitarian action as: “The primary goal of humanitarian assistance is to save lives, alleviate suffering and maintain human dignity during and in the aftermath of humanitarian emergencies. Irish Aid’s policy is to provide flexible and timely funding to organizations which demonstrate a clear capacity to deliver effective humanitarian assistance in a manner that is responsive to identified need and adheres to humanitarian principles” (IrishAid, 2009). Similarly, The Sweden government defines” humanitarian aid as efforts to save lives, alleviate suffering and maintain human dignity for the benefit of people in need who are, or are at risk of becoming, affected by armed conflicts, natural disasters or other disaster situations. In the case of an armed conflict the main beneficiary group is the civilian population, but it may also include

members of armed forces who are no longer engaged in hostilities, such as wounded and sick soldiers. The beneficiary group in the case of natural disasters and other disaster situations is the affected population” (Jämtin, 2004).

More importantly, The United Nations General Assembly resolution number 46/182 in December 1991 titled as “Strengthening of the coordination of humanitarian emergency assistance of the United Nations” has guiding principles; the first two principles state that “Humanitarian assistance is of cardinal importance for the victims of natural disasters and other emergencies”, and “Humanitarian assistance must be provided in accordance with the principles of humanity, neutrality and impartiality”. The resolution has led to the creation of the Department of Humanitarian Affairs (DHA) which is known now as the United Nations Office for the Coordination of the Humanitarian Affairs (OCHA), which was in order to strengthen humanitarian response and avoid aid duplications (GA, 1991).

To summarize, it has been clear that most of the mentioned definitions and objectives for the humanitarian action have a common agreement on the aim of the humanitarian aid and the governance by the key humanitarian principles. As well as, most of governments, international development agencies, and INGOs commit to the definition and objectives defined by the Good Humanitarian Donorship initiative, which is considered a comprehensive definition. The researcher therefore adopts the same definition and objectives for the humanitarian action in this study.

### **2.1.3 A Brief History of Humanitarian Aid**

The starting point of humanitarian aid in the recent history marked by the notable story of the Battle of Solferino and the Swiss businessman Henri Dunant. The story started when Dunant, during an official trip to Italy, he arrived at Solferino city after the battle. He saw the aftermath of the battle as thirty-eight thousand injuries remained on the battlefield. Therefore, Dunant took the initiative and decided to organize a civilian campaign to provide assistance and help to the wounded soldiers regardless to their side in the conflict. Dunant wrote down his memories and experiences in the book “A Memory of Solferino”, published in 1862. Inside the book, he explained the battle, its costs, and the chaotic circumstances afterwards. He openly advocated the formation of national voluntary relief organizations to help nurse

wounded soldiers in a case of war. That motivated the creation of the International Committee of the Red Cross (ICRC) in 1863, and the 1864 Geneva Convention that was based on Dunant's ideas (ICRC, 2010).

However, the humanitarian aid concept existed hundreds of years before the Battle of Solferino. Humanitarian aid can be tracked through hundreds of years of history. The religious belief and principles, plus the articulation of laws of war, were also the drivers of the humanitarian aid (Eleanor Davey, 2013).

In spite of these trends, the operational and institutional origins of humanitarian intervention dating back to the 19th century, of which the founding of the ICRC in 1863 remains the most prominent example, and the first Geneva Convention in 1864 formally agreed to provide independent and impartial aid to civilian and military victims of conflict and war under the organization of national Red Cross Committees.

From the nineteenth century until the present time, the humanitarian aid has passed through a development and evolution process that came up and emerged as the current humanitarian system. After World War I, the League of Nations had been founded as a result of the Treaty of Versailles (the peace treaty that brought World War I to an end). Later on, it became the United Nations (UN) that was the first long-lasting international organization that membered of most of global countries. It tasked with protecting vulnerable populations and maintaining peace. Following World War II, there was a sudden and unprecedented growth of non-governmental organizations (NGOs), with over 200 organizations established in the immediate 4 years. Then, the humanitarian aid began to become more global with a shift from Europe to the less developed and poor countries over the world (RYSABACK-SMITH, 2016).

In conclusion, the humanitarian aid can be traced to early ages but it is worth to say that the humanitarian aid began to be organized and governed by the establishment of the International Committee of the Red Cross (ICRC) and later on, the United Nations (UN) and then the non-governmental organizations (NGOs). The current humanitarian aid is complex, with thousands of NGOs and other official organization providing a variety of aid and development efforts which contribute to mitigate the impacts of natural and man-made disasters on vulnerable people over the globe.

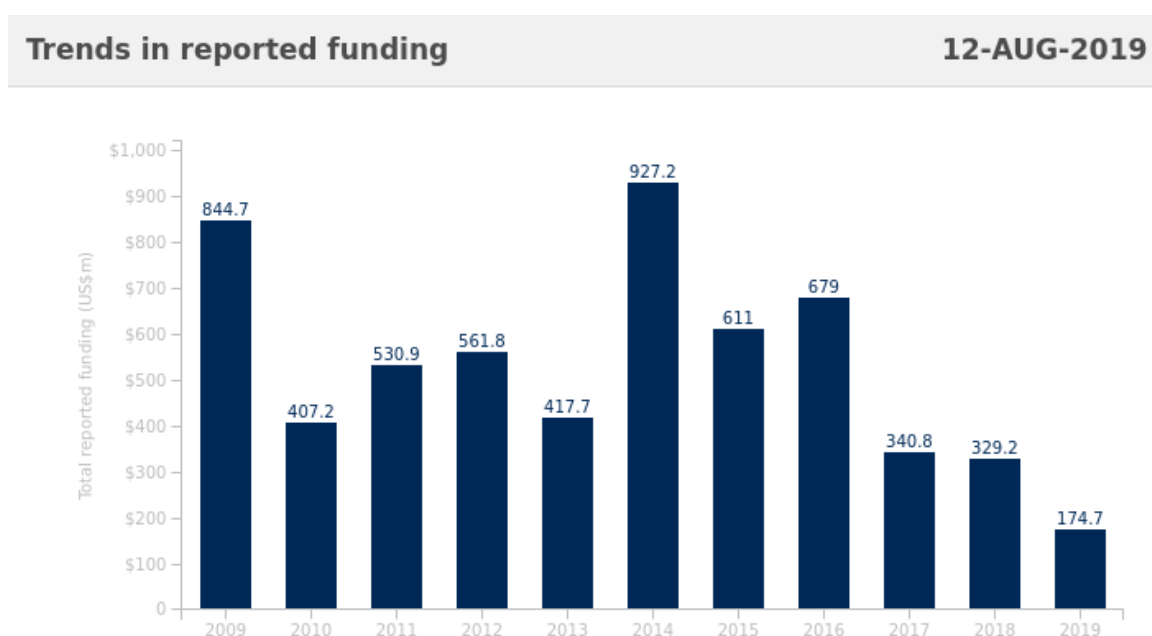
## 2.1.4 Humanitarian Aid in Palestine

In Palestine, the longstanding complex crisis continues with Israel's ongoing occupation, for the 71<sup>st</sup> year. This still the key driver of the Palestinian protection crisis and dire humanitarian situation, along with internal Palestinian divide, which continues to fuel the crisis. The consequences of the ongoing occupation have led to a protracted crisis that has made the life of Palestinians extremely difficult and frustrated. Consequently, the humanitarian action in Palestine has been presented long time ago following the 1948 Arab-Israeli war which resulted in Palestinian exodus known as "Nakba" that led to fleeing of one million Palestinians to Gaza Strip, West Bank, and surrounding countries (Wafa, 2019). After the 1948 Arab-Israeli war, UNRWA (United Nations Relief and Works Agency for Palestine Refugees in the Near East) was founded by the United Nations General Assembly Resolution 302 (IV) of 8 December 1949 to provide direct relief and works programs for Palestine refugees. The Agency started its operations on 1 May 1950.

UNRWA is distinctive in terms of its long-standing commitment to particular group of refugees which the Palestinians. It has contributed to the well-being and human development of four generations of Palestine refugees, defined as "persons whose normal place of residence was Palestine during the period 1 June 1946 to 15 May 1948, and who lost both home and means of livelihood as a result of the 1948 conflict." The descendants of Palestine refugee males, including legally adopted children, are also eligible for registration. UNRWA began operations on 1<sup>st</sup> May 1950 and started to provide humanitarian assistance and protection for Palestinian refugees (UNRWA, 2019).

Nevertheless, the Palestinian civil society and charity organizations have been present before 1948 and grew till Oslo Accords in 1993, then witnessed a considerable growth till nowadays. The Palestinian non-governmental and charity organizations have provided humanitarian assistance to the Palestinian people along with international non-governmental organizations for a long time, but became more active and play a crucial role after the first and second Intifadas, and then significantly more following the Gaza blockade imposed in 2007 and the three Israeli military hostilities in Gaza in 2009, 2012, and 2014.

As shown in the below figure, the Palestinian people through UNRWA, UN agencies, INGOS, and NNGOs have received humanitarian assistance a total of \$ 5.8242 billion USD dollar from 2009 till 12<sup>th</sup> August 2019 as a reported funding. As clear in the figure, the years of 2009 and 2014 have the biggest funding due to Gaza’s two biggest Israeli hostilities in these years since 1967. In conclusion, the researcher sees that the humanitarian aid is a significant resource to meet the needs of Palestinians affected by the protracted crisis and in particular Gaza people affected by more than ten years of blockade and three major hostilities. Therefore, the needs for a coordination mechanism, such as cluster approach for humanitarian response, is considerably important in order to avoid aid duplication and wasting of humanitarian financial resources



**Figure 2.1 Trends in Reported Humanitarian Funding, Palestine, Financial Tracking services 2019.**

### 2.1.5 Humanitarian Aid Principles and Standards

The Good Humanitarian Donorship initiative outlines the purpose of the humanitarian aid as to save lives, alleviate suffering and maintain human dignity during and after crises either natural or man-made, and also to prevent the occurrence of such situations and build and strengthen preparedness. Therefore, the humanitarian action should be guided by the

humanitarian principles in which they are a set of principles that govern the humanitarian action approach and the way humanitarian response is implemented. The principle is core to establishing and keeping access to affected populations in natural disasters or critical emergency situations. The four main humanitarian principles; humanity, impartiality, neutrality, and independence are adopted by the United Nations resolutions. The first three principles (humanity, neutrality and impartiality) were adopted and endorsed by the United Nations General Assembly resolution number 46/182 in December 1991. The fourth principle (Independence) was adopted and added by the General Assembly resolution 58/114 in 2004 as the fourth core principle essential to humanitarian action.

The four main adopted principles defined as:

“Humanity means that human suffering must be addressed wherever it is found, with particular attention to the most vulnerable”.

“Neutrality means that humanitarian aid must not favor any side in an armed conflict or other dispute”.

“Impartiality means that humanitarian aid must be provided solely on the basis of need, without discrimination”.

“Independence means the autonomy of humanitarian objectives from political, economic, military or other objectives” (OCHA, 2012).

However, the four humanitarian principles had oriented the work of the International Committee of Red Cross and the National Red Cross/Red Crescent Societies. The core principles (known as the seven Fundamental Principles) guided the work of these organizations before it was adopted by the United Nations (Donorship, 2003; RYSABACK-SMITH, 2016).

The seven Fundamental principles are: Humanity, Impartiality, Neutrality, Independence, Voluntary service, Unity, and Universality. These are an expression of the values and practices of the Red Cross and Red Crescent Movement. These have been built based on the experience of the Movement over the past century reacting to suffering and needs. The Fundamental Principles are at once operational and aspirational. They serve both as a guide

for action and as the Movement's common identity and purpose. At the 20th International Red Cross Conference in Vienna in 1965, the seven principles are proclaimed (ICRC, 2019).

In 2014, The Core Humanitarian Standard on Quality and Accountability (CHS) set out Nine Commitments that could be used by humanitarian response organizations and individuals to improve the quality and effectiveness of the assistance they provide. It also facilitates more accountability to communities and people affected by crisis, making them understand the commitments made by humanitarian organizations would allow them to hold these organizations accountable.

The CHS defines as a core concept the essential elements of humanitarian action based on principles, transparency and high quality. Humanitarian organizations can use it to coordinate their own internal procedures as a voluntary standard with which to stand their own internal procedures. It can also be used as a basis for verification of performance.

The CHS is the result of a 12-month, three-stage consultation facilitated by Humanitarian accountability partnership International (HAP), People In Aid and the Sphere Project, during which several hundreds of individuals and organizations carefully analyzed the content of the CHS and tested it at headquarters and field level (Alliance et al., 2014).

The nine Commitments and Quality Criteria are:

1. "Communities and people affected by crisis receive assistance appropriate and relevant to their needs. Quality Criterion: Humanitarian response is appropriate and relevant."
2. "Communities and people affected by crisis have access to the humanitarian assistance they need at the right time. Quality Criterion: Humanitarian response is effective and timely."
3. "Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action. Quality Criterion: Humanitarian response strengthens local capacities and avoids negative effects."
4. "Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them. Quality Criterion: Humanitarian response is based on communication, participation and feedback."

5. “Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints. Quality Criterion: Complaints are welcomed and addressed.”
6. “Communities and people affected by crisis receive coordinated, complementary assistance. Quality Criterion: Humanitarian response is coordinated and complementary.”
7. “Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection. Quality Criterion: Humanitarian actors continuously learn and improve.”
8. “Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers. Quality Criterion: Staff are supported to do their job effectively, and are treated fairly and equitably.”
9. “Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically. Quality Criterion: Resources are managed and used responsibly for their intended purpose.”

Moreover, in late 1990s, the Sphere Movement and Project was started by a group of humanitarian non-governmental organizations and the Red Cross and Red Crescent Movement. Its aim was to improve the quality of their humanitarian responses and to be accountable for their actions. The flagship publication of Sphere project is the Sphere Book, one of the most widely known and internationally recognized sets of common principles and universal minimum standards in humanitarian response.

The philosophy of the Sphere is based on two core beliefs: people affected by disaster or conflict have the right to live with dignity and, therefore, the right to receive assistance and support; and all practicable steps should be taken to mitigate human suffering resulting from disaster or conflict. The book provided all humanitarian aid staff with conceptual and practical advice to ensure the effectiveness of the humanitarian aid and protection of all affected people. It provides technical minimum standards in key response sectors: Water Supply, Sanitation and Hygiene Promotion (WASH), Food Security and Nutrition, Shelter and Settlement, and Health (Sphere, 2018).

## **Section 2: The Cluster Approach**

### **2.2.1 Introduction:**

Since the world is overwhelmed by crises, either natural or man-made, the needs for effective humanitarian action are crucial to save people's lives. In 2005, a comprehensive humanitarian reform process launched by the UN Emergency Relief Coordinator. The process was intended to strengthen humanitarian response by introducing new measures to improve response capacity, accountability, predictability and partnership. The reform process started on the basis of a significant gap in the capacity of the humanitarian system to respond adequately to all humanitarian crises, and humanitarian response does not always meet the basic needs of affected people in a timely manner and can vary significantly from crisis to crisis. Through this section, a detailed overview of cluster approach will be presented including clusters in Gaza Strip, and a review of the cluster role in strengthening humanitarian response from different points of view.

### **2.2.2: Cluster Approach; definition and overview**

The cluster approach is a structure and mechanism in which support to identify gaps in humanitarian response system response and improve the quality of humanitarian action, the cluster system is part of the international humanitarian coordination system. In addition, it is also established as part of a wider reform process that aims to improve the effectiveness of the humanitarian response by ensuring greater predictability and accountability, while at the same time strengthening partnerships between INGOs, NNGOs, the International Red Cross and Red Crescent and UN agencies. The cluster consists of groups of humanitarian organizations, UN and non-UN, local authorities and other related actors in each of the major humanitarian action sectors (HumanitarianReponce, 2018).

