

6

MANAGING CLUSTER
COORDINATION

Chapter Six relates to the following WCC responsibilities:

- ✓ Mobilising resources;
- ✓ Building capacity.

The chapter is split into the following three sections:

6.1	Collaborative funding appeals	<ul style="list-style-type: none"> ▪ Coordinating funding requirements ▪ Flash Appeals ▪ The Consolidated Appeals Process ▪ The CERF mechanism ▪ In a rapid-onset emergency, which funding appeal should be done first? ▪ Selecting projects for funding ▪ Other funding sources
6.2	Mobilising and building human resource capacity	<ul style="list-style-type: none"> ▪ Cluster actions in mobilising human resources ▪ Mapping and effective use of available capacities ▪ Increasing the capacity of WASH Cluster actors ▪ Timely exchange of information and resources ▪ Mobilising resources through UNICEF and global surge mechanisms
6.3	Mobilising and managing materials and equipment	<ul style="list-style-type: none"> ▪ WASH Cluster actions in mobilising materials ▪ Identifying and selecting materials ▪ Mobilising materials ▪ Material storage, transport, and distribution ▪ Coordinating materials requirements

6.1 Collaborative funding appeals

Tips in developing collaborative funding appeals

- ✓ Keeping to the guidelines and formats will save time.
- ✓ Ensure that the content is evidence based and concise.
- ✓ Clearly highlight WASH needs and those taking responsibility for meeting them.
- ✓ Be open and transparent, and advocate for an equitable range of Cluster partners in selecting projects.
- ✓ Fully brief Cluster partners on the funding criteria and restrictions of different funding mechanisms.
- ✓ Reflect the benefits of inter-Cluster support and linkages.

6.1.1 Coordinating funding requirements

To get a realistic overview of the funding required to meet critical WASH Cluster needs, information will be needed about the funds available and/or committed for WASH Cluster agency projects.

Gathering this data will be difficult, particularly in the early response when information is hazy or agencies are reluctant to provide financial data. However, continuous effort is needed, through on-going partner mapping and review, to ensure that additional donor funding is prioritized to meet the most critical - and under-resourced - aspects of WASH.

Measures to encourage exchange of funding information include:

- ✓ The 'pull factor' of potential funding;
- ✓ Participation of WASH Cluster agencies in response planning and prioritization;
- ✓ Efforts to represent the interests of all WASH Cluster actors among the projects submitted for funding;
- ✓ Potential for collaborative projects bringing different actors together with shared resources;
- ✓ Doing deals to secure the necessary information, e.g. support in securing materials, agreement to working in particular areas etc.;
- ✓ Highlighting Cluster agencies that fail to meet information requirements to government, donors and each other.

Potential funding as a 'pull factor' for cluster participation - experience from DRC

The “pull factor” of pooled funding was key to increasing Cluster participation in DRC.

Over three years, both the CAP and Humanitarian Action Plan (HAP) budgets reflected very significant growth in activities (and capacity) of actors within the WASH sector:

- ✓ WASH in CAP budget 2005 : 1 million USD (restart of UNICEF WASH activities)
- ✓ WASH in HAP funding 2006: 13 million USD (4 per cent of the total financing).
- ✓ WASH in HAP budget 2007: 99 million USD (15 per cent of the total budget).

This exponential growth clearly indicated the growing strength of the WASH Cluster. However there was some fear that participation may diminish for actors whose financing opportunities were limited, mainly local NGOs and national institutions.

Referral to the **Financial Tracking Service** (FTS) is useful in gathering an overview of funding commitments. FTS is an online database showing global humanitarian funding requirements and financial and in-kind contributions made (see www.reliefweb.int/fts). Regular donor liaison will also assist in providing guidance on:

- Donor priorities,
- funding availability and restrictions,
- funded and implementing partners.

In addition to funding for WASH projects, remember funding for WASH Cluster coordination activities, for example:

- Assessments and on-going monitoring and review
- IM support
- Translation and interpretation services
- Evaluations and lessons learnt
- Advocacy activities
- Training and capacity building for WASH Cluster partners

6.1.2 Flash Appeals - a coordinated appeal to multiple donors

The Flash Appeal is a tool for structuring a coordinated humanitarian response for the **first three to six months** of an emergency. It provides a concise overview

(max 10 pages) of urgent life-saving needs and recovery projects that can be implemented within the Flash Appeal timeframe.

Multiple donors use the Appeal document as the basis for rapidly identifying the areas and projects that they want to support. They then approach project holders directly to agree individual terms for funding, etc. Funds are not channelled through UNOCHA and the WASH CLA, but are counted as funding towards meeting WASH Cluster needs.

i) Who prepares a Flash Appeal?

The WCC coordinates the information required for the WASH section of the Appeal document. This will normally be based on early response planning (see *chapter 5*), and drafting the document (max one page) may be done by the WASH steering or advisory group.

The overall content for a Flash Appeal is coordinated and compiled by the Humanitarian Coordinator and UNOCHA, with input from the Humanitarian Country Team, usually within five to 10 days of the start of an emergency. The WCC will be required to attend an inter-Cluster meeting to input the requirements for WASH. IASC **Guidelines for completion of a Flash Appeal** are included under Resources below.

