

## 8

## HUMANITARIAN REFORM AND THE CLUSTER APPROACH

Chapter Eight provides background information in order to understand the **WCC role** in relation to the broader global context of humanitarian reform, the Cluster Approach and the Global WASH Cluster.

The chapter is split into the following **three sections**:

8.1	Humanitarian Reform process	<ul style="list-style-type: none"> <li>▪ Humanitarian Coordinators</li> <li>▪ Humanitarian Funding</li> <li>▪ Cluster Approach</li> <li>▪ Strong Humanitarian Partnerships</li> </ul>
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8.3	Global Cluster Leads and the role of the Global WASH Cluster	<ul style="list-style-type: none"> <li>▪ What are Global Cluster Leads responsible for?</li> <li>▪ Who comprises the Global WASH Cluster?</li> <li>▪ What does the Global WASH Cluster do?</li> <li>▪ What can the Global WASH Cluster offer the WCC?</li> </ul>

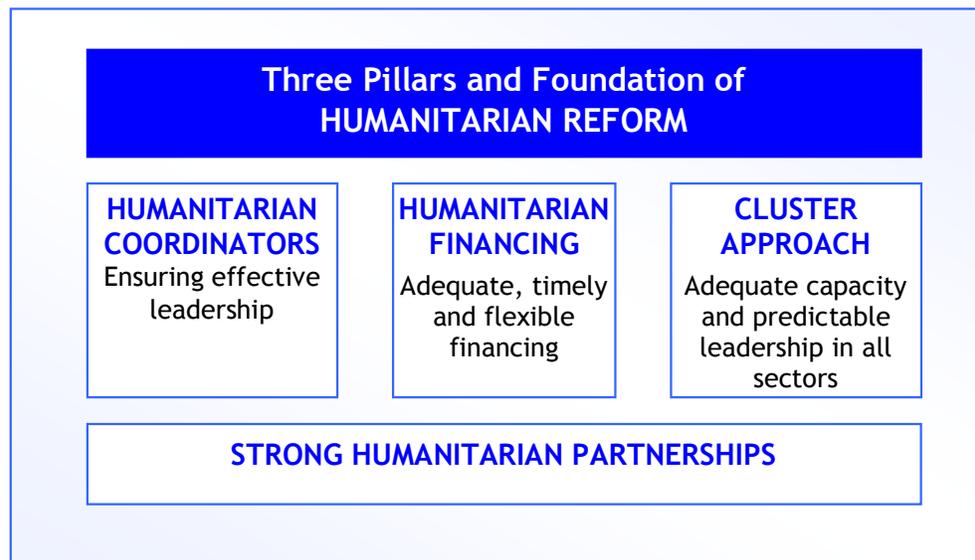
## 8.1 Humanitarian Reform process

The Humanitarian Reform process was prompted by significant changes in humanitarian operations; with an ever-increasing number of humanitarian actors, greater competition for funding and resources, increased public scrutiny, and the changing role of the UN. This led to a **Humanitarian Response Review** in 2005, undertaken by the Inter-Agency Standing Committee (IASC).

Subsequent changes to humanitarian sector operations are aimed at **building a stronger, more predictable, humanitarian response system**, with greater:

- predictability** - in financing and leadership of the response
- accountability** - to the affected populations
- partnership** - between UN and non-UN humanitarian actors

The changes are an ambitious effort by the international humanitarian community to reach more beneficiaries, with more comprehensive needs-based relief and protection, in a more effective and timely manner. The resulting Humanitarian Reform agenda addresses four inter-related areas.



### 8.1.1 Humanitarian Coordinators

The **Humanitarian Coordinator** (HC) role is adopted in those countries where there is a humanitarian crisis or emerging humanitarian needs, and is undertaken by a senior UN official. The HC function is crucial in ensuring a well-coordinated humanitarian response.

Recognition of the need for high-quality leadership and coordination skills has led to the development of a roster of highly experienced and trained individuals to perform the role of HC.

Additional IASC measures to improve effectiveness of the role include:

- *Strengthened commitment to coordination at the field level by all humanitarian partners;*
- *Greater inclusiveness, transparency, and ownership in the appointment of HCs;*
- *Clearer accountability of HCs to the humanitarian community;*
- *Appropriate training and induction to prepare and support HCs in performing their role;*
- Adequate support for HCs in their work.