At the worldwide level, the purpose of the cluster approach is to reinforce and improve system-wide preparedness and technical capacity to respond to humanitarian emergencies by ensuring that there is predictable leadership and accountability in all the main sectors of humanitarian response. At country level, it aims to reinforce partnerships between

humanitarian actors plus ensuring predictability and accountability of the humanitarian action, by improving prioritization and clearly defining the roles and responsibilities of humanitarian organizations.

According to “IASC reference module for cluster coordination at country level”, the six core functions of a cluster at country level are (IASC, 2015):

1. “To support service delivery by:

- Providing a platform that ensures service delivery is driven by the Humanitarian Response Plan and strategic priorities.
- Developing mechanisms to eliminate duplication of service delivery.”

2. “To inform the HC/HCT’s strategic decision-making by:

- Preparing needs assessments and analysis of gaps (across and within clusters, using information management tools as needed) to inform the setting of priorities.
- Identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues.
- Formulating priorities on the basis of analysis.”

3. “To plan and implement cluster strategies by:

- Developing sectoral plans, objectives and indicators that directly support realization of the overall response’s strategic objectives.
- Applying and adhering to common standards and guidelines.
- Clarifying funding requirements, helping to set priorities, and agreeing cluster contributions to the HC’s overall humanitarian funding proposals.”

4. “To monitor and evaluate performance by:

- Monitoring and reporting on activities and needs.
- Measuring progress against the cluster strategy and agreed results.

- Recommending corrective action where necessary.”

5. “To build national capacity in preparedness and contingency planning”

6. “To support robust advocacy by:

- Identifying concerns, and contributing key information and messages to HC and HCT messaging and action.
- Undertaking advocacy on behalf of the cluster, cluster members, and affected people (IASC, 2015).”

The Cluster Approach aims to add value to humanitarian coordination through (Humanitarian Response, 2018) :

- “Increased transparency and accountability: Greater transparency in resource allocation, co-leadership, and operational performance leads to greater accountability.”
- “Enhanced predictability: Sector and thematic responsibilities are now clearer, and formal mechanisms exist to clarify those areas where they are not, both at national and international level;”
- “Engagement with national and local authorities: Having a single person to call within the international humanitarian architecture speeds up the resolution of issues, and allows greater access for the non-governmental community to government and UN decision-makers;”
- “Inclusion of affected communities: Tools and services developed through the Cluster Approach ensures that those who know the most appropriate solutions to their problems be engaged in formulating the response. It also gives those affected by crises access to government and decision-makers;”

- “More effective advocacy: Where the Clusters, singly or collectively, speak with one voice on issues of common concern, including those affecting groups who are not normally heard;”
- “Joint strategic and operational planning: The formal process of coordination within and between Clusters enhances efficiency while improving effectiveness” (Humanitarian Response, 2018).

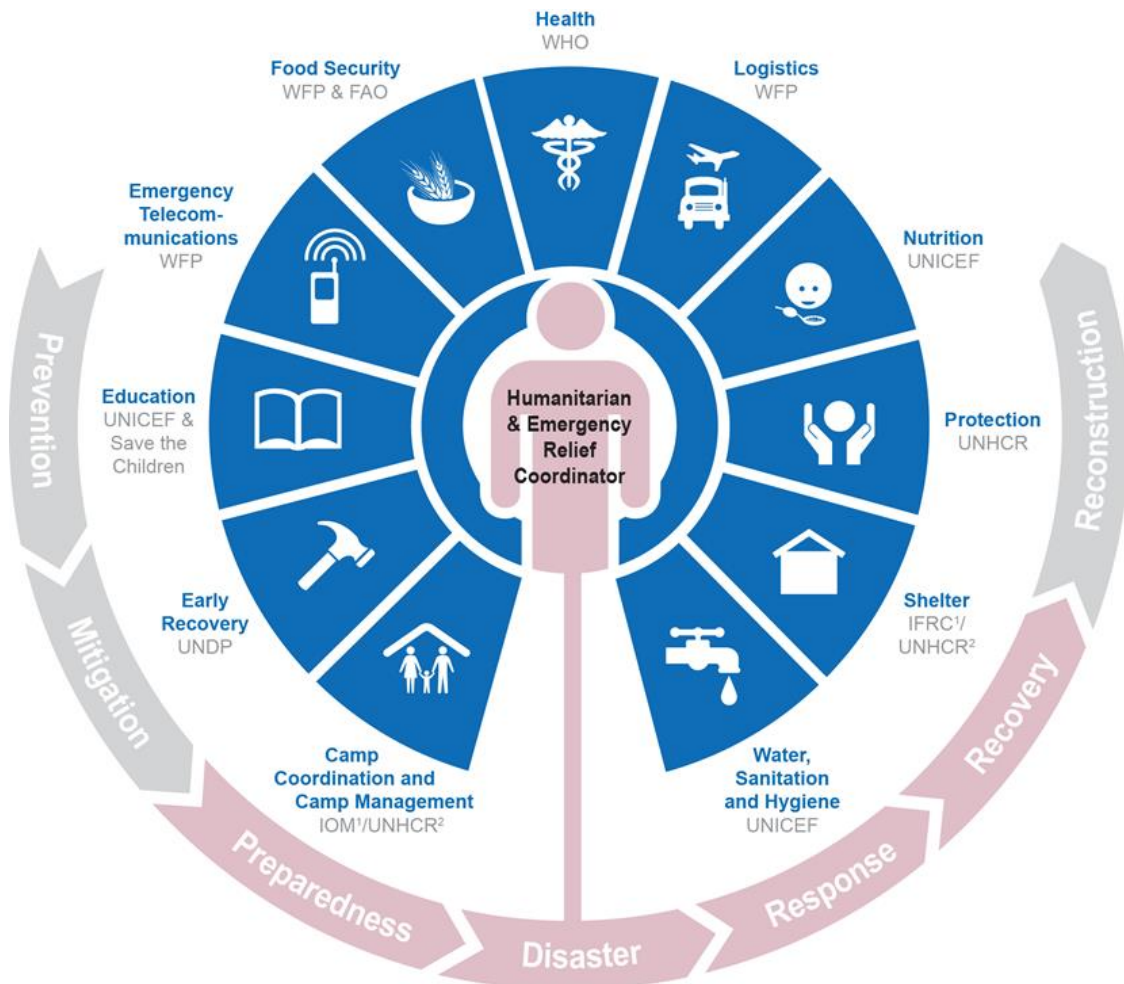
### **2.2.3: Clusters at Global Level;**

Thorough humanitarian reform process initiated by the UN Emergency Relief Coordinator in 2005, which led to the cluster approach being implemented, the cluster approach was first introduced in Pakistan amid the 2005 earthquake. In 24 hours after the earthquake, nine clusters were formed and activated. Since then, the cluster approach has continued to be applied in different countries when emergencies occur. At global level, there are 11 clusters operating in many countries based on emergency scale, situation and needs for each particular cluster, the 11 clusters are;

- Camp Coordination / Management
- Early Recovery
- Education,
- Emergency Shelter and Non-Food Item (NFI)
- Emergency Telecommunications
- Food Security
- Health
- Logistics
- Nutrition
- Protection
- Water Sanitation and Hygiene (WASH).

In addition to the above mentioned clusters, there are sets of working groups and technical groups under each cluster subject to analysis of humanitarian needs at country level.

(HumanitrainReponce, 2018). The below figure shows the globally operating clusters and their cluster lead organizations. Also, the figure shows the process of the humanitarian action started from prevention to reconstruction.



**Figure: 2.2: Clusters and Process (HumanitrainReponce, 2018)**

The activation of those clusters is based on the analysis of humanitarian needs, situations, and coordination capacity at country level, which could vary from country to country and then some clusters could be activated and some not. For cluster activation, the following criteria should be in place;

1. There are gaps in response and coordination due to a severe deterioration or major change in the humanitarian situation.
2. There is no capacity at national level for response or coordination to meet the people needs in a manner that respects humanitarian principles and standards.

Likewise, therefore, deactivation of formally activated clusters may be considered when there is no longer at least one of the criteria listed below which led to its activation:

1. The humanitarian situation improved, and the humanitarian needs reduced considerably.
2. National systems are able to coordinate and meet humanitarian needs in line with humanitarian principles

Clusters should be a temporary coordination solution, with the goal of either resuming or setting up national development-oriented coordination structures once the humanitarian emergency is over. (IASC, 2015)

#### **2.2.4: Activation of Clusters at Palestine / Gaza Strip level;**

In Palestine / Gaza, the cluster approach was activated in 2009 by the UN humanitarian coordinator following the intensive Israeli military offensive called “Cast Lead” on 27<sup>th</sup> December 2008. At the onset of the crisis, the Resident Coordinator / Humanitarian Coordinator (RC/HC) activated the cluster approach to organize a coordinated response to the humanitarian needs of the affected population. The formalization of the clusters only took place March 11, 2009 by a message from the emergency resident coordinator, John Holmes, to the RC/HC, in which he approved the proposed coordination arrangements. Ten clusters were established in order to facilitate and coordinate the humanitarian response to ensure the protection of the affected people and the effectiveness of the humanitarian interventions. The activated clusters were led by UN agencies and co-led by INGOs for some clusters and membered by UN, INGOs, NNGOs, and local authorities. The following arrangements were then officially in place in the occupied Palestinian territories (oPt) (Krüger & Steets, 2010);

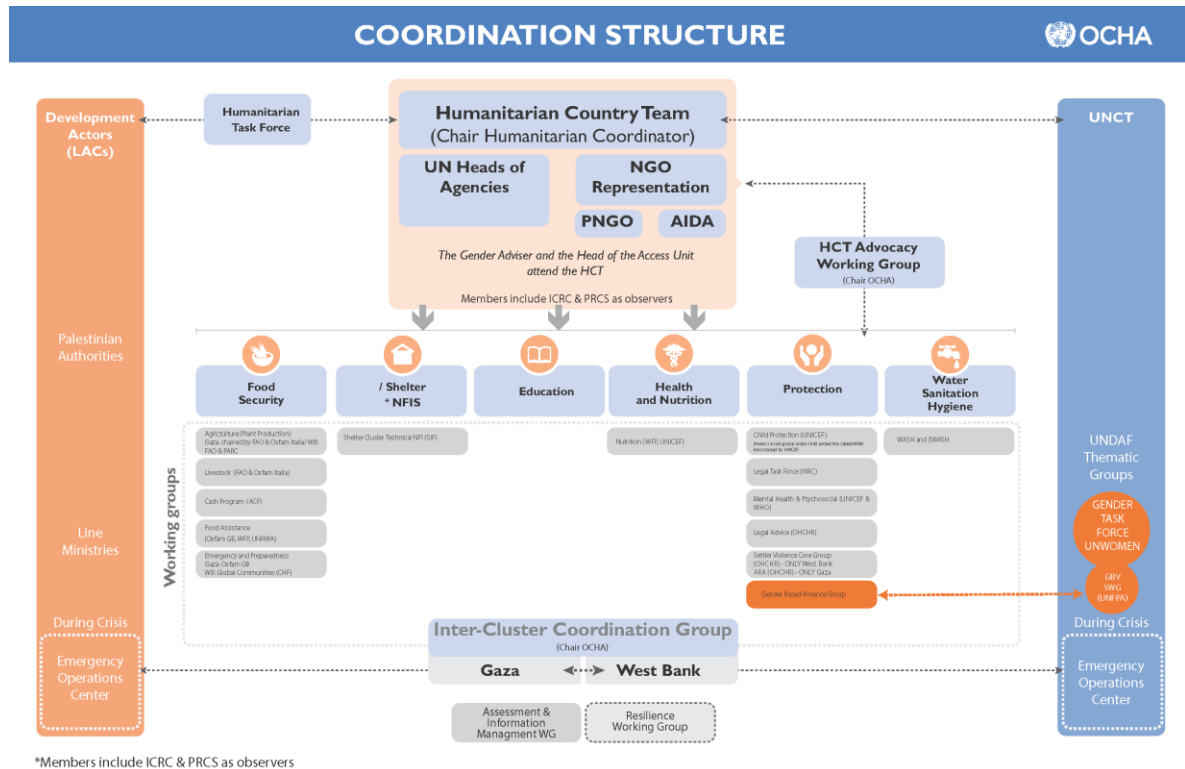
1. Agricultural sector chaired by FAO

2. Early Recovery chaired by UNDP.
3. Education chaired by UNICEF and Save the Children
4. Shelter Sector chaired by UNRWA and NRC
5. Logistics chaired by WFP
6. Protection chaired by OHCHR, and sub clusters: Child Protection chaired by UNICEF, and Inter-Agency Protection Sub-Working Group on Forced Displacement (DWG) chaired by OCHA.
7. Health and Nutrition chaired by WHO, and sub-cluster; Displacement chaired by OCHA.
8. WASH chaired by UNICEF and OXFAM
9. Mental Health and Psycho Social Sector (MHPSS) chaired by WHO and UNICEF.
10. Food Aid Security chaired by WFP and UNRWA.

The introduction of the cluster approach in the oPt in January 2009 has to be regarded in the light of an attempt to reform humanitarian assistance more generally led by head of OCHA since mid-2008. A Humanitarian Country Team (HCT) was established in July 2008 and modeled on the Inter Agency Standing Committee (IASC). It consists of humanitarian UN Agencies, international NGOs and two representatives of the NGO networks. In that context, the activation of clusters had been discussed and prepared since the autumn of 2008. The activation of the Protection and Education Clusters, for example, was already decided in late 2008. These discussions were overtaken by the events of December 2008/ January 2009, when all clusters listed above were activated in response to the Israeli offensive (Krüger & Steets, 2010).

Clusters support the Humanitarian Country team (HCT) by providing essential information from field need assessments and monitoring carried out by the partners in coordination with cluster in order to support the development of Strategic Objectives and other policy guidance led by the HCT. Clusters bring together around the table all actors who provide humanitarian assistance in different area of expertise, including local authorities, INGO, NNGO and UN agencies. They are also actively engaged in humanitarian advocacy. Each cluster has its members who are active humanitarian players in the respective area of expertise. Usually, each cluster has a monthly meeting and other ad-hoc meetings and workshops that bring all

partners to the table so they can share information, coordinate their interventions, define needs and priorities, discuss and set up relevant standards for better and effective humanitarian intervention (OCHA.oPt, 2019).



**Figure: 2.3: Coordination process in the Occupied Palestinian Territory (OCHA.oPt, 2019).**

The above figure illustrates clearly the coordination process and Humanitarian Country Team in the Occupied Palestinian Territory. The figure shows as well the six operational clusters in the oPt. and relevant actors involved in the coordination process at the country level.

### 2.2.5: Current clusters in Gaza strip;

At the time of this study, six clusters with different working groups are activated and successfully operational in the Gaza Strip. Each cluster has a cluster lead and line ministries that represent the local government and ensure coordination and involvement of local authorities in humanitarian action. The main player of the cluster system is the humanitarian

actors, which constitute the majority of the clusters' members of international and national NGOs. Each cluster has members by UN, INGOs, NNGOs, and local authorities.

According to IASC cluster module, the organization member should dedicate a senior staff to be a focal point and represent his organization in cluster activities and meetings. With reference to the minimum commitments for participation in clusters, the cluster members should be minimally committed and actively participate in cluster meetings, activities, and share relevant information and needs assessments. Nevertheless, the percentage of members' active participation in the cluster varies over the year. During the timing of HRP and HF processes, the percentage is considerably high. But in other times, the percentage is very low. This is because of the benefits of cluster active participation by members in the scoring system of HRP and HF process. Thus, the members are keen to show high participation to get more points for their projects.