The Flash Appeal may be developed into a Consolidated Appeal (CAP) if the emergency continues beyond six months. Similarly, it can be used as the basis for the Central Emergency Response Fund (CERF - see below).

ii) Who is eligible for funding?

UN agencies and NGOs are eligible to submit projects under the WASH Cluster, and government activities may be considered if incorporated into a UN or NGO project.

The WASH CLA may also submit projects, including proposals to support funding for WASH Cluster coordination activities.

iii) Revised Flash Appeal

A revised Flash Appeal may be made, usually approx one month after the initial appeal. This takes the same format but will be based on more detailed assessment data and new or revised response projects.

6.1.3. The Consolidated Appeals Process (CAP) - a coordinated strategy to guide diverse donor funding

The **Consolidated Appeals Process** (CAP) is a forum for ensuring a strategic approach to humanitarian action through collaborative planning, coordination,

funding, implementation, and monitoring of activities by aid agencies. It should involve close collaboration between government, line ministries, donors, NGOs, UN agencies, IOM, and the Red Cross and Red Crescent Movement, and may be compiled up to six months after the onset of an emergency. In complex emergency situations, the CAP may be prepared on an annual basis.

Multiple donors use the appeal as a catalogue to select and fund particular projects, or as a means of providing funds for a more flexible pooled funding resource. The projects are presented as a way of specifying who is doing what, where.

It is important to list all projects, whether they are likely to be funded by other donors or not. This helps to highlight funding shortfalls and reinforce advocacy messages. NGO projects can be listed separately, rather than under the umbrella of a UN agency (e.g. UNICEF), which can help to overcome funding delays and NGO concerns about autonomy.

i) The Common Humanitarian Action Plan

A consolidated appeal consists of a **Common Humanitarian Action Plan** (CHAP) and a set of projects necessary to achieve this strategy. If the situation changes, or new needs emerge, the CAP can be revised at any time. The CHAP includes:

- Analysis of the context;
- Best, worst, and most likely scenarios;
- Assessment of needs and statement of priorities;
- Detailed response plans, including who does what, where;
- The link to longer-term objectives and goals;
- A framework for monitoring the strategy, and revising it if needed.

From the UN OCHA 2008 CAP leaflet

ii) Who prepares a CAP / CHAP?

The WCC is responsible for coordinating and submitting information in the CAP format about all on-going or planned projects under the WASH Cluster, whether funded by other donors or not.

In DRC, the Humanitarian Action Plan was used as the basis for the overall WASH Cluster Strategy, contributing to a significant increase in access to pooled funding and a solid and reasonably reliable basis for monitoring and review, as the Cluster was working to common targets. This could be a useful approach to response planning in an on-going emergency (see *section 5.1* for further details).

The HC leads a one month (approx) consultation exercise with the Humanitarian Country Team (or CAP sub-group) to consider detailed assessments, priorities, and appropriate strategies for a longer-term response. Selected projects form the basis for the Common Humanitarian Action Plan (CHAP).

iii) Who is eligible for funding?

UN agencies, IFRC, and NGOs are eligible to submit projects under the WASH Cluster, and government activities may be considered if incorporated into a UN or NGO project.

Individual donors will approach project holders directly to agree individual terms for funding etc. Or in the case of 'pooled funds', UNOCHA will have responsibility for disbursement and administration of funding to individual projects. In this case, a Letter of Understanding will be required between the individual project holder and UNOCHA.

6.1.4 The CERF mechanism - an emergency UN funding facility

The Central Emergency Response Fund (CERF) interacts with, but is distinct from, the **fundraising mechanism** outlined above. It is a **stand-by fund** established and managed by the UN to enable more timely and reliable humanitarian assistance (see further details under Resources below). It comprises of a \$450 million grant facility and a \$50 million loan facility (i.e. loans to cover the period before a forthcoming donor pledge is honoured).

The CERF is intended to **complement, not to substitute**, the existing humanitarian funding mechanisms. The CERF acts as a donor, providing seed funding to jump start critical operations and fund life-saving programmes which may have been developed for a Flash Appeal, but are not yet covered by other donors.

i) CERF Grant facility

Grants from the Central Emergency Response Fund (CERF) are made for two general purposes:

1. for **rapid responses** to sudden-onset emergencies or rapidly deteriorating conditions in an existing emergency.

In these situations recommendations for the use of the CERF mechanism are driven by the HC, who identifies the priority life-saving needs in collaboration with the HCT. These are submitted as a package of prioritized proposals to the ERC.

Disbursement of grants may begin from the onset of the emergency and must be committed within three months. The minimum grant allocation per project is £100,000.

2. to support activities within existing humanitarian response efforts in **under-funded emergencies**.

One-third of the CERF grant facility is earmarked for under-funded emergencies. These countries are selected by the ERC, who informs the

relevant HC/RC of funding available and invites the HC/RC to submit details of life-saving projects for funding.

The WCC may be involved in identifying and submitting suitable WASH projects for either of these purposes, depending on the nature of the emergency.

ii) CERF loan facility

Loans under the CERF are made to cover the same purposes as outlined above, the difference being that they require re-payment within six months of receipt. The loan facility aims to enable UN agencies to access funds rapidly while they are waiting for donor pledges to be transferred.

iii) Who selects projects for funding under the CERF?