### Role of the Humanitarian Coordinator (HC)

The HC is responsible for the overall coordination and effectiveness of the international humanitarian response, including:

- Establishing and leading a Humanitarian Country Team (HCT);
- Establishing appropriate mechanism, for inter-Cluster coordination;
- Leading resource mobilisation, needs assessments, gap analysis, prioritisation, strategic planning, and M&E;
- Advocating and liaising with government, military, peace keepers, etc.;
- Developing inter-agency contingency plans.

In rapid-onset emergencies, the RC plays the same role as an HC and reports to the ERC on coordination of the humanitarian response.

## 8.1.2 Humanitarian financing

(Also refer to *section 6.1*)

The predictability, effectiveness, and success of humanitarian interventions is dependent on straightforward and timely access to adequate flexible emergency funding.

IASC initiatives to strengthen humanitarian financing include the ***Central Emergency Response Fund (CERF)***. This is a stand-by fund to complement existing humanitarian funding mechanisms. It provides seed funds to jump start critical operations and fund life-saving programmes not yet covered by other donors.

Additional initiatives include Emergency Response Funds, Pooled Funding, the **Good Humanitarian Donorship Initiative** and reform of the Consolidated Appeals Process (CAP). Further details can be found at: <http://www.humanitarianreform.org>

### Good Humanitarian Donor (GHD) Initiative

It is **vital that the increasing amount of money being spent on humanitarian aid is used effectively**. In response, 24 donors have signed up to the GHD, which provides a forum for donors to discuss good practice in funding humanitarian assistance and other shared concerns.

**A major challenge** is making sure that enough money is available at the right time. This money then needs to be spent on the right kind of assistance, and targeted according to need, not political affiliation, ethnicity, religion, or race.

The GHD initiative has **agreed upon a set of 23 principles and good practices of humanitarian donorship** (see further details under Resources below). By defining principles and standards it provides both a framework to guide official humanitarian aid and a mechanism for encouraging greater donor accountability.

### 8.1.3 The Cluster Approach

(Also refer to *section 8.2*)

Effective coordination is essential in covering humanitarian needs and maximising the use of scarce resources. However, historically this has been weak, due to limited responsibility and accountability for coordination.

The Cluster Approach has been introduced to address this limitation through designated Cluster Lead Agencies at global and country levels. **The IASC Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response** provides further detail (see Resources below).

The Cluster Approach aims to:

- Ensure sufficient global capacity,
- Ensure predictable leadership,
- Embrace the concept of partnership,
- Strengthen accountability,
- Improve strategic coordination and prioritisation.

## 8.1.4 Strong Humanitarian Partnerships

(Also refer to *section 1.4*)

A central element of the humanitarian reform process is the need to strengthen strategic partnerships between (1) NGOs, (2) the International Red Cross and Red Crescent Movement, and (3) UN agencies and related international agencies. This underpins each of the initiatives above.

The **Global Humanitarian Platform (GHP)** was established in 2006 as a complementary initiative and offers a forum for the three 'families' above to come together and share responsibility for enhancing the effectiveness of humanitarian action.

The GHP seeks to ensure that the non-governmental humanitarian agencies are broadly and adequately represented.

Based on the principle of diversity, the GHP does not seek to convince humanitarian agencies to pursue a single mode of action or work within a unique framework.

### The GHP Principles of Partnership

set out a common understanding of, and approach to partnership, including:

- ✓ equality,
- ✓ transparency,
- ✓ a results-oriented approach,
- ✓ responsibility, and
- ✓ complementarity

**'Working together is an urgent life-and-death issue'**

Full details of the GHP Principles of Partnership can be found in Resources below, or at <http://www.icva.ch/ghp.html>

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## Resources

- 📖 IASC (2005), **Humanitarian Response Review**
- 📖 IASC (2006), **Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response**
- 📖 Global Humanitarian Platform (2007), **Principles of Partnership**
- 📖 IASC (2006), **Strengthening the Humanitarian Coordinator's System: What is our goal and how do we get there?**
- 📖 **Principles of Good Humanitarian Donorship**
  - <http://www.icva.ch/ghp>
  - <http://www.humanitarianreform.org>
  - <http://www.globalhumanitarianplatform.org>
  - <http://www.goodhumanitariandonorship.org/>

## 8.2 Understanding the Cluster Approach

The Cluster Approach is one element of the Humanitarian Reform Agenda. It is about making the international humanitarian community more **structured**, **accountable**, and **professional**, so that it can be a better partner for host governments, local authorities, local civil society, and affected populations.