To that end, we can't have a rigid or fix number of cluster members since membership is voluntary and open for all, but not written or authorized. By other means, any member could be out of the cluster system at any time without declaration, but the organization's contact information will still be included in the mailing list of the cluster and considered a member till an update after a while. Accordingly, in roughly estimation according to clusters' coordinator and the researcher observation and experience, each cluster has an average of 25 active members, and in total for all operational clusters, there are 125 active members. The following are the currently activated sub national clusters in the Gaza Strip;

#### **2.2.5.1 Food Security sector**

Food security sector is co-chaired by WFP and FAO in Palestine, has 3 core staff; National coordinator, and two sub-national coordinators. The sub-national coordinator in Gaza is hosted by FAO and holds the operation of cluster at Gaza Strip level. The food security sector is fully operational and covers three main operational areas; Food, livelihood and agriculture, and Cash. The sector coordinates the activities with two-line ministries; Ministry of Agriculture and Ministry of Social Development, and with plenty of members.

The sector has about 70 members who are in the mailing list of the cluster, but 60 % (42) out of 70 members are active, committed, and attend the regular meetings of the cluster. But as mentioned above, the 42 members' active participation differs from time to time. On the other hand, the cluster faces challenges and obstacles that could impact the effectiveness of the cluster operation in Gaza Strip and to achieve its objectives.

The main challenge faced by the cluster is poor performance of the line ministries that constrains the operation of the cluster, in addition to dedicated focal points by ministers that have no authority in making decisions since coordination without authority is difficult. Moreover, the misunderstanding of the cluster's partners for the cluster role and responsibilities (Anas Muslim, 2019).

#### **2.2.5.2 Shelter and NFI cluster**

Shelter and NFI cluster is chaired by NRC as cluster lead. The cluster has three core staff; National coordinator who covers West Bank and Gaza, sub-national coordinator for Gaza operation, and information technical officer. The sub-national coordinator in Gaza is hosted by NRC and holds the operation of cluster at Gaza Strip level. The shelter cluster is fully operational and covers two main operational areas; Shelter and Non-Food Items. The cluster coordinates the activities with two lines ministries; Ministry of Public Works and Housing and Ministry of Social Development, and with plenty of members.

The cluster has about 25 members who are in the mailing list of the cluster, most of them are active, committed, and attend the regular meetings of the cluster but the number fluctuates over the year as some could be 15 or 30. In general, the cluster faces challenges and obstacles that could affect its functions. The challenges are:

- Lack of coordination fund and general fund for shelter activities intervention.
- Operation in a protracted crisis
- Turnover of cluster focal points.

However, the cluster has a very strong and good relation with the partners that eases the work of the cluster and those involved in joint need assessments and surveys, while the cluster created the optimal condition for partner participation (Iyad Abu Hamam, 2019)

### **2.2.5.3 Education cluster**

The education cluster is co-chaired by UNICEF and Save the Children. In Gaza, the cluster has one sub-national coordinator hosted by UNICEF and covers the Gaza Strip operation. The education cluster is fully operational and focuses only on Education in emergency. The cluster coordinates the activities with the Ministry of Education and other ministries if needed.

The cluster has about 40 members who are in the mailing list of the cluster; 25 members are active, committed, and attend the regular meetings of the cluster but the number fluctuates over the year. In general, the cluster faces challenges and obstacles that could affect its functions. The challenges are:

- Lack of fund and in particular the fund for education activities intervention.
- Capacity of cluster partners in terms of financial capacity and knowledge of education in emergency.
- Misunderstanding of partners for cluster role as they considered cluster as fund channel.

However, the cluster has a very good relation with the partners that ease the work of the cluster. The partners are partially committed as some of them 100 % committed and share very useful information and data (Baha Al Shatali, 2019).

### **2.2.5.4 Health and Nutrition cluster**

The Health cluster is chaired and hosted by WHO. The cluster has one dedicated staff in Gaza Strip as sub-national coordinator. The cluster is considered a significant one and plays a crucial role in the Gaza Strip, since its concreting human health and lack of local government capacity in terms of health sector. The health cluster is fully operational and

focuses only on Health and Nutrition. The cluster coordinates the activities and in close relation with the Ministry of Health and other key health players.

The cluster has about 78 members that consist of health international and national organizations working in the Gaza Strip. About 50 members out of 78 are active. In general, the cluster faces challenges and obstacles that could affect its functions. The challenges are:

- Political division between Gaza and West Bank.
- Israeli occupation and accessibility for both patients and humanitarian workers.
- Lack of funding for coordination.

Nevertheless, the cluster has made a good progress in terms of coordination and material development, and platforms. The cluster has regular monthly and other ad-hoc meetings and a very good cooperation with cluster members (Abednaser Sobh, 2019).

#### **2.2.5.5 Protection cluster**

The Protection cluster is chaired and hosted by OHCHR and has 4 working groups as sub-clusters and support the protection sphere; child protection, Gender-based violence, legal task force and mine action. The 4 working groups are chaired by other organizations. The Protection cluster has one dedicated staff as sub-national coordination and is operational. The cluster focuses only on protection to ensure that it is central to humanitarian action. The cluster coordinates the activities with the Ministry of Social Development and Ministry of Women's Affairs.

The cluster has about 70 members who are in the mailing list; 40 members are active and attend the regular meetings of the cluster, but the number fluctuates over the year. Same as others, the cluster faces challenges and obstacles that could affect its functions as follow:

- Protracted crisis under Israeli occupation and lack of accountability.
- Political division between Gaza and West Bank.
- Limited capacity of Ministry of Social Development to provide appropriate support.
- Decline of funding for protection activities.

- Access restriction by local authority in terms of protection intervention and data collection.
- The longstanding deactivation of Palestinian Legislative Council that prevent issuing of new effective laws for protection matters.
- Lack of funding, gap of cluster staffing, and turnover of cluster coordination.
- Gap of effective referral system.
- Lack of partner's commitment to share information, need assessment, and stick to protection standards.

However, the cluster conducts regular monthly and ad-hoc meetings with partners to ensure sharing of relevant information and coordinate protection issues (Said Al Madhoun, 2019).

#### **2.2.5.6 WASH cluster**

The WASH cluster is chaired by UNICEF and the Palestinian Water Authority (PWA). In Gaza, the cluster has one dedicated staff as sub-national coordination hosted by UNICEF. The WASH cluster is fully operational in Gaza Strip and holds regular monthly meetings and other events. The cluster focuses on Water, Sanitation, and Hygiene. The cluster has close coordination with Coastal Municipalities Water Utility (CMWU), PWA, and plenty of partners who are interested in WASH activities. The cluster has about 25 members active and attend the regular meetings of the cluster, but the number fluctuate over the year<sup>1</sup>.

#### **2.2.6: Cluster monitoring and evaluation;**

The monitoring of cluster approach is necessary and essential to ensure that clusters are effectively and efficiently functioning and meet their objectives as;

- efficient and effective coordination mechanisms
- fulfill the core cluster functions
- support efficient delivery of relevant services

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<sup>1</sup> The information provided is based on researcher review, observation and experience in the cluster approach since the WASH cluster coordinator was not available for a meeting for a period of month.

- meet the needs of cluster members and demonstrate accountability to affected people (Humanitarian Response, 2019)

However, according to “IASC reference module for cluster coordination at country level”, the efficient cluster management should be able to:

- Monitor performance of the six core cluster functions, making sure that programs clearly contribute to the implementation of strategic objectives and are based on sound field practices and agreed international benchmarks and standards.
- Establish and maintain a cluster, which:
  - Strengthens pre-existing sectoral coordination by increasing predictability and accountability.
  - Reinforces the complementarity of partner actions by avoiding duplication and gaps.
  - Advocates for adequate resources and ensures that resources are allocated according to agreed priorities and in a manner that fulfills the cluster response plan.
  - Ensures effective and comprehensive integration of relevant crosscutting issues, including age, gender, environment and HIV/AIDS; links with specific advisers where available and identifies in-cluster focal points.
  - Ensures protection and early recovery are mainstreamed and integrated.
- Maintain the cluster’s responsiveness to changes in the operating environment, including by adjusting requirements, capacity, and participation.
- Ensure that information is effectively transferred between cluster members and to and from other stakeholders, and is well used.
- Contribute effectively to inter-cluster coordination forums and cooperate with humanitarian actors, government counterparts, and relevant authorities (as appropriate) in planning, coordination, and operational activities.
- Be accountable to affected people, by ensuring that women, men, girls and boys have equal opportunity to participate throughout the program cycle, including through feedback mechanisms that are inclusive and consultative (IASC, 2015).

The Cluster Coordination Performance Monitoring (CCPM) is a self-evaluation exercise for clusters in order to assess their work performance toward the six core cluster functions and

accountability to affected populations. The CCPM is implemented at country level with support from global cluster system. Superlatively, it should be conducted by all clusters/sectors during the same time, but can be carried out on ad-hoc basis by each clusters. The process allows all cluster partners and coordinators to identify strengths and weaknesses of performance and the way to improvement.

Each three to six months after the start of an emergency, the CCPM should be implemented through all cluster and annually thereafter. In protracted crises like in Palestine, the recommendation is, for all clusters, to complete a CCPM annually. There are two monitoring tools; one for cluster coordinators and one for cluster members and partners. They are designed as a self-assessment process, based on a participative approach and a mix of demonstrating evidence of the outputs and deliverables, and feedback from partners on their involvement in, contribution to, and use of these deliverables. The outcome of the performance monitoring should be shared with the cluster lead agencies, national authorities, the Humanitarian Coordinator and global clusters, as appropriate. (IASC, 2015)

In terms of external evaluation, since the cluster system creation, two evaluations on cluster approach have taken place. The first, finalized in 2007, focused on implementation. The second, conducted in 2010, focused on the outcome of the cluster approach in improving humanitarian assistance. The two evaluations indicated some challenges and weaknesses in overall humanitarian response, and in particular related to the application of the cluster approach that has become overly process-driven and, in some situations, perceived to potentially undermine rather than enable delivery. The results have led to IASC transformative agenda in 2011 to review the approach and make adjustment. Accordingly, the Reference Module for Cluster Coordination at the Country Level has been revised (Humanitarian Response, 2018; IASC, 2018).

Palestine was one of the case studies in the second evaluation conducted in 2010 as one of six country case studies that investigate the effects of the overall cluster approach introduced in 2005. The evaluation was conducted in November 2009 and the appointed evaluation team met with a wide range of actors involved in the humanitarian response, including UN agencies, cluster and non-cluster members, international and local NGOs, the Humanitarian Coordinator, OCHA, donors and representatives of Palestinian authorities. As a result, the

evaluation report shows that the cluster approach in Palestine had played a key part in strengthening humanitarian coordination in both the Gaza Strip and the West Bank and to be a valuable mechanism for coordinating the response to the 2008-2009 Israeli military offensive called “Cast Lead”.

Furthermore, the study proved that the cluster approach was effective in identifying gaps and avoiding duplications. On the other hand, the evaluation demonstrated that the cluster approach in Palestine did not appear to be relevant towards the Israeli occupation, as it complicates the already cumbersome aid coordination structures. The evaluation report concluded with key recommendations to improve overall cluster performance and therefore improve humanitarian response in such a protracted crisis in Palestine. The central recommendations were; to considerably mobilize and shift resources from the global to the local cluster level in Palestine, and building the capacity of future national cluster coordinators. And finally, to clarify the future, scope and mandate of clusters to the humanitarian and developmental community in Palestine, including accountability of cluster coordinators to their heads of agencies, heads of agencies towards HC and clusters towards affected population.

Apart from the internal monitoring process and two external evaluations, there are a set of researches and scientific articles that focused on and tackled the cluster approach, none of them in the Middle East so far. Starting from Thomas 2017 study results, which showed that since cluster approach application and first introduction after the Pakistan Earthquake of 2006, few independent academic research had been conducted so far to assess the approach. The study suggested exploratory research to be conducted to assess whether the coordination approaches aligned with the cluster approach are proving to be beneficial, efficient, and functional (Thomas, 2017).

Similarly, Jahre & Jensen, 2009 study results showed significant reflections concerning one of the major trends in today’s development of humanitarian logistics. Coordination in one dimension may have negative impacts from other perspectives. More in-depth, case studies of experiences with clusters in different operations context are needed.

Meanwhile, Ulleland, 2013 The study indicated especially four findings; First, multi-level governance theory has shown to be reasonable to describe the complexity of the cluster

approach both in its formal organization and how it has worked in practice. Second, the empirical findings from the realizations of the cluster approach in Haiti and Myanmar may pose the question on whether the cluster approach leads to a fragmentation rather than an intended integration. Third, the empirical findings of the cluster approach in Haiti and Myanmar indicate that the Humanitarian Country Team meetings are in fact meetings on informal information sharing rather than the intended strategic decision making. Fourth, accountability in the cluster organization may indicate that there is a problem of many hands.

In the same way, Humphries 2013 research reveals that, generally the cluster approach has increased the effectiveness of humanitarian action, suggesting that it is a meaningful approach to pursue. However, there are many challenges associated with the approach. First, there are considerable gaps in predictable leadership. Second, there are limitations to inclusive partnership in the cluster approach. Third, there are not enough mechanisms in place for the Cluster approach to improve accountability to affected populations. The key findings of the meta-analysis demonstrate that within the Cluster Strategy there are many opportunities for improvement within the Cluster Approach, but that the structure of the coordination mechanism is a positive shift in humanitarian relief efforts (Humphries, 2013).

Additionally, Stumpfenhorst and Razum, in their article about cluster approach, shows that the example of Haiti crisis had conflict of interests within the humanitarian aid community. Some of NGOs who implementing emergency reliefs projects in Haiti had increased uncontrollably. It summarized that the UN OCHA cluster approach provides the structure for improved coordination of humanitarian aid action. But, there is broad agreement that the existing coordination mechanisms reached their limits in the complex crisis in Haiti (Stumpfenhorst et al., 2011).

Moreover, the study of Landegger et al., 2011 shows that the cluster approach has good contribution, including improved coordination of SRH services and stronger advocacy. However, concerns were highlighted about the low prioritization, restrained leadership and capacity, and the setting of standards for SRH services. Additionally, concerns were also highlighted linked to limited planning and capacity for dissolution of the clusters in moving from emergency response to recovery and development in northern Uganda. In spite of a

number of contributions made by the cluster approach, there were many concerns about its limited influence on SRH services. Moreover, there were also concerns that the transition to recovery and development in northern Uganda may not result in reproductive health services being sufficiently strengthened.

### **2.2.7: Summary;**

To sum up, the majority of the mentioned studies and papers agree on the importance and effectiveness of the cluster approach at some levels as a coordination mechanism for humanitarian response, but with challenges and concerns in the way of implementation. The researcher sees that the cluster approach is a significant mechanism that should be in place at any emergency situation, but still needs continuous improvement through an extensive learning process and more involvement of NGOs in implementation, monitoring, and learning processes. Since the last evaluation of the cluster approach in Palestine in 2009, the researcher didn't find any academic or non-academic researches or studies focusing on reviewing the cluster approach model applied in Palestine. Hence, the overall performance and process of the cluster approach in improving the humanitarian response in the Gaza Strip are not clear, as how the recommendations of the last and sole evaluation are tackled and addressed in order to improve the overall effectiveness of the cluster approach and therefore improve the humanitarian response.

## **Chapter Three**

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### **Study Methodology**

#### **3.1 Research methodology:**

The researcher used and adopted the descriptive analytical approach to measure the role of cluster approach in improving the humanitarian response using previous studies, and quantitative and qualitative data collection approach through sample survey and interviews to answer the study questions.