If CERF funding is triggered, the WCC is responsible for managing the selection of suitable **'life-saving'** projects within the WASH Cluster and submitting them to the HC / UNOCHA in the **CERF format**. This may be done with a WASH steering or advisory group, bearing in mind the points outlined in section 6.1.2 above.

The HC then makes recommendations to the ERC on projects for funding and, in conjunction with UNOCHA, compiles the final CERF appeal document.

vi) Who is eligible for funding?

UN agencies, programmes, and IOM are eligible to submit projects, and funding is disbursed by UNOCHA, through a Letter of Understanding, to the relevant UN agency.

While NGOs cannot apply directly for CERF funds, they should be included in the process at two levels:

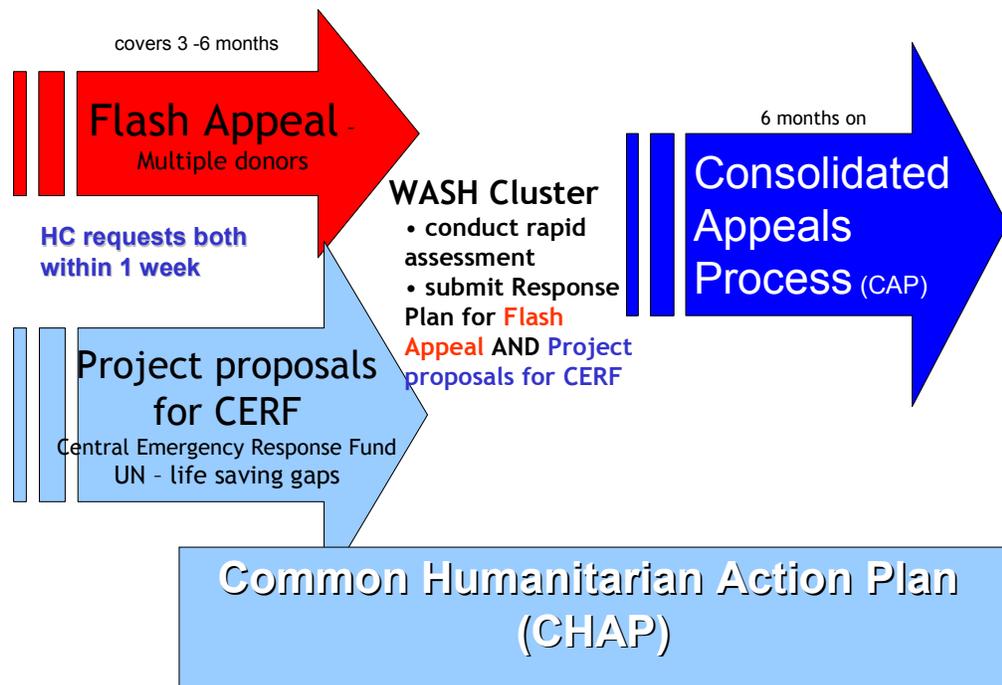
- NGOs can contribute to prioritization and selection of projects and Clusters for CERF funding through the Cluster mechanism,
- NGOs may be the recipients of funding as implementing partners for CERF-funded UN agency projects.

In the case of the WASH Cluster, all projects would be submitted by UNICEF as the CLA. Some Cluster partners may be reluctant to implement projects for which the funding is channeled through UNICEF, particularly if this compromises the opportunity to source their own funding elsewhere.

Remember...

- ✓ The CERF does not replace Flash Appeals - it interacts with them;
- ✓ Flash Appeals and CERFs are developed in tandem;
- ✓ CERF allocations to under-funded CAPs (existing humanitarian emergencies) will go to the highest-priority CAP projects.

6.1.5 In a rapid-onset emergency, which funding appeal should be done first?



Extract from UNOCHA Planning and Mobilising Resources, Power point for WASH CC Training, Oslo, 2008

First: Do a Flash Appeal that clearly articulates humanitarian needs, priority sectors for response, an outline of response plans, and roles and responsibilities.

Second: Projects that address life-saving activities from the Flash Appeal can easily be submitted to the CERF mechanism. All that is required is endorsement from the HC, putting them in the CERF format, and the signing of Letters of Understanding between submitting agencies and OCHA.

Third: Revision of the Flash Appeal. As better assessment information becomes available, the projects within the Flash Appeal can be revised at any time. New projects can be inserted. The Flash Appeal is not a static document, but is open and flexible.

Fourth: If the emergency continues for more than six months, a CAP can be considered.

6.1.6 Selecting projects for funding

Five to 10 days after the start of an emergency, details of the WASH Cluster Response Plan and individual WASH projects will need to be submitted for a Flash Appeal. Aim to do this as part of a systematic response planning process, as outlined in *Chapter 5*. At the same time, life-saving projects may be put forward for the CERF as outlined above.

a) The selection process within the WASH Cluster

The selection of appropriate projects can be a very sensitive process, particularly when projects proposed by the WASH CLA are also under consideration. Some cluster partners will also be unfamiliar with the restrictions and criteria for funding.

To help overcome misunderstandings about project selection:

- ✓ Provide clear guidance and supporting information about pooled funding mechanisms and criteria (e.g. core competencies, capacity, prior presence in locality, targeting un-met needs, alignment with Cluster priorities, etc.).
- ✓ Emphasise that inclusion of projects within a Flash Appeal is not a guarantee of funding.
- ✓ Establish a systematic process for the prioritisation of needs, identification of gaps, and subsequent selection of project (see section 5.2), and ensure broad representation of WASH Cluster actors in this process.
- ✓ Request donor cooperation in abiding by Cluster priorities and not 'cherry picking' projects with particular agencies.