### What is the difference between a ‘Cluster’ and a ‘sector’?

A “Cluster” is essentially a “sectoral group”, and there should be **no differentiation between the two in terms of their objectives and activities.**

The IASC/Humanitarian Country Team **decides on the terminology to be used**, e.g. “Clusters”, “sector groups”, “working groups”, “task forces”, etc. To ensure coherence, standard terminology should be used within each country, and similar standards should be applied to all the key sectors or areas of humanitarian activity.

Because of global commitments to humanitarian reform, country-level **Cluster Lead Agencies (CLAs) may not opt out of certain provisions of the Cluster Approach**, such as “accountability” or “partnerships”, or “provider of last resort”. There is no such thing as a “Cluster lite”.

### 8.2.1 Aims of the Cluster Approach

- i. Ensure that **sufficient global capacity** to respond to emergencies is built up and maintained in all the main sectors or areas of activity.
- ii. Ensure **predictable leadership**. Cluster Lead Agencies (CLAs) are responsible for organising the response to emergencies in their sector or area of activity, in collaboration with sector actors and in accordance with agreed standards and guidelines.
- iii. Work in **partnership** towards agreed common humanitarian objectives, both at the **global level** (preparedness, standards, tools, stockpiles, and capacity-building) and at the **country level** (assessment, planning, delivery, and monitoring).
- iv. Strengthen **accountability**. CLAs are accountable:
  - at the **global level**, for building up a more predictable and effective response capacity in line with IASC agreements,

- at the **country level**, in addition to their normal institutional responsibilities, for fulfilling agreed roles and responsibilities for Cluster leadership.

The approach also strengthens **accountability to beneficiaries** through commitments to participatory and community-based approaches, improved collaborative needs assessments and prioritisation, and better monitoring and evaluation.

- v. Improve strategic **coordination and prioritisation** by placing responsibility for leadership and coordination with the competent operational agency.

#### ***When is the Cluster Approach used?***

- For all major 'new' emergencies requiring a wide-ranging international response.
- In all countries with a Humanitarian Coordinator.
- In all Contingency Planning for emergencies (see *section 5.3* for the IASC Guidelines)
- Where the host government supports this approach, although government approval is not required.

### **8.2.2. Global Cluster Lead Agencies**

The Inter Agency Standing Committee (IASC) has identified 11 Clusters, each with a designated Cluster Lead Agency, responsible to the Emergency Relief Coordinator (at global level) or Humanitarian Coordinator/Resident Coordinator (at country level). In addition, there are three cross cutting focal points.

<b>Global Cluster Leads</b>	
<b><i>Sector or Area of Activity</i></b>	<b><i>Global Cluster Lead</i></b>
<b>Agriculture</b>	FAO
<b>Camp Coordination / Camp Management (CCCM):</b>  <i>IDPs (from conflict)</i> <i>Disaster situations</i>	UNHCR IOM
<b>Early Recovery</b>	UNDP
<b>Education</b>	UNICEF Save The Children - UK
<b>Emergency Shelter:</b>  <i>IDPs (from conflict)</i> <i>Disaster situations</i>	UNHCR IFRC (Convener)

Emergency Telecommunications	OCHA/UNICEF/WFP
Health	WHO
Logistics	WFP
Nutrition	UNICEF
Protection: <i>IDPs (from conflict)</i> <i>Disasters and civilians affected by conflict</i> <i>(other than IDPs)</i>	UNHCR UNHCR/OHCHR/UNICEF
Water, Sanitation and Hygiene (WASH)	UNICEF
<b>Cross cutting issue Leads</b>	
<i>Cross cutting issue</i>	<i>Cross cutting issue Lead</i>
Environment	UNEP
Gender (co-chairs of the IASC sub working group on gender)	UNFPA WHO
HIV and AIDS (IASC Task Force on HIV and AIDS)	UNAIDS

