

# ANNEX B – Transition Strategy Example Template

**Using this template:** This example template for a cluster/Area of Responsibility (AoR) Transition Strategy can be adapted as needed, with sections removed, consolidated, or added. Its contents reflect the **five steps** outlined in the **IASC, Guidance on Cluster Transition and Deactivation, Chapter 4 Actions** on steps to plan for transition. It is applicable to clusters and AoRs, but the term 'cluster' is used to be concise.

The most important part of transition planning is the **process**: ensuring consultation, agreement, and buy-in from stakeholders. A transition strategy must be developed in consultation with cluster members and other stakeholders, with input sought from affected people. Input or approval should be sought from the cluster Strategic Advisory Group. A written strategy document communicates the agreed transition approach and should be as short and concise as possible. Work of the cluster that facilitates transition, e.g., on localization or the Humanitarian-Development-Peace Nexus, should be referenced.

## Introductory information

*Including: the process of development and sign-off, duration of strategy, and any agreed date for next review.*

## Context & preparedness analysis

See **Chapter 4 Actions: Step 1 – Assess the context and level of existing preparedness**. Content may include:

### CONTEXT ANALYSIS

*Analysis of continued humanitarian need and response: identify what sectoral response will continue, and which actors will be involved. This can be straightforward, using existing sectoral data and context analysis, and should be forward-looking. Consider using joint analysis of the HNO/CCA and HRP/UNSDCF, to identify and align where residual humanitarian needs may best fit into longer-term recovery and development plans and strategies in the country. If the future context is less clear, this analysis could be based on scenario planning.*

### CLUSTER/AOR COORDINATION STRUCTURE

*Outline the cluster/AoR coordination structure, including leadership and co-coordination, membership, sub-national coordination, Strategic Advisory Group composition, and any Technical Working Groups.*

### PREPAREDNESS ANALYSIS

*Analyse the risk of future emergencies. (Use existing inter-agency or Cluster Lead Agency analysis. Engaging with relevant development and government actors to support this analysis may be helpful). Identify if there are national sectoral preparedness plans in place including any coordination arrangements for future emergencies, or if these need to be put in place or strengthened.*

## Stakeholder analysis

See **Chapter 4 Actions: Step 3 – Identify who needs to be engaged**. Content may include:

### OTHER RELATED COORDINATION STRUCTURES

*Identify what other sectoral structures exist that are relevant to the cluster transition. For example, development-oriented government-led sector coordination. Note any durable solutions coordination structures or other continuing clusters/sectors, and if any interaction with these will need to continue.*

### STAKEHOLDER ANALYSIS

*Identify stakeholders who will be engaged in transition planning, and how they will be engaged. Outline measures that will be taken to ensure an inclusive process. Include local and national actors and affected communities.*

## Future humanitarian coordination needs and handover of coordination functions

See **Chapter 4 Actions: Step 2 - Identify future coordination needs, and what coordination functions need to be transitioned**, and **Step 4 - Identify who can take over coordination functions**

### CLUSTER CORE FUNCTIONS AND PLANNED TRANSITION

Map current cluster/AoR functions, based on the 6+1 cluster core functions. Identify:

1. Coordination functions that need to be continued or adapted and continued;
2. Functions that can be phased out;
3. Any new functions which might be needed to support continued response, or for sectoral preparedness, after cluster deactivation.

Cluster Core Function	Specific cluster/ AoR function	Modality of transition	Actions needed to enable transition	Anticipated timeframe			
1. Supporting service delivery	...	E.g. Handover to government	E.g. Phased handover and training	...			
	...	E.g. No handover, function will stop	E.g. Scale-down of the activity, and communication to stakeholders	...			
2. Informing strategic decision-making	E.g. sectoral needs assessment & sharing of analysis						
	...						
3. Planning and strategy development	...						
4. Monitoring and reporting	...						
5. Contingency planning / preparedness / capacity-building	...						
6. Advocacy	...						
Accountability to affected people	...						

### CONTINUING HUMANITARIAN COORDINATION / PREPAREDNESS AFTER CLUSTER/AOR DEACTIVATION

Outline the coordination structure/s (if any) that will assume responsibility for the identified coordination functions to continue. Define its responsibilities for continued humanitarian coordination and/or preparedness. Include leadership, accountabilities, membership, and interaction with any other continuing coordination mechanisms. The identification or formation of this structure might be part of the transition workplan activities, in which case, the Transition Strategy should be updated once these are agreed.

## Transition process

See **Chapter 4 Actions: Step 5 - Developing a cluster transition plan**

Risk analysis  
See **Annex C Example risk analysis template**

### BENCHMARKS

Define benchmarks for cluster transition and deactivation. Specify how and when they will be measured, and who is responsible (reflect in the monitoring plan). See **Annex A.1 Setting benchmarks**.

### ROLES & RESPONSIBILITIES DURING TRANSITION

Define the roles and responsibilities of the CLA and cluster coordination team in transition planning and any engagement with national counterparts. Define accountabilities of the CLA and national counterparts (new coordination leads) during transition. Define engagement with the Global Cluster/AoR during transition.

### RESOURCES AND STAFFING

Identify cluster coordination staffing needed throughout the transition period, and any resources needed to support transition activities.

Planning communication. See **Annex D Example template for communication planning**

## Transition workplan

Identify specific steps for transition, and draft a step-by-step workplan, with activities and responsibilities. This can be updated regularly depending on the progress of earlier steps. Build in flexibility to change course and timeline if needed. Include consultation steps. Any preferred workplan format should be used. An example is:

	Activity / Step	Responsible	Time period	Status / Comment				
Topic:								
1.1	Activity...							
1.2	...							
Topic:								
2.1	Activity...							
...								

## Capacity-strengthening & forward planning

*Sections are optional and may only be included in the workplan. Content may include:*

### CAPACITY-STRENGTHENING

*Summarise any capacity-strengthening plan or activities to be conducted as part of the transition. Outline any planned capacity assessment, or findings, and any activities to be conducted.*

### PREPARATION WITH CLUSTER/AOR MEMBERS FOR AFTER DEACTIVATION

*Identify any actions to be taken to support especially local and national cluster/AoR members for after cluster deactivation, such as any support to operational implementation or coordination engagement.*

### PREPAREDNESS

*Define any specific efforts being made to maintain or strengthen preparedness after cluster deactivation. See **Annex A.5 Undertaking preparedness planning***

## IM, assessment and knowledge management plan

*May be a separate document. See **Annex A.6 Planning IM and assessment transition for guidance on content.***

## Accountability to affected people

*Outline how accountability to affected people will be ensured during transition planning and implementation and promoted in any new structures.*

## Monitoring plan

*Outline a monitoring plan that includes monitoring of transition workplan progress, transition benchmarks, risks (including protection risks), and context. Define how often monitoring is conducted and who is responsible, as well as who is responsible for approving any changes to the workplan or timeline. Define how often the overall transition strategy is reviewed (if different), and who is responsible. Define how and to who the results of monitoring are communicated.*