The descriptive research is defined as "A research that describes group of characteristics or behaviors in numerical terms" (Brown, 2002) . The descriptive statistics are those statistics used to analyze descriptive research data, usually in terms of central tendency and dispersion". Descriptive research also interprets data in words in case of qualitative data. (Maykut, 1994)

#### **3.2 Study population:**

The study population covers all organizations' representatives from the non-governmental organizations both national and international, UN agencies, and local authority who are active in the humanitarian sphere and member of the cluster system in the Gaza Strip. The study will focus on the role of cluster approach in improving the humanitarian response from

the members' perspective. The researcher conducted a survey to cover all active members of the cluster system through their focal points. It's estimated that 125 organization focal points are active members of the cluster system. The study focuses only on the cluster focal point in each organization. If the organization was active in more than cluster, then each focal point can fill the questionnaire for the concerned cluster. The study covers all the operational activated cluster in the Gaza Strip; Food Security, Shelter and NFI, Education, Health and Nutrition, Protection, and Water, Sanitation, Hygiene (WASH).

The researcher used the census approach to collect the data from all study population. The researcher distributed the online questionnaire via emails to all clusters' members who in the mailing list of all 6 clusters operational in the Gaza strip. Since the study population is estimated as 150 active focal points which in average 25 focal points per cluster, the researcher aimed to collect the data from all 150 focal points. Overall, 105 valid questionnaires were collected with 70 % of recovery rate. All of the collected questionnaires are valid and considered for the data analysis.

### **3.3 Tools of the study:**

To achieve the study, the researcher has used the following research tools:

#### 1- Desk review:

Desk and secondary data review for all relevant studies, researches, papers, and evaluations which carried out at country level or globally.

#### 2- Key informative interviews:

The interviews conducted with 5 clusters' sub-national coordinators based in Gaza, and another one with key informative in a local authority. The researcher used the interview tool in order to get more direct information from cluster coordinators about cluster operation and challenges. Moreover, an interview was conducted with a local authority to collect their feedback about cluster approach and operational issues. The interviews were conducted before distribution the survey. Therefore, the researcher used the results of the interview to adopt and develop the questionnaire.

**Table 3.1: Interviews Table:**

Name	Entity	Position
Anas Musallem	Food Security Sector	Gaza Sub-Coordinator
Iyad Abu Hama	Shelter cluster	Gaza Sub-Coordinator
Siad Al Madhoun	Protection cluster	Gaza Sub-Coordinator
Baha Al Shatali	Education cluster	Gaza Sub-Coordinator
Abdelnaser Soboh	Health Cluster	Gaza Sub-Coordinator
Yasmin Bashir	Coastal Municipalities Water Utility	Project Coordinator

### 3- Questionnaire:

The questionnaire is the main tool of the study to collect the data through online survey using google forms. In the questionnaire, a 10-point Likert scale has been used that represent 10 points of degrees from 1 to 10.

**Table 3.2: Questionnaire 10-point Likert scale**

Item	Totally agree	Totally disagree
Scale	10	1

The questionnaire consists of 8 sections and a total of 53 questions as follow:

**Table 3.3: Questionnaire Sections**

#	Section / Domain	No. of questions
1	General Information	10
2	Humanitarian response is appropriate and relevant	6
3	Humanitarian response is effective and timely	5
4	Humanitarian response strengthens local capacities and avoids negative effects.	6
5	Humanitarian response is based on communication, participation and feedback	4
6	Humanitarian response is coordinated and complementary.	5

7	Humanitarian actors continuously learn and improve	5
8	The minimum commitments of partners for participation in cluster system	11

In total, 105 questionnaires were collected representing the following clusters:

**Table 3.4: Number of questionnaires collected per cluster**

Custer	No. of Questionnaire	Percentage
WASH Cluster	15	14.3
Shelter Cluster	16	15.2
Food Security Cluster	29	27.6
Protection Cluster	15	14.3
Health Cluster	16	15.2
Education Cluster	14	13.3
TOTAL	105	100 %

However, the data in the above table show variety of responders per cluster which refer to different rate of members' active participation between clusters. Accordingly, the results show that the Food Security Cluster has the highest rate of responding among clusters and indicate that the Food Security Cluster has more active members that other clusters.

### 3.4. Arbitration of the questionnaire:

To ensure the arbitration of the questionnaire, it was presented to group of professional academic arbitrators in the table below with competence and experience. They were kindly asked to state their opinions on the questionnaire. Their comments and suggestions were highly considered by the researcher. The questionnaire has been arbitrated by the following arbitrators:

**Table 3.5: Questionnaire Arbitrators**

#	Name	Academic degree
1	Prof. Mohammed Ibrahim Migdad	Professor of Economics
2	Dr. Eng. Mohammed Mohammed Awad	Associate Professor of Software Engineering

3	Dr. Saif Al-Din Yousef Odeh	Assistant Professor of Economics
4	Dr. Khalil Ismail Madi	Doctor of Business Administration
5	Dr. Hasan Al Sadonie	Doctor of Law
6	Dr. Tahani Jaffal	Doctor of Public Administration
7	Mr. Ali Hasan Al Nems	Master of Business Administration

### 3.5 Validity of the questionnaire:

To ensure the validity of the questionnaire, the researcher tested the questionnaire through Cronbach Alpha formula. Through the above tables, it was clear that there is a validity in all questionnaire's domains as clarified in the table below.

**Table 3.6: Validity for Domain Humanitarian response is appropriate and relevant**

Sn	Questions	R
1.	The cluster conducts a systematic, objective and ongoing analysis of the context and stakeholders	0.835
2.	The cluster supports partners to design and implement appropriate programs based on an impartial assessment of needs and an understanding of the vulnerabilities	0.865
3.	The cluster adapts programs to changing needs, capacities and context	0.907
4.	The cluster support partners to have policies commit to providing impartial assistance based on the needs and capacities of communities and people affected by crisis.	0.699
5.	The cluster Supports partners to have policies set out commitments which take into account the diversity of communities.	0.817
6.	The Cluster guides partners to ensure an appropriate ongoing analysis of the context	0.845

**Table 3.7: Validity for Domain: Humanitarian response is effective and timely**

<b>Sn</b>	<b>Phrase</b>	<b>R</b>
1.	The Cluster addresses programs that address constraints so that the proposed action is realistic and safe for communities	0.815
2.	The Cluster has reliable setup to ensure that humanitarian response in a timely manner, making decisions and acting without unnecessary delay	0.814
3.	The Cluster has in place effective referral system that ensure referring any unmet needs to those organizations with the relevant technical expertise.	0.806
4.	The Cluster applies relevant technical standards and good practice employed across the humanitarian sector to plan and assess programs	0.835
5.	The Cluster monitors the activities, outputs and outcomes of humanitarian responses in order to adapt programs and address poor performance	0.870

**Table 3.8: Validity for Domain: Humanitarian response strengthens local capacities and avoids negative effects**

<b>Sn</b>	<b>Phrase</b>	<b>R</b>
1	The cluster ensures the humanitarian response activities build on local capacities and work towards improving the resilience of communities and people affected by crisis	0.721
2	The cluster uses the results of any existing community hazard and risk assessments and preparedness plans to guide activities	0.779
3	The cluster enables the development of local leadership and organizations in their capacity as first-responders in the event of future crises.	0.821
4	The cluster plans a transition or exit strategy in the early stages of the humanitarian program that ensures longer-term positive effects and reduces the risk of dependency.	0.862
5	The cluster design and supports partners to implement programs that promote early disaster recovery and benefit the local economy	0.821
6	The cluster support partners to have systems are in place to safeguard any personal information collected from communities and people affected by crisis that could put them at risk	0.766

**Table 3.9: Validity for Domain: Humanitarian response is based on communication, participation and feedback**

<b>Sn</b>	<b>Phrase</b>	<b>R</b>
1	The cluster supports and encourages partners to provide relevant information to communities and people affected by crisis	0.877
2	The cluster supports and encourages partners to communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community	0.883
3	The cluster ensures representation is inclusive, involving the participation and engagement of communities and people affected by crisis at all stages of the work	0.890
4	The cluster has effective systems with partners to encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction	0.829

**Table 3.10: Validity for Domain: Humanitarian response is coordinated and complementary**

<b>Sn</b>	<b>Phrase</b>	<b>R</b>
1	The cluster identifies the roles, responsibilities, capacities and interests of different stakeholders	0.866
2	The cluster ensures humanitarian response complements that of national and local authorities and other humanitarian organizations	0.891
3	The cluster ensures participation in relevant coordination bodies and collaborate with others in order to minimize demands on communities and maximize the coverage and service provision of the wider humanitarian effort	0.907
4	The cluster shares necessary information with partners, coordination groups and other relevant actors through appropriate communication channels	0.813
5	The cluster's work with partners is governed by clear and consistent agreements that respect each partner's mandate, obligations and independence	0.785

**Table 3.11: Validity for Domain: Humanitarian actors continuously learn and improve**

<b>Sn</b>	<b>Phrase</b>	<b>R</b>
1	The cluster draws on lessons learnt and prior experience when setting priorities and designing programs	0.823
2	The cluster Learn, innovate and implement changes on the basis of monitoring and evaluation, and feedback and complaints	0.884
3	The cluster shares learning and innovation with partners, with communities and people affected by crisis, and with other stakeholders	0.898
4	The cluster has monitoring and learning policies are in place, and means are available to learn from experiences and improve practices.	0.898
5	The cluster's partners are involved effectively in clusters' monitoring and learning process	0.881

**Table 3.12: Validity for the roles of the cluster approach in improving the humanitarian response for all domains**

<b>Sn</b>	<b>Domains</b>	<b>R</b>
1	Humanitarian response is appropriate and relevant	0.861
2	Humanitarian response is effective and timely	0.890
3	Humanitarian response strengthens local capacities and avoids negative effects.	0.920
4	Humanitarian response is based on communication, participation and feedback	0.898
5	Humanitarian response is coordinated and complementary.	0.853
6	Humanitarian actors continuously learn and improve	0.920

**Table 3.13: Validity the minimum commitments of partners for participation in cluster system**

<b>Sn</b>	<b>Domains</b>	<b>R</b>
1	The cluster's partners are committed to humanitarian principles, the Principles of Partnership, cluster-specific guidance and internationally recognized program standards	0.813

2	The cluster's partners are committed to mainstream protection in program delivery (including respect for principles of non-discrimination, do no harm, etc.	0.741
3	The cluster's partners are ready to participate in actions that specifically improve accountability to affected people	0.807
4	The cluster's partners demonstrate understanding of the duties and responsibilities associated with membership of the cluster	0.873
5	The cluster's partners have active participation in the cluster and a commitment to consistently engage in the cluster's collective work	0.856
6	The cluster's partners have capacity and willingness to contribute to the cluster's response and activities	0.878
7	The cluster's partners are committed to mainstream key programmatic cross-cutting issues including age, gender, environment	0.848
8	The cluster's partners are committed by a relevant senior staff member to work consistently with the cluster to fulfill its mission	0.878
9	The cluster's partners are committed to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources	0.866
10	The cluster's partners have willingness to take on leadership responsibilities in sub-national or working groups as needed, subject to capacity and mandate.	0.801
11	The cluster's partners have willingness to undertake advocacy, and disseminate advocacy messages to affected communities, the host Government, donors, the media and other audiences	0.762

### 3.6 Reliability of the questionnaire:

To ensure the reliability of the questionnaire, the researcher tested the questionnaire through Cronbach Alpha formula. Through the above tables it was clear that there is a reliability in

all questionnaire's domains where the value of Cronbach Alpha was between the lowest value in the table (0.880) and the highest value in the table (0.974).

**Table 3.14: Reliability for the roles of the cluster approach in improving the humanitarian response**

<b>Sn</b>	<b>Domains</b>	<b>Cronbach's Alpha</b>
1	Humanitarian response is appropriate and relevant	0.906
2	Humanitarian response is effective and timely	0.880
3	Humanitarian response strengthens local capacities and avoids negative effects.	0.883
4	Humanitarian response is based on communication, participation and feedback	0.891
5	Humanitarian response is coordinated and complementary.	0.904
6	Humanitarian actors continuously learn and improve	0.942
	<b>Overall domains</b>	<b>0.974</b>

**Table 3.15: Reliability for the minimum commitments of partners for participation in cluster system**

<b>Domains</b>	<b>Cronbach's Alpha</b>
The minimum commitments of partners for participation in cluster system	0.951

### 3.7 Data Analysis

In the process of analyzing data, the statistical software packages “SPSS” program was used to analyze the data. The researcher used statistical tests including frequencies, percentages, means, standard deviations and using One Sample T test to analyze the paragraphs of questionnaire. Also, Cronbach Alpha was used to test the validity and Reliability of the questionnaire.

## Chapter Four

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### Results and Discussion:

#### 4.1 Introduction

This chapter illustrates the results of statistical analysis of the data, including the descriptive analysis that presents the socio-demographic characteristics of the study sample and the answers to the questions of the study. The researcher used statistical tests, including frequencies, percentages, and using One Sample T test to analyze the paragraphs of questionnaire. The paragraph is strongly agreed with if the weighted mean was more than 84.0%, agreed with if the weighted mean was from 68.1% to 84.0%, moderately agreed with if weighted mean was from 52.0% to 68.0%, disagreed with if weighted mean was from 36.1% to 52.0%, and strongly disagreed with if weighted mean was less than 36.0%. (Ozen et al., 2012).

#### 4.2 Socio-demographic characteristics of the study

##### 4.2.1 Distribution of the study participants according to their personal data

Table 4.1 shows the distribution of participant's characteristics according to their personal data. Position, designated focal point for a specific cluster or more, which clusters are you the focal point for your organization, how long you have been a focal point for a cluster,

continuously participate in the cluster meetings and activities and what the cluster assigned to this questionnaire.

40.0% of study participants work as project manager/ project officer, 35.2% as head of department / unit, 16.2% as head of office/area manager and 8.6% are working as field project implementation staff. Regarding the designation of focal point for a specific cluster or more, 93.3% said yes while only 6.7% said no, 33.3% focal point for food security cluster, 29.5% for WASH cluster, 22.9% for protection cluster, while 14.3% with equal percent for the clusters health and education. Regarding the period of being a focal point for a cluster, 22.9% spent more than 5 years, 21.0% from 3 to 4 years, while 25.7% less than 2 years. 84.7% are participating continuously in the cluster meetings and activities, while 14.7% sometimes. About the cluster assigned to this questionnaire, 27.6% were in the food security cluster, followed by shelter and health cluster with equal percent 15.2%, with 14.3% for both WASH and protection cluster.

**Table 4.1: Distribution of the study participants according to their Personal data**

<b>Items</b>	<b>Nu.</b>	<b>%</b>
<b>Position</b>		
Head of office/Area manager	17	16.2
Head of department / unit	37	35.2
Project manager/ project officer	42	40.0
Field project implementation staff	9	8.6
<b>Designate of focal point for a specific cluster or more</b>		
Yes	98	93.3
No	7	6.7
<b>Clusters you are the focal point for your organization</b>		
WASH Cluster	31	29.5
Shelter Cluster	22	21.0
Food Security Cluster	35	33.3
Protection Cluster	24	22.9
Health Cluster	15	14.3
Education Cluster	15	14.3
<b>Period of being a focal point for a cluster designate</b>		
less than one year	7	6.7
1 year to 2 years	20	19.0
2 year to 3 years	18	17.1
3 years to 4 years	22	21.0
4 years to 5 years	14	13.3
More than 5 years	24	22.9

<b>Participating continuously in the cluster meetings and activities</b>		
Yes	90	85.7
No	0	0.0
Sometimes	15	14.3
<b>The Cluster assigned to this questionnaire (n=105)</b>		
WASH Cluster	15	14.3
Shelter Cluster	16	15.2
Food Security Cluster	29	27.6
Protection Cluster	15	14.3
Health Cluster	16	15.2
Education Cluster	14	13.3

#### 4.2.2 Distribution of the study participants according to their organizational data

Table 4.2 shows the distribution of the participant's characteristics according to their organizational data. %42.9 of the participants work for international NGOs, 41.0% for national NGOs, while 16.1% are working for CBOs, local authority and UN. Regarding clusters, 51.4% of the participants said that their organization is a member in the protection cluster, followed by food security cluster with 47.6%, followed by WASH cluster with 45.7%, while the last cluster was education with 19.0%. Regarding the period, the organization has been a member of the cluster designated for this questionnaire, 57.1% had been more than 5 years, 15.2% from 3 to 4 years, 11.4% from 4 to 5 years. 91.4% of the participants said that their organization was an active member and continuously participates in cluster's meetings and activities, while 8.6% sometimes.