A structured mechanism for prioritising needs, identifying gaps, and outlining the necessary projects and activities for an effective WASH response, will also assist in keeping project selection objective and open. Where possible, include projects for as wide a range of Cluster actors as possible, including international and national NGOs and local organisations and institutions.

The WCC will play a key role in:

- ✓ Coordinating the collection of information about on-going and proposed projects among Cluster actors;
- ✓ Providing necessary information about funding requirements and the selection process;
- ✓ Assisting local and national organisations in the preparation of documentation for funding appeals;

- ✓ Establishing a representative but timely mechanism for the assessment and selection of Cluster projects;
- ✓ Collaborating with government partners and other Clusters to maximise complementarities in the selection of projects.

As with response planning, it may be prudent to manage project selection through a steering or advisory group, such as the SAG, but particular effort will be needed to ensure that the group is genuinely representative of the diverse interests within the Cluster. A group dominated by international agencies, or with inadequate government representation, may lead to serious misunderstanding and loss of confidence in the Cluster Approach.

b) The selection process across Clusters

Selection of projects for inclusion in a **Flash Appeal** is collectively undertaken by the Cluster Lead Agencies in their role as part of the HCT. They are guided by the outcomes of joint or Cluster-specific rapid assessment findings, the Flash Appeal timeline, and an indication of the available funding, and are responsible for drafting the Response Plan section of the Appeal, incorporating the selected projects.

The WCC along with other Cluster Coordinators contributes to this process by proposing and explaining the projects being put forward for their Cluster. The projects are then prioritized (weighted) then reviewed again on the basis of funding already received and committed to each Cluster or project.

Factors influencing the selection of projects may include:

- Life-saving impact
- Numbers of people assisted
- Availability of resources (including funding) required
- Assistance to priority vulnerable groups or locations
- Complementarities between projects and Clusters
- Cost
- Contribution to early recovery and emergency preparedness

The HCT, with the HC, is responsible for prioritizing and selecting projects for the **CAP**, and a **Needs Analysis Framework** has been developed to support this process.

In order to trigger the need for emergency funding through the **CERF**, the HC is required to provide a list of prioritized humanitarian emergency needs, which is developed through the HCT. Funding through the CERF is restricted to **life-saving interventions**, and selection of suitable projects is guided by a list of pre-determined criteria.

6.1.7 Other funding sources

a) Multi Donor Trust Funds

A Multi Donor Trust Fund (MDTF) is a mechanism through which donors pool their resources, with the intention of supporting national humanitarian, recovery, reconstruction, and development priorities.

They are a useful additional source of funding after the immediate relief stage and help to reduce the burden of seeking, and reporting on, funding from multiple sources.

The funds are managed through an Administrative Agent such as UNDP, and the nature and requirements for funding are determined by the individual country context and programme or project objectives. Further details can be found on the UNDP website under Resources below.

b) Emergency Response Fund

In addition to common or pooled funding sources, in some countries the WASH Cluster may be able to bid for project funding through the Emergency Response Fund (ERF). The ERF is managed by OCHA through the HC, and aims to provide rapid, flexible funding to:

- address gaps in humanitarian aid,
- enable the scale up of response and recovery interventions, particularly by international and national NGOs who are not eligible for direct funding through the CERF.

Further details can be found under Resources below.

c) Traditional donors

The WASH Cluster provides a useful platform for Cluster partners to develop collaborative proposals for their traditional bi-lateral donors, e.g. ECHO, DFID, OFDA, DEC, CIDA, DANIDA, SIDA, and, in S.E. Asia, Saudi Arabian, Chinese, and South Korean donors. Many donors encourage collective or consortia bids, particularly those that demonstrate partnerships with local organisations.

Cluster partners should not rely on the WASH Cluster as a mechanism for generating funds, but see the collaborative Cluster assessment and planning process as a robust basis for additional funding appeals.

Resources

-  UNOCHA **Planning and Mobilising Resources**, Power point, Nov 2008
-  IASC CAP sub-working group (2006), **Guidelines for Flash Appeals**

-  UNOCHA **Guidelines for Consolidated Appeals**, 2008
-  UN OCHA **NGOs in CAPs**, 2007
-  UNOCHA **CAP Leaflet**
Useful A4 leaflet for explaining details of the CAP and CHAP to Cluster partners

-  **CERF Application** template (Grant component), March 2007
-  UNOCHA **CERF Technical Guidelines** and Application template for Under funded Grants, August 2007
-  **CERF Grants for Under-funded Emergencies**, January 2007
-  **CERF Life-Saving Criteria Guidelines**
-  **CERF How to apply for Grants for Rapid Response emergencies**, Power point
-  Example of **CERF under-funded grant request**, 2007, Ethiopia

-  UNOCHA **Humanitarian Financing Workshop Report**, Ethiopia, 2007
Provides an outline of the Emergency Response Fund and examples of how it has been used to date.
-  **Financial Tracking System** - how does it work, Power point, Dec 2007

-  UNOCHA Sector **Prioritisation spreadsheet**, Myanmar
-  IASC (2006), **Needs Analysis Framework**, IASC CAP Sub-Working group.
Outlines the framework used by the IASC/Humanitarian Country team in assessing and prioritising projects for inclusion in the CAP.