### 8.2.3 Key actors within the Cluster Approach

#### a) Global level

##### *Office for the Coordination of Humanitarian Affairs (OCHA)*

OCHA is a branch of the UN Secretariat, created specifically to improve coordination between UN agencies and other organisations in areas affected by humanitarian crises. OCHA is not normally present in stable countries and intervenes only at the onset of a crisis that requires the joint effort of several UN agencies.

##### *Emergency Relief Coordinator (ERC)*

The ERC is the head of OCHA, the chair of the IASC, and reports to the UN Secretary-General. The ERC is responsible for global coordination of humanitarian assistance.

**Inter-Agency Standing Committee**  
*Full Members and Standing Invitees*

Full Members		Standing Invitees	
	<u>Food and Agricultural Organisation (FAO)</u>		<u>International Committee of the Red Cross (ICRC)</u>
	<u>Office for the Coordination of Humanitarian Affairs (OCHA)</u>		<u>International Council of Voluntary Agencies (ICVA)</u>
	<u>United Nations Development Programme (UNDP)</u>		<u>International Federation of Red Cross and Red Crescent Societies (IFRC)</u>
	<u>United Nations Population Fund (UNFPA)</u>		<u>American Council for Voluntary International Action (InterAction)</u>
	<u>United Nations High Commissioner for Refugees (UNHCR)</u>		<u>International Organisation for Migration (IOM)</u>
	<u>United Nations Children's Fund (UNICEF)</u>		<u>Office of the High Commissioner for Human Rights (OHCHR)</u>
	<u>World Food Programme (WFP)</u>		<u>Office of the Special Representative of the Secretary General on the Human Rights of Internally Displaced Persons (RSG on HR of IDPs)</u>
	<u>World Health Organisation (WHO)</u>		<u>Steering Committee for Humanitarian Response (SCHR)</u>
			<u>World Bank (World Bank)</u>

***Inter-Agency Standing Committee (IASC)***

Comprises major humanitarian actors, including key UN agencies, IOM, the Red Cross Movement, and three international NGOs (see details on previous page). It provides the mechanism for inter-agency (UN and non-UN) coordination of humanitarian assistance. Under the leadership of the ERC, the **IASC** determines who is responsible for what in humanitarian response, identifies gaps, and advocates for application of international humanitarian principles.

***UN Disaster Assessment and Coordination (UNDAC) Team***

This is a stand-by team of disaster management professionals. The team can be deployed within hours if requested by the RC or host government, to carry out rapid assessments, establish cross-sector coordination, and Information Management systems, and to support national authorities and the RC/HC in coordinating the international response.

***Global Cluster Lead Agency (see Section 8.3 for further details)***

Is the designated agency responsible in each Cluster for on-going:

- standards and policy setting
- building response capacity
- operational support

***Global Cluster***

Each Cluster itself is made up of members of IASC and other humanitarian actors, including NGOs, the Red Cross Movement, UN agencies, consortia, institutions, and donors, all with an interest and expertise in that sector