**Table 4.2: Distribution of the study participants according to their organizational data**

<b>Items</b>	<b>Nu.</b>	<b>%</b>
<b>Working for</b>		
International NGO	45	42.9
National NGO	43	41.0
CBOs	4	3.8
Local authority / entity	6	5.6
UN	7	6.7
<b>Organization is a member of</b>		
WASH Cluster	48	45.7
Shelter Cluster	35	33.3
Food Security Cluster	50	47.6

Protection Cluster	54	51.4
Health Cluster	26	24.8
Education Cluster	20	19.0
<b>The period of organization has been a member of a cluster designated for this questionnaire</b>		
Less than one year	0	0.0
1 year to 2 years	7	6.7
2 year to 3 years	10	9.5
3 years to 4 years	16	15.2
4 years to 5 years	12	11.4
More than 5 years	60	57.1
<b>Organization is an active member and continuously participate in cluster's meetings and activities</b>		
Yes	96	91.4
No	0	0.0
Sometimes	9	8.6

It was clear from the above tables that most of the responders (91.4 %) are active members of the cluster system, while 83.7 % have more than 3 years' experience in the cluster system in the Gaza Strip. Consequently, the results of the study will be accurate and realistic since most of the responders are actively involved in the cluster system in timely manner. On other hand, 83.9 % of the responders are from NGOs either national or international, which means the NGO community should be the main player in the cluster system. Moreover, 91.4 % of the responders are in senior positions, which indicate the cluster's dedicated focal points are senior staff in their organizations.

#### **4.2.3 Differences between the role of the cluster approach in improving the humanitarian response and minimum commitments and work place**

Table (4.3) shows that there are no statistical differences between the role of the cluster approach in improving the humanitarian response and work place (sig.  $\geq$  0.05).

There are no statistical differences between minimum commitments of partners for participation in the cluster system and work place (sig.  $\geq$  0.05).

**Table 4.3: Differences between role of the cluster approach in improving the humanitarian response and minimum commitments and work place**

<b>Topics</b>	<b>Working place</b>	<b>N</b>	<b>Mean</b>	<b>Std</b>	<b>F</b>	<b>Sig.</b>
Role of the cluster approach in improving the	International NGO	45	71.53	14.93	0.401	0.808
	National NGO	43	75.11	13.64		
	CBOs	4	71.53	12.26		

humanitarian response	Local authority / entity	6	72.85	6.48		
	UN	7	72.17	8.60		
	<b>Total</b>	105	73.12	13.52		
minimum commitments of partners for participation in cluster system	International NGO	45	75.72	15.08	0.212	0.931
	National NGO	43	75.45	13.91		
	CBOs	4	69.77	12.21		
	Local authority / entity	6	75.61	9.90		
	UN	7	73.12	7.10		
	<b>Total</b>	105	75.20	13.71		

In conclusion, the results show very good consistency and normality that indicate no relation between workplace with Cluster approach or partners' commitment. That's' mean that work place has no effect in the overall results and make no changes. Summarily, the results agree with the previous studies and interview results as none of the previous studies mentioned that there is relation in this regard.

#### **4.2.4 Differences between role of the cluster approach in improving the humanitarian response and minimum commitments and the position**

Table (4.4) shows that there are no statistical differences between the role of the cluster approach in improving the humanitarian response and Position (sig.  $\geq$  0.05).

There are no statistical differences between minimum commitments of partners for participation in cluster system and Position (sig.  $\geq$  0.05).

**Table 4.4: Differences between the role of the cluster approach in improving the humanitarian response and minimum commitments and position**

Topics	Position	N	Mean	Std	F	Sig.
Role of the cluster approach in improving the humanitarian response	Head of office/Area manager	17	75.18	12.61	0.547	0.651
	Head of Department / unit	37	73.35	12.64		
	Project manager/ project officer	42	71.36	15.69		
	Field project implementation staff	9	76.45	6.38		
	<b>Total</b>	105	73.12	13.52		
minimum commitments of partners for	Head of office/Area manager	17	78.50	15.45	0.602	0.615

participation in cluster system	Head of Department / unit	37	74.82	11.59		
	Project manager/ project officer	42	73.68	15.76		
	Field project implementation staff	9	77.68	6.70		
	<b>Total</b>	105	75.20	13.71		

Same as previous, the results show very good consistency and normality that indicate no relation between position with Custer approach or partners' commitment. That's' mean that position has no effect in the overall results and make no changes. Summarily, the results agree with the previous studies and interview results as none of the previous studies mentioned that there is relation in this regard.

#### **4.2.5 Differences between the role of the cluster approach in improving the humanitarian response and minimum commitments and period of the organization as a member of a cluster**

Table (4.13) shows that there are no statistical differences between the role of the cluster approach in improving the humanitarian response and period of the organization as a member of a cluster (sig.  $\leq 0.05$ ).

There are no statistical differences between minimum commitments of partners for participation in cluster system and Period of organization as a member of cluster (sig.  $\leq 0.05$ ).

**Table 4.5: Differences between the role of the cluster approach in improving the humanitarian response and minimum commitments and period of organization as a member of a cluster**

Topics	Period of organization as a member of cluster	N	Mean	Std	F	Sig.
Role of the cluster approach in improving the humanitarian response	1 year to 2 years	7	72.95	12.13	0.932	0.449
	More than 2 to 3 years	10	66.81	20.37		
	More than 3 to 4 years	16	77.12	11.11		
	More than 4 to 5 Years	12	71.69	12.31		
	More than 5 years	60	73.40	13.15		
	<b>Total</b>	105	73.12	13.52		
minimum commitments of partners for participation in cluster system	1 year to 2 years	7	70.91	10.39	2.128	0.083
	More than 2 to 3 years	10	66.55	20.49		
	More than 3 to 4 years	16	76.70	12.28		
	More than 4 to 5 Years	12	70.61	14.28		
	More than 5 years	60	77.67	12.40		

	<b>Total</b>	105	75.20	13.71		
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Same as previous, the results show a consistency and normality that indicate no relation between years of experiencing as member with Custer approach or partners' commitment. That's' mean that time of the membership has no effect in the overall results and make no changes. Summarily, the results agree with the previous studies and interview results as none of the previous studies mentioned that there is relation in this regard.

#### **4.2.6 Differences between the role of the cluster approach in improving the humanitarian response and minimum commitments and participating continuously in the cluster meetings and activities**

Table (4.6) shows that there are no statistical differences between the role of the cluster approach in improving the humanitarian response and participating continuously in the cluster meetings and activities (sig.  $\leq$  0.05).

There are no statistical differences between minimum commitments of partners for participation in the cluster system and participating continuously in the cluster meetings and activities (sig.  $\leq$  0.05).

**Table 4.6: Differences between the role of the cluster approach in improving the humanitarian response and minimum commitments and participating continuously in the cluster meetings and activities**

<b>Topics</b>	<b>Participating continuously in the cluster meetings and activities</b>	<b>N</b>	<b>Mean</b>	<b>Std</b>	<b>T</b>	<b>Sig.</b>
Role of the cluster approach in improving the humanitarian response	Yes	96	73.37	13.75	0.638	0.525
	Sometimes	9	70.36	11.03		
minimum commitments of partners for participation in cluster system	Yes	96	75.28	14.19	0.196	0.845
	Sometimes	9	74.34	7.13		

In conclusion, the results show very good consistency and normality that indicate no relation between member active participation with Custer approach or partners' commitment. That's' mean that the member active participation has no effect in the overall results and make no

changes. Summarily, the results agree with the previous studies and interview results as none of the previous studies mentioned that there is relation in this regard.

### 4.3 Results of Domain: Humanitarian response is appropriate and relevant

One Sample T test was used to analyze the first domain: Humanitarian response is appropriate and relevant, and to test the first hypothesis.

**Table 4.7: Results of domain: Humanitarian response is appropriate and relevant**

#	Item	Mean	Weight Mean %	Std	C.V %	T	Sig.	Rank
1.	The cluster conducts a systematic, objective and ongoing analysis of the context and stakeholders	7.91	79.10	1.59	20.1	12.306	0.000	1
2.	The cluster supports partners to design and implement appropriate programs based on an impartial assessment of needs and an understanding of the vulnerabilities	7.79	77.90	1.75	22.5	10.469	0.000	3
3.	The cluster adapts programs to changing needs, capacities and context	7.58	75.80	1.68	22.2	9.642	0.000	4
4.	The cluster support partners to have policies commit to providing impartial assistance based on the needs and capacities of communities and people affected by crisis.	7.54	75.40	1.83	24.3	8.642	0.000	5
5.	The cluster Supports partners to have policies set out commitments which take into account the diversity of communities.	7.38	73.80	1.66	22.5	8.522	0.000	6
6.	The Cluster guides partners to ensure an appropriate	7.89	78.90	1.60	20.3	12.113	0.000	2

	ongoing analysis of the context							
	<b>Total</b>	7.68	76.83	13.92	18.1	12.385	0.000	

According to the results in the above table, the highest paragraph was number (1) "The cluster conducts a systematic, objective and ongoing analysis of the context and stakeholders" with relative mean 79.10%, which means that the participants agree on this paragraph.

The lowest paragraph was number (5) "The cluster supports partners to have policies set out commitments which take into account the diversity of communities" with relative mean 73.80%, which means that the participants agree on this paragraph.

Overall, the results for this domain for the relative weighted mean is 76.83%, which means that participants agree on humanitarian response being appropriate and relevant, and sig value at 0.00, which less than 0.05. This answers the first hypothesis – that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application and humanitarian response being appropriate and relevant. Therefore, this indicates that the cluster approach application has clearly contributed to make the humanitarian response appropriate and relevant to ensure that communities and people affected by crisis receive assistance appropriate and relevant to their needs.

The results of the survey clearly agree with previous studies the all interview results that emphasize in the role of the clusters to make the humanitarian response appropriate and relevant through the cluster's tools and on-going activity. Additionally, results concretely show that the clusters are doing properly their core function in particular the first core function;

- Preparing needs assessments and analysis of gaps (across and within clusters, using information management tools as needed) to inform the setting of priorities.
- Identifying and finding solutions for (emerging) gaps, obstacles, duplication and cross-cutting issues.
- Formulating priorities on the basis of analysis.

Applying these functions has clear intersection with the key action of the humanitarian core standards and therefore improve the overall humanitarian response.

#### 4.4 Results of Domain: Humanitarian response is effective and timely

**Table 4.8: Results of domain: Humanitarian response is effective and timely**

Sn	Phrase	Mean	Relative Mean	Std	C.V	T	Sig.	Rank
1.	The Cluster addresses programs that address constraints so that the proposed action is realistic and safe for communities	7.50	75.00	1.60	21.3	9.637	0.000	1
2.	The Cluster has reliable setup to ensure that humanitarian response in a timely manner, making decisions and acting without unnecessary delay	7.24	72.40	1.84	25.4	6.886	0.000	3
3.	The Cluster has in place effective referral system that ensure referring any unmet needs to those organizations with the relevant technical expertise.	6.32	63.20	2.20	34.8	1.512	0.000	5
4.	The Cluster applies relevant technical standards and good practice employed across the humanitarian sector to plan and assess programs	7.39	73.90	1.78	24.1	8.011	0.000	2
5.	The Cluster monitors the activities, outputs and outcomes of humanitarian responses in order to adapt programs and address poor performance	7.14	71.40	1.77	24.8	6.606	0.000	4
	Total	<b>7.12</b>	<b>71.20</b>	<b>15.2</b>	<b>21.3</b>	<b>7.550</b>	<b>0.000</b>	

According to the results in the table above 4.8, the highest paragraph was number (1) "The cluster addresses programs that address constraints so that the proposed action is realistic and safe for communities" with relative mean 75.0%, which means that participants agree on this paragraph.

The lowest paragraph was number (3) "The cluster has in place effective referral system that ensure referring any unmet needs to those organizations with the relevant technical expertise", with relative mean 63.2%, which means that participants moderately agree on this paragraph. The result of this paragraph is in the line of the clusters' challenges due to lack of effective referral system.

Overall, the results for this domain for the relative weighted mean is 71.20%, which means that participants agree on humanitarian response being effective and timely, and sig value at 0.00, which is less than 0.05. This answers the second hypothesis, that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian response being effective and timely. Accordingly, this indicates that the cluster approach application has clearly contributed to make the humanitarian response effective and timely to ensure that communities and people affected by crisis have access to the humanitarian assistance they need at the right time.

#### **4.5 Results of Domain: Humanitarian response strengthens local capacities and avoids negative effects.**

**Table 4.9: Results of domain: Humanitarian response strengthens local capacities and avoids negative effects**

Sn	Phrase	Mean	Weight Mean	Std	C.V	T	Sig.	Rank
1	The cluster ensures the humanitarian response activities build on local capacities and work towards improving the resilience of communities and people affected by crisis	7.55	75.50	1.72	22.8	9.244	0.000	2
2	The cluster uses the results of any existing community hazard and risk assessments and	7.61	76.10	1.44	18.9	11.418	0.000	1

	preparedness plans to guide activities							
3	The cluster enables the development of local leadership and organizations in their capacity as first-responders in the event of future crises. *	6.89	68.90	1.82	26.4	4.986	0.000	5
4	The cluster plans a transition or exit strategy in the early stages of the humanitarian program that ensures longer-term positive effects and reduces the risk of dependency.	6.38	63.80	1.88	29.5	2.079	0.040	6
5	The cluster design and supports partners to implement programs that promote early disaster recovery and benefit the local economy	6.91	69.10	1.82	26.3	5.150	0.000	4
6	The cluster support partners to have systems are in place to safeguard any personal information collected from communities and people affected by crisis that could put them at risk	7.06	70.60	1.84	26.1	5.874	0.000	3
	<b>Total</b>	7.07	70.67	13.97	19.8	7.822	0.000	

Referring to the results in table 4.9; the highest paragraph was number (2) "The cluster uses the results of any existing community hazard and risk assessments and preparedness plans to guide activities", with a relative mean of 76.10%, which means that participants agree on this paragraph.

The lowest paragraph was number (4) "The cluster plans a transition or exit strategy in the early stages of the humanitarian program that ensures longer-term positive effects and reduces the risk of dependency", with a relative mean of 63.8%, which means that participants moderately agree on this paragraph. The researcher attributes this relatively low result in comparison with other paragraphs to the protracted crisis in Palestine that restrain any transition or exist strategy planning. The results are totally agree with the cluster

coordinators interview who clearly indicate the importance of adaption of the cluster approach and humanitarian response to the Palestine unique context.

Overall, results for this domain for the relative weighted mean is 70.67%, which means that participants agree that humanitarian response strengthens local capacities and avoids negative effects, and sig value at 0.00, which is less than 0.05. This answers the third hypothesis that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application and humanitarian response strengthening local capacities, and avoiding negative effects. Accordingly, this indicates that the cluster approach application has clearly contributed to make humanitarian response ensure communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of humanitarian action.