- <http://cerf.un.org>
Website for the UN Central Emergency Response Fund and the CERF application toolkit
- <http://www.humanitarianappeal.net>
Web site for the Flash Appeals and the Consolidated Appeals Process, with a range of 'best practice' examples and guidelines on the appeals process.
- <http://reliefweb.int/fts>
Link for the OCHA financial tracking service
- <http://ochaonline.un.org/FundingFinance/ResponseFunds/tabid/4404/language/en-US/Default.aspx>
Details of UNOCHA Emergency Response Fund.
- <http://www.undp.org/mdtf/trustfunds.shtml>
Details of the Multi Donor Trust Fund

6.2 Mobilising and building human resource capacity

Tips in maximising human resource capacity

- ✓ Invest in mapping the capacity of Cluster partners.
- ✓ Devolve Cluster responsibilities, where feasible, through advisory or technical working groups.
- ✓ Avoid wasting the capacity of experienced Cluster partners on activities that could be done by others.
- ✓ Seek funding to cover required specialist skills and capacities.
- ✓ Pro-actively engage with and build on national and local capacities.

6.2.1 Cluster actions in mobilising human resources

A range of skills and human resource capacities will be needed to support WASH Cluster coordination (see *section 1.2* for further details). These may be drawn from existing Cluster partners, civil society or academic institutions, government ministries and departments, affected communities, or by mobilising international personnel or increasing the capacity of available personnel.

The WCC has overall responsibility for exploring and facilitating a range of strategies that may be used to increase human resource capacity, however, implementation of specific activities may be undertaken by the IM focal point or a designated working or sub-group.

Strategies include:

- Mapping and optimising use of available capacities (WCC / IM focal point);
- Timely exchange of accurate information and useful resources, in order to minimise wasted time and human resource capacity (IM focal point);
- Mobilising international surge capacity through the CLA and Global WASH partners (WCC);
- Promoting and supporting training for WASH Cluster actors, based on the mapping (WCC and / or working group);
- Increasing the capacity of WASH Cluster partners, particularly national and local actors (WCC and / or working group);
- Temporary support through volunteers, interns, and local students;
- Short-term recruitment of diaspora staff from other countries (through UNICEF or WASH partners).

WASH Cluster agencies have an equal responsibility to mobilise human resources through drawing on their own surge capacity mechanisms, local partners, or staff in other countries.

6.2.2 Mapping and effective use of available capacities

a) Taking all Cluster capacities into account

The human resource capacities of international WASH Cluster partners may be more apparent and familiar, with national and local actors seen as something of an 'unknown'.

However, it will pay dividends to develop a full understanding of the mandate, focus, and staffing capacity of all WASH Cluster partners through a capacity mapping process (see *sections 3.2; 4.2*).

This will also protect against:

- Underutilisation of existing Cluster capacities,
- overlooking valuable skills and experience,
- de-motivation of Cluster partners,
- inadequate involvement of national and local organisations,
- errors and insensitivities caused by inadequate local knowledge.

b) Delegating responsibilities within the WASH Cluster

The structure, coordination, and decision-making mechanisms of the WASH Cluster will impact on its human resource capacity.

Dividing responsibilities vertically, e.g. between national- and sub-national levels, and horizontally, e.g. through advisory, strategic, sub-groups, or technical working groups, will increase the Cluster's ability to manage a large volume and range of activities in a short space of time. Furthermore, as highlighted by the Global WASH Cluster Learning project¹⁴, commitment to WASH Cluster principles, policies, and standards can be enhanced through facilitating broad participation of Cluster partners.

Advocating for the necessary specialist staff (e.g. Information Manager) will also help to ensure that the WCC focuses on guiding the overall direction, interaction, and progress of Cluster coordination activities, rather than taking on too many direct responsibilities.

¹⁴ Implementation of the WASH Cluster Approach : Good practice and lessons learned, Oct 2008, ACF

Team approach in Bangladesh

The WASH Bangladesh Cluster took a collective approach to data analysis, contributing to team building and a strong collective identity. This was achieved through shared analysis of overall WASH Cluster capacity (budgets) and matching capacities to assessed needs, without attribution to individual agencies.

In any funding appeals, adequate provision will need to be made to cover WASH Cluster human resource costs and the attendance and participation of other WASH actors.

6.2.3 Increasing the capacity of WASH Cluster actors

There is a tendency to assume that the need for capacity building applies solely to national and local actors. This risks over-estimating the degree of appropriate skills and contextual understanding among international actors, and can undermine valuable local capacities.

In evaluating the impact of the tsunami response on national and local capacities, the Tsunami Evaluation Coalition found that “local ownership of the tsunami response was undermined and some local capacities were rendered more vulnerable by the response to the disaster ... **only 20% of claim-holders were satisfied with the way their skills had been used**”.

Scheper B., Parakrama A., and Patel S. (2006), Impact of the tsunami on National and Local Capacities, London. TEC

In addition to NGOs, there may be a range of national and local actors, that the WASH Cluster can draw on to increase capacity, e.g.