**b) Country level*****Resident Coordinator (RC)***

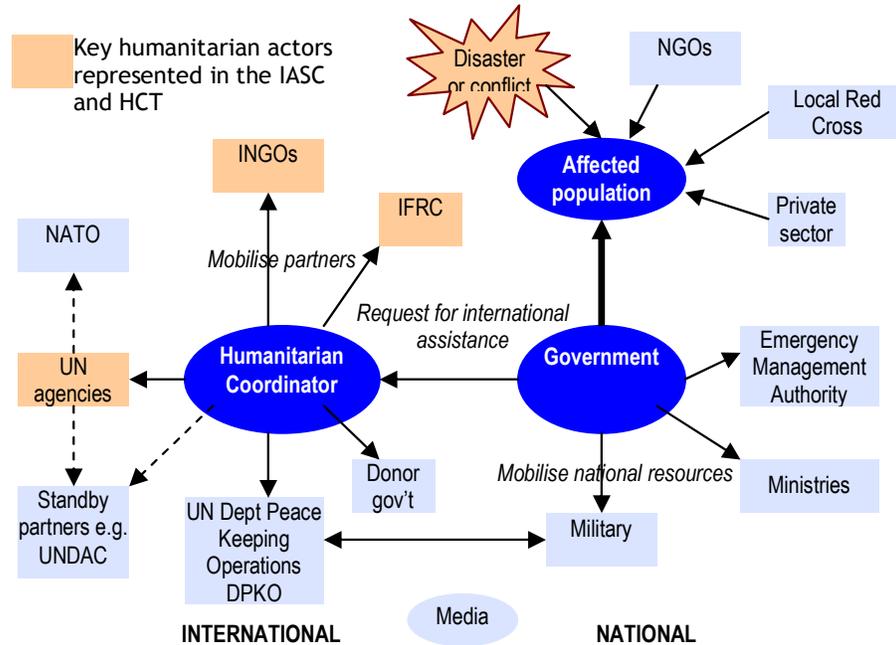
Is typically the most senior UN representative in-country and represents all organisations of the UN, with a mandate to coordinate their activities. **The RC** chairs the UN Country Team and is appointed by the Secretary-General. The RC is responsible for inter-agency coordination in the initial response to a rapid-onset emergency, in line with the ToR for an HC. UNOCHA and/or a HC may be deployed to support the RC in this function. The RC is usually familiar with the country and nature of the crisis when an emergency occurs.

***UN Country Team (UNCT)***

Includes representatives of the operational UN agencies already resident in the country and is chaired by the RC. Its role in major new emergencies is limited,

with primary responsibility being undertaken by a broad-based Humanitarian Country Team (HCT) from the earliest stage.

### Key humanitarian actors at country level



Adapted from Workshop Materials, Tri Cluster Coordinator training, WASH, Health, and Nutrition Clusters, April 2008

### **Humanitarian Coordinator (HC)**

Has overall responsibility for ensuring coherence of relief efforts in-country, chairs the Humanitarian Country Team, works closely with the RC, and is responsible to the Emergency Relief Coordinator. The appointment of **an HC** signals the need for a long-term humanitarian presence in the country.

Criteria for appointing an HC include:

- Intensive and extensive political management, mediation, and coordination to enable the delivery of humanitarian response, including negotiated access to affected populations
- Massive humanitarian assistance requiring action by a range of partners beyond a single national authority
- A high degree of external political support, often from the UN Security Council

ToR for the HC post are currently being developed by the IASC. An outline of the main responsibilities is incorporated under *section 8.1*.

### ***Humanitarian Country Team (HCT)***

Is composed of the cross-sectoral IASC representatives who are in-country responding to a disaster. Also known as the IASC Country Team or Task Force, the **Humanitarian Country Team** has overall responsibility for mounting a coordinated humanitarian response.

### ***Country Cluster Lead Agency*** (for details see *section 1.3*)

The country Cluster Lead Agency (CLA) is appointed by the HC and takes responsibility for ensuring effective leadership and coordination of a particular Cluster at country level.

### ***Cluster partners*** (for details see *sections 1.4*)

The Cluster is open to all those involved in the humanitarian response and who have expertise, resources, or information to support the relevant sector.

**The Cluster Approach will only work with the cooperation of all actors**

## **8.2.4 Who sets up the Clusters and how?**

There is a formalised process for establishing the Cluster Approach at country level. For full details see the **IASC Standard Operating Procedures for major new emergencies** and **IASC Standard Operating Procedures for on-going emergencies** under Resources below. This will take place before Cluster Coordinators are appointed.

In brief, the HC or RC consults with national authorities and relevant IASC partners at global and country level, and makes decisions in consultation with the Humanitarian Country Team. Negotiation will almost certainly be needed to determine which Clusters are required and who should be assigned to lead them.

Ideally, national authorities will be fully involved and endorse the Cluster Approach, but this is not a requirement. It is, however, the responsibility of the HC and HCT to ensure that the coordination mechanisms adopted are aligned with those of the government.