#### **4.6 Results of Domain: Humanitarian response is based on communication, participation and feedback.**

**Table 4.10: Results of domain: Humanitarian response is based on communication, participation and feedback**

<b>Sn</b>	<b>Phrase</b>	<b>Mean</b>	<b>Weight Mean</b>	<b>Std</b>	<b>C.V %</b>	<b>T</b>	<b>Sig.</b>	<b>Rank</b>
1	The cluster supports and encourages partners to provide relevant information to communities and people affected by crisis	7.77	77.70	1.74	22.4	10.438	0.000	1
2	The cluster supports and encourages partners to communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community	7.10	71.00	2.02	28.5	5.608	0.000	2
3	The cluster ensures representation is inclusive, involving the participation and engagement of communities and people	7.09	70.90	1.99	28.1	5.588	0.000	3

	affected by crisis at all stages of the work							
4	The cluster has effective systems with partners to encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction	6.79	67.90	1.99	29.3	4.063	0.000	4
	<b>Total</b>	7.19	71.88	16.83	23.4	7.232	0.000	

According to the results the highest paragraph was number (1) "The cluster supports and encourages partners to provide relevant information to communities and people affected by crisis", with a relative mean of 77.70%, which means that participants agree on this paragraph.

The lowest paragraph was number (4) "The cluster has effective systems with partners to encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction", with a relative mean of 67.90%, which means that participants moderately agree on this paragraph.

Overall, results for this domain for the relative weighted mean is 71.88%, which means that participants agree on humanitarian response being based on communication, participation and feedback, and sig value at 0.00, which is less than 0.05. This answers the fourth hypothesis that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach application, and humanitarian response being based on communication, participation and feedback. Accordingly, this indicates that the cluster approach application has clearly contributed to make the humanitarian response ensure communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.

#### **4.7 Results of Domain: Humanitarian response is coordinated and complementary**

**Table 4.11: Results of domain: Humanitarian response is coordinated and complementary**

Sn	Phrase	Mean	Weight Mean	Std	C.V %	T	Sig.	Rank
1	The cluster identifies the roles, responsibilities, capacities and interests of different stakeholders	7.21	72.10	1.97	27.3	6.309	0.000	4
2	The cluster ensures humanitarian response complements that of national and local authorities and other humanitarian organizations	7.55	75.50	1.77	23.4	9.013	0.000	3
3	The cluster ensures participation in relevant coordination bodies and collaborate with others in order to minimize demands on communities and maximize the coverage and service provision of the wider humanitarian effort	7.79	77.90	1.73	22.2	10.603	0.000	2
4	The cluster shares necessary information with partners, coordination groups and other relevant actors through appropriate communication channels	8.14	81.40	1.59	19.5	13.812	0.000	1
5	The cluster's work with partners is governed by clear and consistent agreements that respect each partner's mandate, obligations and independence	7.20	72.00	1.93	26.8	6.360	0.000	5
	<b>Total</b>	7.58	75.79	15.31	20.2	10.567	0.000	

According to the results, the highest paragraph was number (4) "The cluster shares necessary information with partners, coordination groups and other relevant actors through appropriate communication channels", with a relative mean of 81.40% which means that participants agree on this paragraph.

The lowest paragraph was number (5) “The cluster's work with partners is governed by clear and consistent agreements that respect each partner’s mandate, obligations and independence”, with a relative mean of 72.0%, which means that participants agree on this paragraph.

The concluded results for this domain for the relative weighted mean is 75.7%, which means that participants agree on humanitarian response being coordinated and complementary, and sig value at 0.00, which is less than 0.05. This answers the fifth hypothesis that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach and humanitarian response being coordinated and complementary. Accordingly, this indicates that the cluster approach application has clearly contributed to make humanitarian response ensure communities and people affected by crisis receive coordinated, complementary assistance.

#### 4.8 Results of Domain: Humanitarian actors continuously learn and improve

**Table 4.12: Results of domain: Humanitarian actors continuously learn and improve**

Sn	Phrase	Mean	Weight Mean	Std	C.V %	T	Sig.	Rank
1	The cluster draws on lessons learnt and prior experience when setting priorities and designing programs	7.82	78.20	1.80	23	10.377	0.000	1
2	The cluster Learn, innovate and implement changes on the basis of monitoring and evaluation, and feedback and complaints	7.08	70.80	1.78	25	6.196	0.000	2
3	The cluster shares learning and innovation with partners, with communities and people affected by crisis, and with other stakeholders	7.08	70.80	2.09	29.5	5.270	0.000	2
4	The cluster has monitoring and learning policies are in place, and means are available to learn from experiences and improve practices.	7.06	70.60	1.90	26.9	5.700	0.000	4

5	The cluster's partners are involved effectively in clusters' monitoring and learning process	6.89	68.90	1.93	28	4.695	0.000	5
	<b>Total</b>	7.18	71.83	16.68	23.2	7.268	0.000	

According to the results in the above table, the highest paragraph was number (1) "The cluster draws on lessons learnt and prior experience when setting priorities and designing programs", with a relative mean of 78.20%, which means that participants agree on this paragraph.

The lowest paragraph was number (5) "The cluster's partners are involved effectively in clusters' monitoring and learning process", with a relative mean of 68.90%, which means that participants agree on this paragraph.

Overall, results for this domain for the relative weighted mean is 71.83%, which means that participants agree on humanitarian response being based on communication, participation and feedback, and sig value at 0.00, which is less than 0.05. This answers the sixth hypothesis that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between the cluster approach and humanitarian actors continuously learn and improve. Accordingly, this indicates that the cluster approach application has clearly contributed to make humanitarian response ensure communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection.

#### 4.9 Results of Domain: the minimum commitments of partners for participation in cluster system

**Table 4.13: Distribution of the study participants according to their respondent about minimum commitments of partners for participation in cluster system**

Sn	Phrase	Mean	Weight Mean	Std	C.V %	T	Sig.	Rank
1	The cluster's partners are committed to humanitarian principles, the Principles of Partnership, cluster-specific guidance and internationally recognized program standards	7.56	75.60	1.81	23.9	8.854	0.000	4

2	The cluster's partners are committed to mainstream protection in program delivery (including respect for principles of non-discrimination, do no harm)	7.90	79.00	1.56	19.7	12.430	0.000	1
3	The cluster's partners are ready to participate in actions that specifically improve accountability to affected people	7.68	76.80	1.61	20.9	10.640	0.000	2
4	The cluster's partners demonstrate understanding of the duties and responsibilities associated with membership of the cluster	7.31	73.10	1.71	23.4	7.895	0.000	10
5	The cluster's partners have active participation in the cluster and a commitment to consistently engage in the cluster's collective work	7.39	73.90	1.75	23.6	8.136	0.000	9
6	The cluster's partners have capacity and willingness to contribute to the cluster's response and activities	7.51	75.10	1.71	22.8	9.072	0.000	5
7	The cluster's partners are committed to mainstream key programmatic cross-cutting issues including age, gender, environment	7.63	76.30	1.54	20.1	10.839	0.000	3
8	The cluster's partners are committed by a relevant senior staff member to work consistently with the cluster to fulfill its mission	7.46	74.60	1.61	21.6	9.300	0.000	8
9	The cluster's partners are committed to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources	7.31	73.10	1.60	21.9	8.443	0.000	10
10	The cluster's partners have willingness to take on leadership responsibilities in sub-national or working groups as needed, subject to capacity and mandate.	7.50	75.00	1.53	20.4	10.062	0.000	6
11	The cluster's partners have willingness to undertake	7.47	74.70	1.75	23.4	8.593	0.000	7

	advocacy, and disseminate advocacy messages to affected communities, the host Government, donors, the media and other audiences							
	<b>Total</b>	7.52	75.20	13.71	18.2	51.74	0.000	

By using one sample T test, table 4.13 shows that the relative mean for the minimum commitments of partners for participation in the cluster system was 75.20%, which means that participants agree on this domain.

According to the results, the highest paragraph was number (2) "The cluster's partners are committed to mainstream protection in program delivery (including respect for principles of non-discrimination, do no harm, etc.", with a relative mean of 79.0%, which means that participants agree on this paragraph.

The lowest paragraph was number (4 & 9) "The cluster's partners demonstrate understanding of the duties and responsibilities associated with membership of the cluster" and "The cluster's partners are committed to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources", with a relative mean of 73.10%, which means that participants agree on this paragraph.

**4.10 Correlation between the minimum commitments of partners for and the role of the cluster approach**

**Table 4.14: Correlation between the minimum commitments of partners for participation in cluster system and the role of the cluster approach in improving the humanitarian response in the Gaza strip.**

<b>Sn</b>	<b>Domains</b>	<b>R</b>	<b>Sig.</b>
1	Humanitarian response is appropriate and relevant	0.638	0.001
2	Humanitarian response is effective and timely	0.717	0.001

3	Humanitarian response strengthens local capacities and avoids negative effects.	0.710	0.001
4	Humanitarian response is based on communication, participation and feedback	0.737	0.001
5	Humanitarian response is coordinated and complementary.	0.660	0.001
6	Humanitarian actors continuously learn and improve	0.792	0.001
	<b>Overall domains</b>	<b>0.795</b>	<b>0.001</b>

By using person correlation there are statistical relationship between the he minimum commitments of partners for participation in cluster system and the role of the cluster approach in improving the humanitarian response in the Gaza strip  $r = 0.795$  and ( $\alpha \leq 0.05$ ) according to the above table 4.14. This answers the seventh hypothesis that there is a statistically significant relationship at ( $\alpha \leq 0.05$ ) between partners' commitment and the cluster approach in improving the humanitarian response. Accordingly, this indicates that the cluster partners have clearly contributed to improve the humanitarian response through their participation and partnership under the cluster approach.

In reference to IASC reference module for cluster, section 7 about the minimum commitments for participation in clusters, without the constant commitment of cluster participants, predictable coordination will not be achieved, and therefore the cluster approach will not be effective without cluster partner's involvement and active participation, which all cluster partners have a shared mutual responsibility to meet the humanitarian needs of affected people in a timely manner. To that end and according to the results in table 4.13 and 4.14, it clearly indicate that cluster partners are committed and actively participate in the cluster system in the Gaza Strip. Accordingly, the partners' commitment and active participation plays a key role in cluster effectiveness to improve the overall humanitarian response, thus the more commitment and active participation from partners, the more effective a cluster is. These results are in the same line with the cluster coordinators' interviews results that clearly indicated the importance of partner's active participation and sharing information in order to help the cluster doing his work properly. The interview results

indicated that the cluster members are active participation and sharing the needed information but sometime partially, which clearly agree with overall relative mean 75.2 %.

#### 4.11 Results for Overall domains with each cluster.

**Table 4.15: Results for all Overall Domains with each cluster**

Topics	The Cluster assigned to this questionnaire	N	Mean	Std	C. Variation %
Role of the cluster approach in improving the humanitarian response	WASH Cluster	15	65.78	20.00	30.4
	Shelter Cluster	16	74.01	9.85	13.3
	Food Security Cluster	29	75.78	14.42	19
	Protection Cluster	15	75.78	8.66	11.4
	Health Cluster	16	68.85	11.24	16.3
	Education Cluster	14	76.43	11.16	16.4
	<b>Total</b>	105	73.12	13.52	18.5

In the table 4.15, using descriptive statistics, the mean of all clusters was 73.12%, which corresponds to an “agree” on the role of the cluster approach in improving the humanitarian response in Gaza Strip. Considering the coefficient of variation (C.V) and the mean value, the education cluster was the highest percentage from domains, with a mean of 76.43%, followed by the protection cluster as second highest percentage since its C.V value lower than the food security C.V value with an equal mean of 75.78%, while the lowest cluster was the WASH cluster, with a mean of 65.78%, followed by the health cluster with a mean of 68.85%.

The results show that WASH cluster holds the lowest percentage among all other clusters with 10.65% gap to the highest percentage and the highest C.V value as 30.4, which means the WASH cluster is the lowest between all other five clusters in improving humanitarian response in the Gaza Strip. However, this result agrees with the interview results that indicated a lack of WASH cluster contribution to improve the humanitarian response in Gaza Strip.

#### 4.11 Results for Overall domains with all clusters

**Table 4.16: Results for all Overall Domains with all clusters**

Sn	Domains	Mean	Std	C.V
1	Humanitarian response is appropriate and relevant	76.83	13.92	18.1
2	Humanitarian response is effective and timely	71.20	15.20	21.3
3	Humanitarian response strengthens local capacities and avoids negative effects.	70.67	13.97	19.8
4	Humanitarian response is based on communication, participation and feedback	71.88	16.83	23.4
5	Humanitarian response is coordinated and complementary.	75.79	15.31	20.2
6	Humanitarian actors continuously learn and improve	71.83	16.68	23.2
	<b>Overall domains</b>	<b>73.12</b>	<b>13.52</b>	<b>18.8</b>

By using descriptive statistics and considering the coefficient of variation (C.V), the mean of overall domains was 73.12% and it agrees on the role of the cluster approach in improving the humanitarian response in Gaza Strip. Humanitarian response being appropriate and relevant was the highest mean among all domains, with a mean of 76.83%, followed by humanitarian response being coordinated and complementary, with a mean of 75.79%, while the lowest domain was humanitarian response strengthening local capacities and avoiding negative effects, with a mean of 70.67%, followed by humanitarian response being effective and timely, with a mean of 70.67%.

The concluded results for all domains are significant and have clear indication that achieve the overall study's objective. Obviously, the responders agreed by 73.12% that the six clusters operational in the Gaza Strip are applying the relevant key actions under the core humanitarian standards to improve the humanitarian response in terms of quality and accountability. The results confirm the study's hypotheses and prove that overall, there is a significant relationship between the cluster approach application and improvements of humanitarian response. Concretely, the results indicate that the cluster approach in the Gaza

Strip has a clear and good role in improving the humanitarian response. In the same way, the results of the study agree with various previous studies, which show that the cluster approach is an effective tool to improve the overall humanitarian action. So, the results are in line with Humphries 2013 study that reveals that, overall, the cluster approach has increased the effectiveness of humanitarian action, Stumpenhorst and Razum study that concluded that the UN cluster approach provides the structure for improved coordination of humanitarian aid action. Moreover, the study of Landegger et al., 2011 results show that a number of contributions of the cluster approach, including improved coordination of sexual and reproductive health (SRH) services and stronger advocacy. To that end, the cluster approach has shown effectiveness and a good role in improving the humanitarian response in the Gaza Strip. However, the researcher believes the reason behind that is that the clusters are well established with over ten years of experience that rolled out in many development processes. Additionally, the results show a commitment from partners' side that contributed to overall clusters' role in improving the humanitarian response.

## Chapter Five

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### Conclusions and Recommendation:

#### 5.1 Introduction:

The study aims at identifying the role of the cluster approach in improving the humanitarian response in Gaza using the humanitarian response standards' key action. In this chapter, the researcher presents the conclusion of the research, and makes recommendations for all relevant actors in the field of humanitarian response in the Gaza Strip.

#### 5.2 Conclusion

Based on the research results, it is clear that the six clusters operational in the Gaza Strip representing the cluster approach have clearly contributed in improving overall humanitarian response in the Gaza Strip. Ultimately, the study found the following conclusions:

- The cluster approach has a clear and substantial role in improving the humanitarian response despite the protracted crisis.
- The cluster approach is an effective tool to coordinate and improve the humanitarian response, but improvements are needed to enhance the overall performance.