- **Government ministries and departments** - for technical expertise, logistics (transport, warehousing, etc.), analysis of country context, emergency preparedness, national communication and information exchange, advocacy;
- **Civil society** - for community liaison and mobilisation, translation and interpretation, early recovery strategies, local communication and information exchange, situational assessment, analysis and monitoring, mapping local capacities, liaison with local and traditional authorities, advocacy;
- **Academic or research institutions and professional associations** - for technical expertise, research, data collection and data analysis, Information Management capacity, translation and interpretation, analysis of context.

Developing local capacities through the WASH Cluster

Uganda -Local coordination mechanisms have been adapted following integration with the WASH Cluster coordination mechanism consolidating partnerships within the WASH sector.

Bangladesh - The Department of Public Health Engineering has recognized the value of the Cluster Approach in strengthening service delivery and incorporated aspects of Cluster coordination in its emergency preparedness plans.

Somalia - Due to prevailing security conditions and the limited capacity of international agencies, UNICEF forged partnerships with, and mobilised small scale-funding for local NGOs to enable them to help increase coverage of the drought relief response.

Capacity building involves:	What strategies can be used for increasing WASH Cluster actor capacities?
Equipping people with skills and competencies which they would not otherwise have.	<ul style="list-style-type: none"> ✓ Mentoring between more and less experienced cluster agencies; ✓ Mixed working groups (rather than continually selecting the most experienced people); ✓ Using widely participatory methods, e.g. in contingency planning and on-going strategy development (may not be feasible in early stages);
Realising existing skills and developing potential.	<ul style="list-style-type: none"> ✓ Promoting an equitable balance of international and local interests and experience in WASH steering and working groups to increase capacity and mutual understanding;
Increasing people's self-confidence.	<ul style="list-style-type: none"> ✓ Facilitating training and coaching in WASH Cluster processes and best practice, e.g. standard tools, hygiene promotion, early recovery, etc.;
Promoting people's ability to take responsibility for identifying and meeting their own, and other people's, needs.	<ul style="list-style-type: none"> ✓ Providing translation in meetings and translating minutes, information, and key tools as required; ✓ Supporting community-driven initiatives and maximising the involvement of community based organisations at all stages of the project cycle (see <i>section 4.3</i> for further details).

Opportunities to engage national and local capacities can be enhanced through:

- ✓ Minimising information and reporting requirements to save time and accommodate weaker IT and reporting capacities of some agencies.
- ✓ Providing information and training in forms which are appropriate to the recipients, e.g. consider use of language and terminologies, translation, understanding of signs and diagrams.
- ✓ Promoting good human resource management practice, including a policy of working through local organisations rather than poaching skilled staff (see www.peopleinaid.org for further information).

6.2.4 Timely exchange of information and resources

The availability of timely, accurate, and consistent information about the WASH Cluster and its activities will increase WASH Cluster partners' capacity to respond, and assist in identifying where they have capacities to best support the Cluster. See *section 3.2* for details.

General briefing information on the expectations of the humanitarian reform process and Cluster Approach, and standard tools and approaches being used by the Global WASH Cluster, can be provided from this Handbook or reference to the humanitarian reform website:

<http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=70>

6.2.5 Mobilising resources through UNICEF and global surge mechanisms

UNICEF

The first point of contact for mobilising additional personnel will be through the UNICEF Country Office.

- ✓ **Regional Emergency WASH Advisers** based within UNICEF regional offices can be drawn on for short-term rapid deployment and play an important role in building local capacities.
- ✓ **WES staff** at country level can also provide critical technical and contextual advice.
- ✓ **WASH staff from UNICEF headquarters** at global level may also be available for short term deployment.
- ✓ **Standby partners** provide UNICEF with short term secondments ranging from 2 weeks to six months. Further details can be found in the Guidelines for Standby Partners document under Resources.

Rapid Response Team

The Global WASH Cluster through collaboration with ACF, CARE International, and OXFAM, have mobilised a rapid response team. The team comprises three people, with complementary skills in Cluster coordination, funding and resource mobilisation, and technical WASH skills.

WASH partners

It may also be possible to draw on the surge capacity of WASH Cluster partners at country, or global level. While experienced staff will inevitably be prioritised for their own programmes, this mechanism may assist in identifying people with particular skills to support the WASH Cluster in an advisory capacity.

6.2.6 Training opportunities for WASH Cluster actors

Addressing training and capacity building needs among WASH Cluster actors can be undertaken by a dedicated sub-group or working group. This will involve:

- Assessing the capacity building and training needs among Cluster partners at national and sub-national levels;
- Highlighting training opportunities being offered by other Clusters and humanitarian actors in response to the emergency;
- Facilitating training opportunities in priority topics such as needs assessments and monitoring and evaluation, Sphere, hygiene promotion, emergency preparedness, etc.;
- Organising joint training through Cluster agencies themselves or specialist external trainers and training organisations.