The agreed proposal is sent to the ERC, who reaches agreement with IASC at Global level. A **sample letter** is incorporated in Resources below. The final

decision is conveyed to the HC/RC who informs the host government and all relevant partners.

The implications of adopting the Cluster Approach differ for new and on-going emergencies.

### ***i) Major New Emergencies***

In a '**major new emergency**' the scale and complexity of humanitarian needs demands a multi-sectoral response by a wide range of international humanitarian actors. In countries that are familiar with humanitarian interventions, introduction of the Cluster Approach may be reasonably straightforward. In others there may be resistance.

Furthermore:

- Limited local knowledge or networks constrain ability to sensitise and fully consult with national and local actors;
- Limited in-country response capacity may constrain identification of appropriate CLAs and government partners.

### ***ii) On-going Emergencies***

The Cluster Approach has been introduced in most of the 26 countries which currently have **on-going emergencies** and, in future, will be adopted in any country with an HC as a part of 'normal operational procedures'. In these situations more time is available for consultation with government and key national and local actors and this helps to ensure that development of appropriate coordination mechanisms is led by those on the ground.

There are, however, still some obstacles:

- Integration with existing and sometimes well-established coordination mechanisms;
- Gaining recognition and acceptance for the approach from other international, national, and local actors who are accustomed to, and satisfied with, the mechanisms in place;
- Existing coordination bodies may be working to principles and standards that are not acceptable to the Cluster Lead Agencies (CLAs).

### **a) What is the role of government?**

Close coordination and collaboration with government efforts in humanitarian response is an essential part of the Cluster Approach.

Where there is a functioning government, the national authorities have responsibility for leadership and coordination of the humanitarian response, with or without international involvement. Ideally, the Cluster Approach can strengthen these mechanisms through government invitation to participate.

“Each State has the responsibility first and foremost to take care of the victims of natural disasters and other emergencies occurring on its territory. Hence, **the affected State has the primary role in the initiation, organization, coordination, and implementation of humanitarian assistance within its territory.**”

(GA Resolution 46/182)

At individual Cluster level, the relevant national authorities should take the lead in chairing meetings and play an active role in Cluster decision making. Alternatively, they may opt to do this through a co-chairing arrangement between the CLA and the main line ministry or government department counterpart (see *section 1.2*).

A key responsibility of CLAs at country level is to ensure that other humanitarian actors **maintain regular and appropriate coordination with national and local government actors**. The nature of these links will depend on the emergency context and the willingness and capacity of government actors to participate in humanitarian activities.

#### **b) How are the Cluster Lead Agencies decided at country level?**

Cluster Lead Agencies (CLAs) will only be designated for sectors relevant to the emergency. In some emergencies certain Clusters may not be needed (e.g. Logistics or Emergency Telecommunications), or sectors may be combined within the same Cluster (e.g. Health and Nutrition).

**Any IASC member can be a CLA;** it does not have to be a UN agency.

Where possible, the country-level CLA is aligned with the global-level CLA (see table earlier in this section for details). However, in circumstances where they lack a country presence or sufficient capacity, another agency may be given this responsibility, e.g. in Zimbabwe the WASH Cluster is being co-led by UNICEF and Oxfam GB.

The CLA at country level may also designate another Cluster partner as a sub-national Cluster Coordinator or Cluster Focal Point in another part of the country. An outline of alternative WASH Cluster structures can be found in *section 1.2*.

The country-level Clusters need to include participating agencies with real operational capacity. They should be results-oriented, with a clear focus on ensuring adequate humanitarian response, including shifting their own priorities and resources to address any gaps in the overall response.