- The performance of the clusters differs from cluster to cluster due to different factors, among which are; more significant cluster coordinators, cluster lead, and cluster partners.
- There is no effective referral system between clusters or partners which negatively affects quality and accountability of the humanitarian response in the Gaza Strip.
- Each cluster has a sum of challenges that should be seriously tackled jointly between cluster lead, cluster coordinators, and cluster partners.
- INGOs and NNGOs are the main players in the humanitarian sphere. Therefore the cluster should consider that significantly; in particular for strategic directions.
- The cluster partners have commitments to the cluster approach but partially, more commitment will lead to more improvement of humanitarian response.
- Clusters have introduced capacity building process to local authority but not enough as should be.
- Local authority has been shown as a challenge for the cluster approach because of their limited capacity and field restrictions.
- Israeli occupation and political divide are the main challenges.
- Some of the cluster partners deal with the cluster system as a source of benefits and funding channel, especially for humanitarian funding in Palestine managed by OCHA.
- There is a misunderstanding of cluster role and responsibilities by cluster partners.
- Funding for the cluster system is limited.
- Some clusters have not created conditions as required for optimal participation of national non-English speakers.
- Most of the clusters have a monthly regular meeting with all partners. However, some of these meetings have not been proven as useful and valuable meetings.

### **5.3 Recommendations for cluster coordinators and cluster lead**

In light of the research results, the researcher recommends the following for cluster coordinators and cluster lead:

- Conduct periodical review, learning and feedback workshops with cluster partners in order to collect more direct and heard feedback and enhance overall performance.
- Conduct periodical introduction sessions with cluster partners to introduce and explore the cluster approach, and share the cluster TOR with all partners.
- Make all meetings in Arabic language and provide interpreters for non-Arabic speakers since most of attendance are national staff.
- Reduce turn-over of international cluster coordinator and try to nationalize all cluster staff.
- In close coordination with IASC and OCHA, develop cluster membership MOU that should include partners' minimum commitment to cluster system in order to enhance partners' commitment and active participation.
- Provide continuous support and capacity building for local authority.
- Along with the humanitarian community, make the needed adjustment for cluster operation and humanitarian intervention to adjust with such a protracted crisis as in Palestine.
- Provide external monitoring and evaluation process for cluster system.

#### **5.4 Recommendations for cluster partners**

- Provide more support and cooperation with the cluster system.
- Dedicate senior staff as a focal point for the cluster, and avoid focal point's turn-over as much as possible.

#### **5.5 Recommendations for local authority**

- Ease all field restrictions that affect and restrain any humanitarian intervention.
- Dedicate senior staff as a focal point for clusters, and avoid focal point's turn-over as much as possible.

## **5.6 Recommendations for donors**

- Provide substantial funding for the cluster system to improve the overall performance.
- Provide external monitoring and evaluation processes for the cluster system.

## **5.7 Suggestions for future studies**

In light of the study results and recommendations, the researcher has the following suggestions for further studies.

- Conduct more in-depth studies related to the role of cluster approach at country level.
- Conduct more in-depth studies related to specific clusters.
- Conduct more studies that could tackle the effectiveness of the cluster approach.
- Conduct comprehensive evaluation studies for the cluster approach.

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# Appendices:

## Appendix (1): Questionnaire English Version

9/18/2019

Role of the cluster approach in improving the humanitarian response in the Gaza strip.

### Role of the cluster approach in improving the humanitarian response in the Gaza strip.

Al-Quds University  
Deanship of Postgraduate Studies  
Sustainable Development Institute  
Program of Institutions Building and Human Development

Dear Recipient ...  
I hope you are well...

Subject / Scientific research questionnaire

In this questionnaire, the researcher seeks to study the role of the cluster approach in improving the humanitarian response in the Gaza Strip from clusters' members perspective, as a Partial Fulfillment of Requirements for the Master Degree of Institutions building and Human Development. As a humanitarian actor active in the field of clusters system in the Gaza Strip, and according to your accumulated experience in this field, I kindly ask you to fill in the questionnaire based on your point of view with the questions below.

All information you will provide, it will be strictly confidential and will only be used for scientific research purposes.

Thank you for your cooperation

Sincerely

Researcher / Mahmoud Majdalawi  
Cell phone: 0599464427

\* Please provide answers for this questionnaire ONLY if you are a focal point for a concerned cluster, and please make your answers for a specific concerned cluster. Thank you.

\*\* if the organization has different focal points for each cluster, each focal point can fill the questionnaire individually.

-----  
\* Required

### General Information

1. Do you work for? \*

Mark only one oval.

- International NGO
- National NGO
- CBOs
- Local authority / entity
- UN

**2. What is your position? \****Mark only one oval.*

- Head of office/Area manager
- Head of Department / unit
- Project manager/ project officer
- Field project implementation staff

**3. Are you a designated focal point for a specific cluster or more? \****Mark only one oval.*

- YES
- NO

**4. Which clusters are your organization is a member of? \****Check all that apply.*

- WASH Cluster
- Shelter Cluster
- Food Security Cluster
- Protection Cluster
- Health Cluster
- Education Cluster

**5. Which clusters are you the focal point for your organization? \****Check all that apply.*

- WASH Cluster
- Shelter Cluster
- Food Security Cluster
- Protection Cluster
- Health Cluster
- Education Cluster

**6. How long you have been a focal point for a cluster designated for this questionnaire? \****Mark only one oval.*

- less than one year
- 1 year to 2 years
- 2 year to 3 years
- 3 years to 4 years
- 4 years to 5 years
- more than 5 years

**7. How long your organization has been a member of a cluster designated for this questionnaire? \***

Mark only one oval.

- less than one year
- 1 year to 2 years
- 2 year to 3 years
- 3 years to 4 years
- 4 years to 5 years
- more than 5 years

**8. Is your organization an active member and continuously participate in cluster's meetings and activities? \***

Mark only one oval.

- Yes
- No
- Sometimes

**9. Are you continuously participate in the cluster meetings and activities ? \***

Mark only one oval.

- Yes
- No
- Sometimes

**10. What is the Cluster assigned to this questionnaire? \***

Mark only one oval.

- WASH Cluster
- Shelter Cluster
- Food Security Cluster
- Protection Cluster
- Health Cluster
- Education Cluster

## Humanitarian response is appropriate and relevant

**11. The cluster conducts a systematic, objective and ongoing analysis of the context and stakeholders. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**12. The cluster supports partners to design and implement appropriate programs based on an impartial assessment of needs and an understanding of the vulnerabilities. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**13. The cluster adapts programs to changing needs, capacities and context \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**14. The cluster support partners to have policies commit to providing impartial assistance based on the needs and capacities of communities and people affected by crisis. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**15. The cluster Supports partners to have policies set out commitments which take into account the diversity of communities. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**16. The Cluster guides partners to ensure an appropriate ongoing analysis of the context \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

### Humanitarian response is effective and timely

**17. The Cluster addresses programs that address constraints so that the proposed action is realistic and safe for communities \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

18. **The Cluster has reliable setup to ensure that humanitarian response in a timely manner, making decisions and acting without unnecessary delay. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

19. **The Cluster has in place effective referral system that ensure referring any unmet needs to those organisations with the relevant technical expertise. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

20. **The Cluster applies relevant technical standards and good practice employed across the humanitarian sector to plan and assess programs. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

21. **The Cluster monitors the activities, outputs and outcomes of humanitarian responses in order to adapt programs and address poor performance. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

## Humanitarian response strengthens local capacities and avoids negative effects.

22. **The cluster ensures the humanitarian response activities build on local capacities and work towards improving the resilience of communities and people affected by crisis \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

23. **The cluster uses the results of any existing community hazard and risk assessments and preparedness plans to guide activities. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

24. **The cluster enables the development of local leadership and organisations in their capacity as first-responders in the event of future crises. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

25. **The cluster plans a transition or exit strategy in the early stages of the humanitarian program that ensures longer-term positive effects and reduces the risk of dependency. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

26. **The cluster design and supports partners to implement programs that promote early disaster recovery and benefit the local economy. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

27. **The cluster support partners to have systems are in place to safeguard any personal information collected from communities and people affected by crisis that could put them at risk. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**Humanitarian response is based on communication, participation and feedback.**

28. **The cluster supports and encourages partners to provide relevant information to communities and people affected by crisis. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

29. **The cluster supports and encourages partners to communicate in languages, formats and media that are easily understood, respectful and culturally appropriate for different members of the community. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

30. **The cluster ensures representation is inclusive, involving the participation and engagement of communities and people affected by crisis at all stages of the work \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

31. **The cluster has effective systems with partners to encourage and facilitate communities and people affected by crisis to provide feedback on their level of satisfaction. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

## Humanitarian response is coordinated and complementary.

32. **The cluster identifies the roles, responsibilities, capacities and interests of different stakeholders \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

33. **The cluster ensures humanitarian response complements that of national and local authorities and other humanitarian organisations \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

34. **The cluster ensures participation in relevant coordination bodies and collaborate with others in order to minimize demands on communities and maximize the coverage and service provision of the wider humanitarian effort \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

35. **The cluster shares necessary information with partners, coordination groups and other relevant actors through appropriate communication channels \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

36. **The cluster's work with partners is governed by clear and consistent agreements that respect each partner's mandate, obligations and independence. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

## Humanitarian actors continuously learn and improve

37. **The cluster draws on lessons learnt and prior experience when setting priorities and designing programs \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**38. The cluster Learn, innovate and implement changes on the basis of monitoring and evaluation, and feedback and complaints. \***

*Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**39. The cluster shares learning and innovation with partners, with communities and people affected by crisis, and with other stakeholders \***

*Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**40. The cluster has monitoring and learning policies are in place, and means are available to learn from experiences and improve practices. \***

*Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**41. The cluster's partners are involved effectively in clusters' monitoring and learning process. \***

*Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**The minimum commitments of partners for participation in cluster system.**

**42. The cluster's partners are committed to humanitarian principles, the Principles of Partnership, cluster-specific guidance and internationally recognized program standards, \***

*Mark only one oval.*

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**43. The cluster's partners are committed to mainstream protection in program delivery(including respect for principles of non-discrimination, do no harm,etc.). \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**44. The cluster's partners are ready to participate in actions that specifically improve accountability to affected people. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**45. The cluster's partners demonstrate understanding of the duties and responsibilities associated with membership of the cluster. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**46. The cluster's partners have active participation in the cluster and a commitment to consistently engage in the cluster's collective work. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**47. The cluster's partners have capacity and willingness to contribute to the cluster's response and activities. \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

**48. The cluster's partners are committed to mainstream key programmatic cross-cutting issues including age, gender, environment \***

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

49. The cluster's partners are committed by a relevant senior staff member to work consistently with the cluster to fulfill its mission \*

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

50. The cluster's partners are committed to work cooperatively with other cluster partners to ensure an optimal and strategic use of available resources, and share information on organizational resources \*

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

51. The cluster's partners have willingness to take on leadership responsibilities in sub-national or working groups as needed, subject to capacity and mandate. \*

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

52. The cluster's partners have willingness to undertake advocacy, and disseminate advocacy messages to affected communities, the host Government, donors, the media and other audiences. \*

Mark only one oval.

	1	2	3	4	5	6	7	8	9	10	
Totally Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Agree

53. Do you have any other information you would like to provide ?

\_\_\_\_\_

## Appendix (2): Questionnaire Arabic Version

9/18/2019

دور نهج المجموعات (الكليستر) في تحسين الاستجابة الإنسانية في قطاع غزة

### دور نهج المجموعات (الكليستر) في تحسين الاستجابة الإنسانية في قطاع غزة

جامعة القدس أبو ديس غزة  
عمادة الدراسات العليا والبحث العلمي  
معهد التنمية المستدامة - برنامج بناء المؤسسات والتنمية البشرية

الأخ/ ت الفاضل/ة...

تحية طيبة وبعد...

الموضوع/ استيئة بحث علمي

يسعى الباحث في هذه الاستيئة لدراسة دور نهج المجموعات في تحسين الاستجابة الإنسانية في قطاع غزة من وجهة نظر أعضاء الكليستر، وذلك كبحث أكاديمي تكاملي للحصول على درجة الماجستير في بناء المؤسسات والتنمية البشرية. و باعتباركم أحد العاملين في الهيئات الإنسانية الناشطة في مجال عمل المجموعات في قطاع غزة، وتقديراً لخبراتكم المتراكمة في هذا المجال، نأمل من سيادتكم التكرم بتعبئة الاستيئة بما يتناسب مع وجهة نظركم من الأسئلة الواردة أدناه. علماً بأن كافة المعلومات التي سيتم الحصول عليها منكم ستكون في غاية السرية ولن تستخدم إلا لغرض البحث العلمي فقط. شاكرين حسن تعاونكم معنا

كل التحية،،،

الباحث/ محمود عمر الجدلاوي

جوال / 0599464427

ملاحظة مهمة:

\*الرجاء تزويد المعلومات في هذه الاستيئة فقط إذا كنت ممثل عن منطقتك لدى الكليستر، ورجى الإجابة عن هذه الأسئلة فيما يتعلق بكليستر محدد وليس جميع الكليسترات.  
\*\* إذا كان لدى المنظمة أكثر من شخص اتصال، بإمكان كل شخص تعبئة الاستيئة عن الكليستر المعني له.

\* Required

### معلومات عامة

1. ما هي طبيعة المنظمة التي تعمل بها ؟ \*  
.Mark only one oval  
 منظمة غير حكومية دولية  
 منظمة غير حكومية أهلية  
 مؤسسة مطية قاعدية  
 سلطة أو هيئة مطية  
 هيئة أمم متحدة
2. ما هو المسمى الوظيفي لك؟ \*  
.Mark only one oval  
 مدير مكتب / مدير منطقة  
 مدير دائرة  
 مدير أو مسؤول مشروع  
 موظف مشروع ميداني
3. هل أنت شخص الاتصال المحدد من قبل منطقتك لمجموعة أو أكثر من المجموعات؟ \*  
.Mark only one oval  
 نعم  
 لا

9/18/2019

دور نوع المجموعات (الكلمتر) في تحسين الاستجابة الإنسانية في قطاع غزة

4. ما هي المجموعات (الكلمتر) التي تكون منظمتك عضوا فيها؟ \*  
.Check all that apply

- مجموعة العياد والصرف الصحي والتظافة WASH Cluster
- مجموعة المأوى Shelter Cluster
- قطاع الأمن الغذائي Food Security Sector
- مجموعة الحماية Protection Cluster
- مجموعة الصحة Health Cluster
- مجموعة التعليم Education Cluster

5. ما هي المجموعات (الكلمتر) التي تكون أنت شخص الاتصال ببيابة عن منظمتك؟ \*  
.Check all that apply

- مجموعة العياد والصرف الصحي والتظافة WASH Cluster
- مجموعة المأوى Shelter Cluster
- قطاع الأمن الغذائي Food Security Sector
- مجموعة الحماية Protection Cluster
- مجموعة الصحة Health Cluster
- مجموعة التعليم Education Cluster

6. منذ متى وأنت شخص الاتصال عن منظمتك في المجموعة (الكلمتر) المحددة لهذه الاستمارة؟ \*  
.Mark only one oval

- أقل من سنة
- من سنة إلى سنتين
- من سنتين إلى 3 سنوات
- من 3 سنوات إلى أربع سنوات
- من أربع سنوات إلى 5 سنوات
- أكثر من 5 سنوات

7. منذ متى ومنظمتك عضوا في الكلمتر المحدد لهذه الاستمارة؟ \*  
.Mark only one oval

- أقل من سنة
- من سنة إلى سنتين
- من سنتين إلى 3 سنوات
- من 3 سنوات إلى أربع سنوات
- من أربع سنوات إلى 5 سنوات
- أكثر من 5 سنوات

8. هل تعتبر منظمتك عضوا نشيطا وتحضر اجتماعات وأنشطة الكلمتر بشكل مستمر؟ \*  
.Mark only one oval

- نعم
- لا
- أحيانا

9/18/2019

دور نهج المجموعات (الكلمر) في تحسين الاستجابة الإنسانية في قطاع غزة

9. هل تشارك باستمرار في اجتماعات وانشطة الكلمر؟ \*  
.Mark only one oval

نعم

لا

أحياناً

10. ما هي الكلمر المخصص لهذا الاستمارة لملء المعلومات عنه؟ \*  
.Mark only one oval