Sphere training

Sphere training may be facilitated by trained Sphere trainers within participating WASH agencies, or other local Sphere focal points. A full list of trainers can be found at:

http://www.sphereproject.org/index.php?option=com_peoplebook&search_category=93&Itemid=231

Resources

- 📖 **Building Trust in Diverse Team**, The Toolkit for Emergency Response, Oxfam for the ECB Project
- 📖 **Guidelines on external staff in emergencies: Standby Arrangements**, UNICEF, 2006

- 📖 **Rapid Staff Orientation Package**, Global WASH Cluster HP Project, 2007
Focuses on how to engage women, men, and children in WASH interventions, plus materials for a half day staff or community orientation workshop.
- 📖 **Training Package for Hygiene Promoters**, Global WASH Cluster HP Project, 2007
- 📖 **Training Package for Community Mobilisers**, Global WASH Cluster HP Project, 2007
- 📖 **Orientation Workshop Package - Handouts**, Global WASH Cluster HP Project, 2007
- 📖 **Orientation Workshop Package - Facilitator's Resources**, Global WASH Cluster HP Project, 2007
- 📖 **Orientation Workshop Package - Power-points**, Global WASH Cluster HP Project, 2007

- <http://www.ecbproject.org/> -
Emergency Capacity Building project website with a range of research and resources to build staff capacities.
- www.managing.peopleinaid.org and www.peopleinaid.org -
People In Aid website with comprehensive resources to support effective human resource management in emergencies.
- www.aidworkers.net
Useful for blogging

6.3 Mobilising and managing materials and equipment

Tips for material selection and mobilisation

- ✓ Procure local goods and materials where possible.
- ✓ Kits and voucher schemes allow people to make their own choices.
- ✓ In an immediate disaster aftermath, mass distribute only culturally acceptable items, e.g. soap, water containers.
- ✓ A phased approach to distribution, based on comprehensive assessment data enables identification of more specific needs and sensitivities.

6.3.1 WASH Cluster actions in mobilising materials

WASH Cluster strategies for mobilising and stockpiling materials should link with, and can strengthen government Emergency Preparedness plans, e.g. In Uganda the WASH cluster emergency material and equipment stocks are incorporated into District Response Plans.

While the WCC has ultimate responsibility for overall Cluster resource requirements, individual Cluster agencies have responsibility for mobilising the resources required for their own projects and activities.

WASH Cluster support in mobilising and coordinating material requirements can provide very tangible benefits for Cluster partners, and is useful in promoting and maintaining the participation of WASH agencies in the Cluster (see *section 1.4*).

A collaborative approach to mobilising materials and equipment will need to be guided by individual Cluster partners, or a sub-group or working group, with logistics expertise and sufficient knowledge of the local context. This can have a marked impact on the speed and efficiency of material logistics and procurement.

WASH Cluster strategies to assist with resource mobilisation include:

- ✓ Identifying core WASH material resource requirements in assessment and response planning;
- ✓ Identifying and monitoring in-country and stock pile capacities;
- ✓ Encouraging WASH Cluster agencies to collaborate in procurement and logistics where feasible, drawing on their usual supply channels;
- ✓ Sharing specifications and prices within, and across Clusters, to prevent variable quality of goods, and manipulation of prices, by suppliers;

- ✓ Engaging government support in clearance, transportation, warehousing, etc.;
- ✓ Engaging the support of the CLA and other Clusters in procurement and logistics.

6.3.2 Identifying and selecting materials

Selection and procurement of materials should be considered as an integral part of the assessment and planning process, so that selection is made based on contextual suitability and taking into account supply constraints. In response planning (see *chapter 5*), consideration of available materials and logistics and supply capacities is needed, to identify the fastest and most effective response strategies.

WASH materials and equipment can be specified from a range of sources such as the **UNICEF catalogue**. A **comprehensive list of normal hygiene promotion materials** is also provided under Resources.

Points to consider when selecting appropriate materials and equipment

- ✓ Observe **cultural norms and sensitivities** in selection, particularly in relation to sanitation and personal hygiene items. Involve hygiene promoters and community representatives in the selection and distribution of hygiene items.
- ✓ Make affected groups aware of the requirements for **disposal of hygiene items** as part of the supply and distribution process.
- ✓ Consider the **special needs** of people with disabilities, HIV and AIDS, the elderly, women, girls, and children in specification of materials.
- ✓ Adapt family water kits as necessary to suit the **local context**.
- ✓ Provide instructions for the use of water kits, water purification materials, bleach, and chlorine in pictures and / or **local language(s)**. See the WASH Visual Aids library CD at: <http://www.humanitarianreform.org/Default.aspx?tabid=343> for examples in different languages.
- ✓ Consider the **environmental impact** of different material options, including use of local materials, such as timber, sand, locally burnt bricks, and the long term impact of temporary, emergency structures, i.e. latrines, concrete structures.
- ✓ In order to avoid undermining local markets and livelihoods, procure locally where possible. **Livelihood opportunities** may be created through the supply of some goods, e.g. soap, water containers, pit latrine slabs, etc.

Supplying appropriate Hygiene Kits

Following the Pakistan earthquake response, an IFRC evaluation of hygiene kit distribution in 2006 found that:

- Only small and medium-size underwear was distributed for women, and often not used.
- Women were unfamiliar with disposable sanitary towels, and sanitary towels and underwear should have been packaged separately in the family hygiene kits.
- Men tended to have beards, so razor blades were unnecessary.
- Some people felt that razor blades were being imposed to try to change local culture and religion.

Source: Global WASH Cluster HP project - WASH Related NFIs - A briefing paper

In contrast, good practice was observed in DRC, where the WASH Cluster and UNICEF developed context-specific hygiene kits for women and girls based on a process of participatory needs assessment with representatives from conflict-affected communities.