## Resources

- 📖 IASC (2006), **Guidance Note on Using the Cluster Approach to Strengthen Humanitarian Response**
- 📖 IASC (2007), Operational Guidelines on **Designating Sector / Cluster Leads in On-going Emergencies**
- 📖 IASC (2007), Operational Guidelines on **Designating Sector / Cluster Leads in Major New Emergencies**
- 📖 **Sample letter from the RC to the ERC on need for the Cluster Approach in Central African Republic, July 2007**
- 📖 **Sample letter from the RC to the ERC on need for the Cluster Approach in Mozambique, Feb 2007**
  
- 📖 UN OCHA (2007), **CRD Desk Officer's Toolkit**  
*Useful guidance on the process for formalising the Cluster Approach and engaging government.*
- 📖 IASC - **What is the IASC?**
- 📖 **RC Job Description**
- 📖 **HC ToR (under review), Dec 2003**
- 📖 **ToR for HCT Afghanistan**
  
- 📖 IASC (2006) **Interim Assessment of the Cluster Approach in the field**  
*Self assessment of the Cluster Approach, highlighting initial challenges.*
- 📖 IASC (2007) **Cluster Approach Evaluation Report**  
*Useful report that highlights challenges, strengths, and weaknesses in the Cluster Approach and different strategies used in practice.*
  
- <http://www.humanitarianreform.org>  
*Site with extensive information of the humanitarian reform agenda and all individual Clusters*
- [www.icva.ch/ghp](http://www.icva.ch/ghp)  
*Further information on the Global Humanitarian Platform*
- <http://www.humanitarianinfo.org/iasc/content/default.asp>  
*Main site for information about the IASC*
- <http://www.un.org/issues/m-humani.html>  
*Site providing background information on the UN system and its role in humanitarian relief*
- <http://ochaonline.un.org/Coordination/tabid/1085/Default.aspx>  
*Website for UNOCHA as the coordinator of humanitarian assistance*
- [http://www.redcross.org/services/intl/0,1082,0\\_448\\_,00.html](http://www.redcross.org/services/intl/0,1082,0_448_,00.html)  
*Website for the International Federation of Red Cross and Red Crescent Societies*

## 8.3 Global Cluster Leads and the role of the Global WASH Cluster

The Cluster Approach operates at two levels. At global level it aims to strengthen sector-wide preparedness and technical capacity through designated lead agencies. UNICEF is the WASH Global Cluster Lead.

### 8.3.1 What are Global Cluster leads responsible for?

At the global level, the aim is to:

- ✓ strengthen system-wide preparedness and technical capacity to respond to humanitarian emergencies,
- ✓ ensure that there is predictable leadership and accountability in all the main sectors or areas of activity,
- ✓ establish broad partnership bases.

Activities focus on three main areas:

#### *i) Standards and policy-setting*

- consolidation and dissemination of standards
- where necessary, development of standards and policies
- identification of "Best practice"

#### *ii) Building response capacity*

- training and system development at the local, national, regional and international levels.
- establishing and maintaining surge capacity and standby rosters
- establishing and maintaining material stockpiles

#### *iii) Operational support*

- assessment of needs for human, financial, and institutional capacity
- emergency preparedness and long-term planning
- securing access to appropriate technical expertise
- advocacy and resource mobilization
- pooling resources and ensuring complementarity of efforts through enhanced partnerships

### 8.3.2 Who comprises the Global WASH Cluster?

Active **Global WASH Cluster Working Group** partners include:

<b>NGOs</b>	Action Contre la Faim (ACF), Oxfam, International Rescue Committee (IRC), World Vision International (WVI) , Catholic Relief Services (CRS), Concern, CARE, Norwegian Church Aid (NCA), RedR, International Centre for Health and Migration (ICMH),
<b>Red Cross</b>	IFRC
<b>UN</b>	UNICEF, WHO, United Nations Environment Programme (UNEP), UNHCR
<b>Consortiums</b>	InterAction
<b>Institutions</b>	Center for Disease Control (CDC)

Implementation is supported by the **Global Cluster Advocacy and Support Team (CAST)** :

- Jean McCluskey, WES Emergencies Adviser  
IASC WASH Cluster Coordination, UNICEF Geneva  
Office 41 22 909 56 16, [jmcccluskey@unicef.org](mailto:jmcccluskey@unicef.org)
- Professor Paul Sherlock, Senior Adviser, Emergencies, IASC WASH Cluster Coordinator, UNICEF, New York  
Office 1 212 326 7556, [psherlock@unicef.org](mailto:psherlock@unicef.org)

Additional **global partners** include International Medical Corps (IMC), Tearfund, Mercy Corps, ICRC, OCHA, SCHR and donors OFDA, DFID, and ECHO.