مجموعة العياد والصرف الصحي والتظافة WASH Cluster

مجموعة المأوى Shelter Cluster

قطاع الأمن الغذائي Food Security Sector

مجموعة الحماية Protection Cluster

مجموعة الصحة Health Cluster

مجموعة التعليم Education Cluster

### الاستجابة الإنسانية مناسبة وملئمة.

11. يحدد نظام الكلمر تحليل منهجي وموضوعي ومستمر للسياق والجهات المعنية في قطاع غزة؟ \*  
.Mark only one oval

10 9 8 7 6 5 4 3 2 1

Totally Agree  
- موافق بشدة

Totally Disagree  
- أرفض بشدة

12. يدعم نظام الكلمر الشركاء لتصميم وتنفيذ البرامج المناسبة بناءً على تقييم الاحتياجات، ولهم مواطن ضعف المجموعات المستهدفة في قطاع غزة؟ \*  
.Mark only one oval

10 9 8 7 6 5 4 3 2 1

Totally Agree

Totally Disagree

13. يحدد نظام الكلمر كيفية البرامج لكي تتناسب مع الاحتياجات والقرارات والسياسات المتغيرة؟ \*  
.Mark only one oval

10 9 8 7 6 5 4 3 2 1

Totally Agree

Totally Disagree

14. يدعم ويعتمد نظام الكلمة سياسات ملائمة بتقييم المساعدة دون تحيز بناءً على احتياجات وفترات المجتمعات والأشخاص المتضررين من الأزمات؟\*

.Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

15. يدعم نظام الكلمة الشركاء من أجل إيجاد سياسات ملائمة تأخذ بعين الاعتبار تنوع المجتمعات؟\*

.Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

16. يدعم نظام الكلمة ويوجه الشركاء لضمان إجراء تحليل مستمر ومناسب للسياق؟\*

.Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

### الاستجابة الإنسانية فعالة وتتم في التوقيت المناسب.

17. يساعد نظام الكلمة على تصميم برامج تعالج المعوقات بحيث يصبح الإجراء المقترح واقعياً وأمناً للمجتمعات المحلية؟\*

.Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

18. لدى الكلمة نظام موثوق وتعمل من أجل تقييم الاستجابة الإنسانية في الوقت المناسب، واتخاذ القرارات والتصرف دون تأخير لا لزوم له؟\*

.Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

19. لدى الكلمة نظام إحالة فعال يعمل على إحالة أية احتياجات غير ملبية إلى المنظمات المختصة بالخبرات الفنية؟\*

.Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

20. يطبق الكلمة استخدام المعيار التقني والممارسات الجيدة ذات الصلة ويدعم الشركاء على الالتزام بها في جميع أنحاء القطاع الإنساني لتخطيط وتقييم البرامج؟ \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

21. نظام الكلمة يرصد أنشطة ومخرجات ونتائج الاستجابات الإنسانية من أجل تكيف البرامج ومعالجة ضعف الأداء؟ \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

### الاستجابة الإنسانية تعزل القدرات وتتجنب الآثار السلبية.

22. يعمل نظام الكلمة على التأكد من أن الاستجابة الإنسانية تبنى على أساس القدرات المحلية والعمل على تحسين قدرة المجتمعات والأشخاص المتضررين من الأزمات؟ \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

23. يستخدم نظام الكلمة نتائج تقييمات المخاطر المجتمعية المتغيرة وخطط الجاهزية لتوجيه الأنشطة والتدخلات الإنسانية؟ \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

24. يعمل نظام الكلمة على تطوير المبادرات التوعوية والمنظمات المحلية بوصفهم المستجيب الأول عند حدوث أزمات في المستقبل؟ \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

25. لدى الكلمة التخطيط لاستراتيجية انتقال أو خروج في المراحل المبكرة من البرامج الإنساني الذي يضمن تحقيق آثار إيجابية على المدى الطويل ويقلل من خطر التبعية؟ \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

26. **يُصمم نظام الكلمة ويدعم الشركاء على تنفيذ البرامج التي تعزز التعافي من الكوارث المبكرة وتدعم الاقتصاد المحلي؟\***  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

27. **يدعم نظام الكلمة الشركاء من أجل إيجاد الأنظمة لحماية أية معلومات شخصية يتم جمعها من المجتمعات والأشخاص المتضررين من الأزمة التي يمكن أن تعرضهم للخطر.\***  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

### الاستجابة الإيجابية مبنية على أسس التواصل والمشاركة والتغذية الراجعة

28. **يدعم نظام الكلمة ويشجع الشركاء من أجل توفير المعلومات ذات العلاقة للمجتمعات والأشخاص المتضررين من الأزمات.\***  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

29. **يدعم نظام الكلمة ويشجع الشركاء من أجل توفير التواصل بلغات وأشكال ووسائل يسهل فهمها وتراعي الاحترام والملاءمة الثقافية لمختلف أفراد المجتمع المحلي.\***  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

30. **يضمن نظام الكلمة التمثيل الشامل، الذي ينطوي على مشاركة وإحراز المجتمعات والأشخاص المتضررين من الأزمات في جميع مراحل العمل واعداد الأولويات.\***  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

31. **لدى الكلمة نظام فعال مع الشركاء من أجل تشجيع المجتمعات والأشخاص المتضررين من الأزمة على تقديم انبعاثهم وتطبيقهم على مستوى رضاهم عن جودة وفعالية المساعدة المتدفقة.\***  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

## الاستجابة الإنسانية منسقة ومكتملة.

32. يعمل الكلمة على تحديد أنواع ومسؤوليات وقرارات ومصالح مختلف الجهات المعنية. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

33. يعمل الكلمة على التأكد من التأكد من أن الاستجابة الإنسانية تكمل استجابة السلطات الوطنية والمحلية والمنظمات الإنسانية الأخرى. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

34. يعمل الكلمة على المشاركة في هياكل التنسيق ذات الصلة والتعاون مع الآخرين من أجل الحد من المطلب الذي تواجه المجتمعات المحلية وتحقيق أقصى قدر من التعجيل وتوفير خدمات الجهد الإنساني الأوسع. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

35. يشارك الكلمة المعلومات اللازمة مع الشركاء ومجموعات التنسيق وغيرها من الجهات الفاعلة ذات الصلة من خلال قنوات الاتصال المنسقة. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

36. يضع عمل الكلمة مع الشركاء أحكام اتصالات واضحة ومستقرة تحترم أهداف والالتزامات واستقلال كل شريك، وتترك القيود والالتزامات الخاصة بكل منهم. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

العاملون الإنسانيون يتعلمون ويتطورون باستمرار.

37. **يعمل الكلمتر على الاستفادة من الدروس المستخلصة والخبرات السابقة عند تصميم البرامج والتدخلات الإنسانية.** \*  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

38. **لدى الكلمتر نظام تعلم وابتكار وتفيد تغييرات على أساس المراجعة والتقييم والتطبيقات والشكوى.** \*  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

39. **يشارك الكلمتر الخبرات والابتكار مع الشركاء، ومع المجتمعات والأشخاص المتضررين من الأزمات، ومع الجهات المعنية الأخرى.** \*  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

40. **لدى الكلمتر سياسات التقييم والتعلم، والوسائل المتاحة للتعلم من الخبرات وتحسين الممارسات.** \*  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

41. **يشارك الشركاء والاعضاء بفعالية في عملية التقييم والتعلم لدى الكلمتر.** \*  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

### الشركاء ملتزمون بنظام الكلمتر

42. **يلتزم شركاء الكلمتر بالمبادئ الإنسانية ومبادئ الشراكة والتوجيه الحاصل بالكلمتر ومعايير البرامج المعترف بها دولياً.** \*  
*.Mark only one oval*

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

43. يلتزم شركاء المجموعة بتعميم الحماية في تنفيذ البرنامج (بما في ذلك احترام مبادئ عدم التمييز ، وعدم الإضرار). \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

44. شركاء الكلمتر مستعدون للمشاركة في الإجراءات التي تعمل بشكل خاص على تحسين المساواة أمام الأشخاص المتضررين. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

45. يُظهر شركاء الكلمتر فهمهم للواجبات والمسؤوليات المرتبطة بعضوية الكلمتر. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

46. لدى شركاء الكلمتر مشاركة نشطة في الكلمتر والترام بالمشاركة المستمرة في العمل الجماعي للكلمتر. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

47. لدى شركاء الكلمتر القدرة والرغبة في المساهمة في استجابة الكلمتر وأنشطتها. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

48. يلتزم شركاء الكلمتر بتعميم القضايا البرنامجية المتداولة بما في ذلك العمر والجنس والبيئة. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

49. يلتزم شركاء المجموعة من قبل أحد كبار الموظفين المعيّنين بالعمل بشكل متنسق مع الكلمتر لإيجاد مخرجها. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

50. يلتزم شركاء الكلمتر بالعمل بشكل تعاوني مع شركاء الكلمتر الآخرين لضمان الاستخدام الأمثل والاستراتيجية للموارد المتاحة ، ومبادل المعلومات حول الموارد الطبيعية. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

51. لدى شركاء الكلمتر الاستعداد لتحمل مسؤوليات القيادة في مجموعات العمل على المستوى المعطي أي مجموعات العمل حسب الحاجة ، وفقاً للفترة والولاية. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

52. لدى شركاء الكلمتر الاستعداد للقيام بالمنصرة والضغط ونشر رسائل المنصرة على المجتمعات المتأثرة والحكومة المضيفة والجهات المانحة ووسائل الإعلام وغيرها من الجماهير. \*  
Mark only one oval

	10	9	8	7	6	5	4	3	2	1	
Totally Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Totally Disagree

53. هل لديك أي معلومات أخرى نود تقييمها؟

\_\_\_\_\_

### Appendix (3): Cluster coordinators interview

#### Interview questions

##### Cluster coordinator

- 1) How long you have been appointed as sub-national cluster in the Gaza strip?
- 2) Since when the cluster has been activated?
- 3) How many members the cluster has now? what are their disaggregation as INGO, NGO, UN, Local authority?
- 4) From your understanding as a sub-national cluster coordinator, what are the main objectives and responsibilities of the cluster?
- 5) Do you think that the cluster is fully operational and do the responsibilities properly?
- 6) What are the main challenges and obstacles cluster system face?
- 7) With reference to the minimum commitments for participation in clusters, do you think cluster members are minimally committed and actively participate in cluster meetings and activities?
- 8) Do cluster partners share information and needs assessments as required?
- 9) How do you describe the relation between NGOs and cluster system?
- 10) Have cluster meetings been useful in general for discussing needs, gaps and priorities?
- 11) Has the cluster created conditions for optimal participation of national and international stakeholders in meetings, e.g. location of meetings, language?
- 12) Have useful strategic directions been agreed within the cluster?
- 13) Have cluster partners been involved in joint sectoral needs assessments and surveys?
- 14) Has the cluster developed tools and manual to promote the humanitarian response in term of humanitarian principles, technical standards, and cross-cutting issues?
- 15) Has the cluster worked closely with local authority?
- 16) Has the cluster support and build capacity of the local authorities?
- 17) Do you have any recommendation to mention in regard to NGOs or local authority?
- 18) From your point of view, to what extent has the cluster approach improved the humanitarian response in Gaza strip?

## Appendix (4): Key informative interview

### Interview questions

#### Key informative interview

- 1) How long you have been presented in cluster system?
- 2) Since when the cluster has been activated?
- 3) From your understanding, what are the main objectives and responsibilities of the cluster?
- 4) Do you think that the cluster is fully operational and do the responsibilities properly?
- 5) What are the main challenges and obstacles cluster system face?
- 6) With reference to the minimum commitments for participation in clusters, do you think cluster members are minimally committed and actively participate in cluster meetings and activities?
- 7) Do cluster share important information and needs assessment as required?
- 8) Do cluster partners share information and needs assessments as required?
- 9) How do you describe the relation between NGOs and cluster system?
- 10) Have cluster meetings been useful in general for discussing needs, gaps and priorities?
- 11) Has the cluster created conditions for optimal participation of national and international stakeholders in meetings, e.g. location of meetings, language?
- 12) Have useful strategic directions been agreed within the cluster?
- 13) Have cluster partners been involved in joint sectoral needs assessments and surveys?
- 14) Has the cluster developed tools and manual to promote the humanitarian response in term of humanitarian principles, technical standards, and cross-cutting issues?
- 15) Has the cluster worked closely with local authority?
- 16) Has the cluster supported and built capacity of the local authorities?
- 17) Do you have any recommendation to mention in regard to cluster system?
- 18) From your point of view, has the cluster approach improved the humanitarian response in Gaza strip?

## العنوان:

دور نهج المجموعات (الكلستر) في تحسين الاستجابة الانسانية في قطاع غزة.

## إعداد:

محمود عمر محمود المجدلاوي

## إشراف:

الدكتور محمد مقدار

## ملخص الدراسة

تهدف الدراسة الى معرفة وتحديد دور نهج المجموعات في تحسين الاستجابة الانسانية في قطاع غزة. تتبع أهمية هذه الدراسة من أهمية العمل الإنساني الذي يهدف إلى إنقاذ حياة الناس وتخفيف المعاناة والحفاظ على كرامة الإنسان. تعتبر الاستجابة الإنسانية للأزمة ضرورية من حيث حماية الأشخاص وضمان المساءلة عن تقديم المساعدات. يهدف نهج المجموعات إلى تحقيق هذه الأهداف من خلال تعزيز الشراكات ونظام التنسيق مع جميع الجهات الفاعلة الإنسانية بما في ذلك المنظمات غير الحكومية على الصعيدين الدولي والوطني لأنها تلعب دوراً حاسماً في النظام الإنساني. من أجل تحقيق هذه الدراسة، اعتمد الباحث المنهج الوصفي التحليلي. صمم الباحث استبياناً بحثياً وأجرت ستة مقابلات لتحديد دور نهج المجموعة في تحسين الاستجابة الإنسانية. الدراسة اسهدفت مجتمع الدراسة بأكمله باستخدام منهج التعداد ، بالاجمالي 105 استبيانات تم جمعها عبر الإنترنت تم تعبئتها من قبل أعضاء المجموعات. أجريت الدراسة في قطاع غزة بفلسطين خلال عام 2019.

وقد تم تحليل البيانات التي تم جمعها باستخدام برنامج SPSS واستخدام أساليب التحليل المختلفة. أظهرت نتائج الدراسة أن هناك علاقة كبيرة بين تطبيق نهج المجموعات وتحسين الاستجابة الإنسانية. بشكل ملموس، تشير النتائج إلى أن نهج المجموعات في قطاع غزة له دور واضح وجيد في تحسين الاستجابة الإنسانية. بالإضافة إلى ذلك، أظهرت النتائج التزامًا جزئيًا من جانب الشركاء ساهم في دور المجموعات بشكل عام. تتفق نتائج الدراسة مع العديد من الدراسات السابقة التي توضح أن نهج المجموعات يعد أداة فعالة لتحسين العمل الإنساني الشامل. ومع ذلك، أظهرت الدراسة أن هناك حاجة إلى تحسينات لتحسين الأداء العام والفعالية. علاوة على ذلك، أشارت نتائج الدراسة إلى أن أداء المجموعات يختلف من مجموعة إلى أخرى بسبب عوامل مختلفة، ومجموعة من التحديات المرتبطة بتطبيق نهج المجموعات في قطاع غزة.

في نهاية الدراسة، قدم الباحث توصيات إلى منسقي المجموعات وقيادة المجموعات وشركاء المجموعة والسلطة المحلية والمانحين. وأخيراً، تم تقديم اقتراحات للدراسات المستقبلية.