Example provided by Kelly Naylor, WASH Specialist, UNICEF, DRC

6.3.3 Mobilising materials

Initial WASH Cluster strategies to address life-threatening needs should ideally draw on materials that are already available, or that can be readily procured or supplied in country. This may be through:

- UNICEF local procurement arrangements or stockpile items,
- Government partners,
- Donors (NOREP - Norway, OCHA, DFID - UK),
- Cluster agencies (through mapping of material / equipment capacities - see *sections 3.2, 4.1*),
- Private sector suppliers, contractors, and local markets,
- Developing the capacity of local producers.

Save time and frustration: **find an ally in the Country UNICEF Office** to help navigate the admin, finance, supply, and procurement procedures, **particularly if new to the organisation.**

In the initial response, it may be advisable to restrict the import of supplies that are unavailable locally to emergency materials and equipment only. The Global WASH Cluster can provide support and information regarding globally available stockpiled items.

Coordinating import requirements with the UNICEF Country Office and other Clusters can save time, money, and significant resources in the administration of multiple shipments. Following Cyclone Nargis in Myanmar, the Emergency Shelter Cluster established a 'Joint Procurement Initiative' working group, led by World Concern, to coordinate the mass procurement, shipment, and distribution of NFIs.

6.3.4 Material storage, transport, and distribution

a) Storage / warehousing

The warehousing and distribution of emergency materials is essentially the responsibility of the government but in many situations they may lack the capacity to coordinate requirements.

However, the government, other international and national WASH Cluster actors, other UN agencies such as WFP, and other Clusters such as Logistics, can play a key role in supporting the WASH Cluster in identifying appropriate storage locations and facilities.

WASH Cluster response strategies will need to take account of storage and stockpiling requirements, particularly when:

- the evolving emergency situation is unpredictable, e.g. with uncertain population movements or potential insecurity or deterioration in conditions,
- a prolonged response is expected,
- there are likely to be fluctuations in supply and distribution,
- a high level of turnover of supplies is anticipated
- there is limited transport available or the transport infrastructure is poor or badly damaged.

There may be significant value in stockpiling some items to:

- ✓ ensure continuity of supplies,
- ✓ allow more flexibility in transportation methods and schedules,
- ✓ stagger distribution, and,
- ✓ ensure standardisation and quality of supplies.

However, there are also negative implications of stockpiling which will need to be taken into account:

- ✗ High costs involved in initial purchase, storage, and protection,
- ✗ Potential threat to those in the vicinity of stores,
- ✗ Risk of damage, deterioration, or redundancy if requirements change,
- ✗ Risk of need to re-locate stock in the event of conflict, population movements, or threats of natural disaster.

b) Transport

Transport and distribution options may be affected by physical damage or poor infrastructure, security, or weather conditions, and lack of drivers, fuel, or spare parts.

Where transportation is likely to be a major constraint, try to minimise the weight, volume, and overall quantities of materials requiring distribution.

Similarly, in response planning, make adequate allowance for transportation times and delays, taking into account clearance and security checks, road conditions, availability of transport, fuel, drivers, etc.

6.3.5 Coordinating materials requirements

It may be appropriate to establish a separate sub-group or working group to coordinate material logistics (storage, transport, and distribution) and procurement needs.

The following actors will also be important for effective coordination:

- ✓ **UN Joint Logistics Centre -**
The UNJLC is a UN Common Service which is activated when intensified field-based inter-agency logistics information is required: <http://www.unjlc.org/>
- ✓ **The Logistics Cluster -**
The Logistics Cluster facilitates an uninterrupted supply chain of life saving relief items to the affected population (inc. establishing staging areas, strategic cargo movements, mobile storage, ground transport capacity, and infrastructure repair): <http://www.logcluster.org/>
- ✓ **Other Clusters -**
Particularly those involved in the procurement of WASH NFIs or similar materials, e.g. CCCM (NFIs), Health (mosquito nets), Shelter (tools, plastic sheeting, etc.)
- ✓ **UNICEF Logistics staff -**
Involved in procuring materials for UNICEF as CLA and other WASH Cluster partners if they are contracted as implementing partners.
- ✓ **Relevant government departments -**
Such as for warehousing, distribution, and customs and excise, ports and airport authorities, etc.

Resources

- 📖 UNICEF (2005), **Emergency Field Handbook** - pp 357-388 provide comprehensive guidance on materials supply and logistics.
- 📖 Global WASH Hygiene Promotion project (2007), **WASH related non-food items** - a briefing paper providing details of standard material requirements for WASH NFIs.
- 📖 UN (2004) **Emergency Relief Items** - Compendium of Generic Specifications
- <http://www.supply.unicef.dk/catalogue>
Web-based version of the UNICEF supplies catalogue.
- http://www.unicef.org/supply/index_about.html
Information about standard UNICEF stockpile items, water kits, etc.
- <http://www.icrc.org/emergency-items/>
Web-based version of the IFRC supplies catalogue.
- <http://www.unjlc.org/>
The UNJLC website.
- <http://www.logcluster.org/>
The Logistics cluster website.
- <http://ocha.unog.ch/cr>
The OCHA directory of emergency stockpiles. It is currently being re-designed, but once completed will provide comprehensive cross-Cluster information on availability of supplies.