Formal recognition of UNICEF's role as Global Cluster Lead has allowed the organisation to dedicate resources to take up the role and ensure standards, systems, and capacity for rapid response. Ensuring that all key WASH sector actors are fully involved at the global level is a critical part of this role, in order to formalise their support and active participation in the WASH Cluster at country level, in an emergency.

Different agencies have specific strengths and can make a significant collective contribution to developing the sector globally.

### 8.3.3 What does Global WASH Cluster do?

The **Global WASH Cluster work plan 2006/8** has been formulated into five strategic areas, covering outstanding capacity gaps identified by the WASH Cluster Working Group (see Resources below for the detailed plan) The five strategic areas where increased capacity is required are:

#### *i) WASH Sector Coordination and Advocacy*

- Dedicated CAST team
- Developing Training and rosters (Project 1)
- Resources for initial cluster coordination cell
- Rapid Needs Assessment Team
- Advocacy and resource mobilisation - tools and guidance (Project 8)

#### *ii) Information Management & Standards Policy*

- Systems and tools - in coordination with OCHA and other clusters (Project 2), see below

#### *iii) WASH Sector Capacity for Humanitarian Response*

- Hygiene promotion tools, guidance, etc. (Project 3)
- Training for capacity building (Project 6)
- Standby arrangements for accessing technical expertise
- Agency-specific capacity building
- Technical support services (Project 9)

#### *iv) WASH Sector Preparedness*

- Global and national capacity mapping (project 4)
- WASH Cluster awareness workshops
- Interagency preparedness and contingency planning
- Global WASH stockpile (project 5)

#### *v) WASH Sector Best Practice and Learning*

- Learning reviews (project 7)
- Cross-cutting issues (projects 11-14)

#### *Projects Overview*

This strategy has been developed into 15 projects which the Global WASH Cluster are currently working on. Full details can be found on the website:

<http://humanitarianreform.org>.

### 8.3.4 What can the Global WASH Cluster offer the WASH CC?

The **support, resources and services** offered are outlined under Resources below. Details of specific Information Management tools are given in *chapters 3 and 4* of the Handbook.

#### ***Regional Emergency WASH Advisers (REWAs)***

UNICEF has REWAs in six of its seven regions. Their role is to:

- form a practical link between the Global WASH Cluster group and the country level;
- roll out the tools developed at global level;
- assist in short-term rapid deployment;
- support local capacity building.

Members of WASH Cluster agencies (especially field staff) are encouraged to contact REWAs regarding any WASH Cluster matters.

### 8.3.5 Inter-Cluster Coordination at a Global level

Experience from the field has highlighted some **overlaps and gaps in emergency interventions between Clusters**.

There is a recognised need for clarity on the relative roles and responsibilities of the different Clusters in order to avoid duplication of effort, while ensuring that all areas of need are covered. However, there is also recognition that the **formation of dedicated Clusters runs the risk of deepening the ‘division’ between sectors**.

To address these challenges, a **range of cross-Cluster initiatives and tools** have been developed by the Global WASH Cluster for use by the WASH Cluster and other Clusters at country level.

- **Matrices** mapping out the mutual roles and responsibilities of WASH and other Clusters (*see section 1.5* for details).
- **Cross-Cluster Hygiene Promotion** initiative to encourage hygiene promotion in other Clusters (*see section 7.2*).
- **Tri-Cluster Initiative** between the WASH, Health, and Nutrition Clusters to enhance collaboration by regular dialogue, joint training, and mechanisms to improve information sharing and the development of shared or complementary outputs and resources.

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## Resources

- 📖 Global WASH Cluster (2007), **Key things to know**
- 📖 Global WASH Cluster **Strategic Framework** 2007-8 (Power-point)
- 📖 Global WASH Cluster (2007) **Support, Resources and Services** (Power-point)
- 📖 Global WASH Cluster **Work Plan** 2007-8
- 📖 **MoU for agencies participating in the Global WASH Cluster**, 2007
  
- ▶ <http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=314>
- ▶ [http://www.unicef.org/wes/index\\_43104.html](http://www.unicef.org/wes/index_43104.html)